



BUILDING FLOURISHING COMMUNITIES

Terms of Reference Capacity Building of MFIs under Jyambere Project

Title of the assignment:	Training and Coaching of Jyambere project Participating Financial Institutions (PFIs)
Contact person:	Apollinaire NSHIMIYIMANA apollinaire.nshimiyimana@cordaid.org
Period	20 th January – 29 th January 2025

Background

CORDAID is contracted by the Rwanda Development Bank (BRD) to implement a component of the socio-economic inclusion of refugees & host communities in Rwanda project (also called Jyambere project). The project aims to improve access to basic services and economic opportunities for refugees and host communities and support environmental management, in the target areas in Rwanda.

Component 2 “Economic opportunity component”, implemented by CORDAID, will support implementation of the government’s commitment to improve refugee self-reliance. It seeks to expand economic opportunities and promote access to finance and private sector investment in the six districts hosting refugee camps. The component has main objectives namely (a) to promote entrepreneurship and employment through access to finance (grants or loans) and (b) improve access to finance through advisory services and capacity-building to different stakeholders.

Among different stakeholders, Cordaid will enhance the capacity of eight (8) Participating Financial Institutions (PFIs) staff in areas of: (a) Governance including policies development and compliance, (b) Client management, (c) loans underwriting and Risk Management, (d) portfolio management and monitoring, (e) environmental risk and safeguard.

The PFIs’ capacity-building program is a significant component of Cordaid's Jyambere project, specifically designed to enhance the financial inclusion of refugees and host communities in Rwanda. The program seeks to equip selected PFIs each represented by 2 participants, with the knowledge and skills to better understand and respond to the financial needs of refugees, ultimately fostering their economic empowerment and integration into the local economy.

The scope of the assignment

Cordaid invites interested bidders (individuals and firm) to respond to the following call for proposals. The Consultant needs extensive experience in refugee economic inclusion activities and experience in developing financial products for vulnerable people. This comprehensive approach involves a preliminary assessment to understand existing risk management practices and capacities within participating PFIs, followed by the development of

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tailored capacity-building plans and strategies. The training modules cover critical areas such as governance, portfolio management, internal control, human resource management, monitoring and evaluation, and client management. The duration of the assignment shall be 15 days maximum.

Specific objectives

To meet the above objectives, the specific objectives should include but **not limited to**:

- **Enhancing Understanding of Refugee Financial Needs:** A primary objective is to equip PFIs with a comprehensive understanding of the unique financial needs, challenges, and opportunities associated with serving refugee populations. This includes dispelling misconceptions and addressing potential biases that might hinder financial inclusions

- **Developing Tailored Financial Products and Services:** The program aims to empower PFIs to develop and refine financial products and services that cater to the specific context and nature of refugee businesses, ensuring their accessibility and relevance. This includes revising existing products to align with refugees' needs and promoting innovative financial solutions that address their unique circumstances.

- **Strengthening Risk Management Practices:** Recognizing the perceived risks associated with financing refugee businesses, the program focuses on bolstering PFIs' risk management capacities. This includes identifying and implementing effective risk mitigation strategies, enabling PFIs to confidently assess and manage the financial needs of refugees and host communities.

- **Fostering a Supportive Financial Environment:** A key objective is to create a supportive financial environment that encourages and enables both refugees and host communities to access and utilize financial services. This involves promoting financial literacy, building trust between PFIs and refugee populations, and advocating for policy changes that facilitate financial inclusion

Expected deliverables

The deliverables from the assignment are as follows:

- **Tailored Capacity-Building Plans:** For each PFI, Cordaid is expected the consultant to develop a customized capacity-building plan based on a preliminary assessment of their existing risk management practices and mitigation capabilities. This plan will serve as a roadmap for the PFI's capacity-building journey, outlining specific training needs, anticipated outcomes, and implementation strategies.

- **Training Materials and Resources:** Consultant will create comprehensive training materials and resources to facilitate the delivery of the capacity-building program. These materials will cover the core modules, including Governance, Portfolio Management, Internal Control and Audit, Human Resource Management, Monitoring and Evaluation, and Client Management. The training



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materials should be tailored to the specific context of Rwanda and address the unique needs of serving refugee and host communities.

Training Reports and Assessments: Regular training reports, documenting participation, key learnings, and challenges encountered, are anticipated as a means of tracking progress and evaluating the effectiveness of the program. Pre- and post-training assessments will be conducted by the consultant to gauge changes in knowledge, attitudes, and practices among PFI staff

Qualifications and Experience

The ideal consultant should possess the following qualifications and experience:

- At least bachelor's degree in business administration, finance management, economics, or another related field from a recognized university/institution.
- A minimum five (5) years of relevant capacity building experience of financing institutions (Including MFIs & SACCOs).
- At least two (2) similar assignments carried out in Rwanda in the last five (5) years for member-based organizations in institutional and organizational development, especially in the finance sector.
- Proven experience: (1) in On-the-Job training and Training of Trainers methodology, as well as experience in capacity building of financial institutions, MFIs and SACCOs. (2) Analysis capacity, develop recommendations and capture lessons learned.
- Demonstrated knowledge of training materials development for Banks, MFIs and SACCOs.
- Demonstrated experience in facilitating group training sessions or focus groups.
- Certified master trainer in financial education will be an advantage
- Previous experience working with international NGOs

Submission of Proposals

- Interested consultants (individual and firms) are invited to submit their proposals (Technical and financial proposal, including a detailed CV, relevant work samples, and a proposed methodology for undertaking the tasks outlined in these terms of reference.
- Proposals should be submitted by **14th January 2025** to apollinaire.nshimiyimana@cordaid.org

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Evaluation Criteria

- Proposals will be evaluated based on the consultant's qualifications and experience, proposed methodology, clarity and feasibility of the work plan, and cost-effectiveness of the proposed budget. (***NB: logistic and other procurement related aspects are covered by Cordaid***)
- Shortlisted candidates may be invited for an interview or additional discussions to further assess their suitability for the consultancy.

Confidentiality

All information shared during the course of the consultancy, including client data and project-related documents, will be treated as confidential and used solely for the purposes of fulfilling the consultancy objectives.

Contractual Arrangements

The selected consultant will be required to enter into a formal contract with the Cordaid project outlining the terms and conditions of the consultancy, including deliverables, payment schedule, and intellectual property rights.

Contact Information

For inquiries or further information regarding these terms of reference, please contact Apollinaire NSHIMIYIMANA apollinaire.nshimiyimana@cordaid.org and info.rwanda@cordaid.org

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