

EXPRESSION of INTEREST (EoI)

CONSULTANCY for RWANDA TECH ENABLED INNOVATION POLICY

1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federally owned international cooperation enterprise for sustainable development with worldwide operations. GIZ has worked in Rwanda for over 30 years. The primary objectives between the Government of Rwanda and the Federal Republic of Germany are poverty reduction and promotion of sustainable development. To achieve these objectives, GIZ Rwanda is active in the sectors of Decentralization and Good Governance, Economic Development and Employment Promotion, Energy and ICT (Information and Communications Technology).

The project "Digital Solutions for Sustainable Development"(DSSD) will advise Rwandan institutions on the implementation of the Smart Rwanda Master Plan (2016-2020) and its priority projects. The project aims at promoting the development of digital solutions in collaboration with sector ministries, local and international private companies, research institutions and civil society. The development of those pioneering solutions will be supported and managed by a dynamic team of experts based in the newly created Centre for Digital Transformation DigiCenter - a project unit of DSSD.

The DigiCenter is a space dedicated at delivering impact driven digital solutions, developing the capacities of the local innovation ecosystem, and replicating / scaling-up digital solutions at regional and continental level.

Therefore, DSSD Program is currently working closely with the Ministry of ICT and Innovations (MINICT) to develop a National Tech Innovation Policy to strengthen the nascent ecosystem and ensure that Rwanda reaps the rewards that a truly innovative environment and ecosystem offers to socio-economic development.

2. Background

Rwanda's aspirations (through Vision 2020, EDPRS 1 & 2) were to transform the nation into a 'knowledge-based economy'. These blueprints considered the development of ICT as a key enabler. Along with Vision 2020, the Economic Development and Poverty Reduction Strategy 2007-2012 (EDPRS I) and later EDPRS II 2013-2018, further acknowledged ICT as a key driver for economic growth. Three enablers – ICT Capability & Capacity, Governance & Management, and Secured & Shared Infrastructure – were identified as key focus areas.

In October 2015, the Government of Rwanda adopted the "Smart Rwanda Master Plan" to enable universal access to broadband and digital government services as key enablers for the achievement of Rwanda's vision to become a "Knowledge Based Society". Considerable efforts have been made and significant strides have been registered towards implementation of the Smart Rwanda Master Plan, looking at the future new strategic objectives, which have been set to achieving opportunities that come with the Fourth Industrial Revolution.

The National Strategy for Transformation 2017-2024 (NST-1) has also been adopted to ensure attainment of Vision 2020 and to excel beyond the original Vision 2020 goals. NST1 and the ICT strategic plans aims to contribute to increased Innovations to accelerate the achievement of Rwanda's vision and be positioned as the Africa's ICT Hub through becoming more agile and open with the most favorable business climates that attracts large-scale investments, rewards entrepreneurship and enables fast growth and exports, leveraging innovations to transform the nation into a smart society.

The Ministry of ICT and Innovation (MINICT) in collaboration with all its agencies, public, private and development partners have registered significant progress and achievements over time. The National Tech Innovation Policy will supplement already existing efforts to strengthen the nascent innovation ecosystem and ensure that Rwanda reaps social economic benefits.

To avoid policy and existing strategies' overlaps, the National Tech Enabled Innovation Policy will be developed in tandem / close consultation and consideration of other existing policies, strategies and existing initiatives such as Entrepreneurship Development Policy, Science, technology and Innovation Policy (STIP), Start-up Act, Industrial Development Policy, Emerging Technology Strategy, Investment code and Technology fund.

Additionally, the Tech Innovation Policy should create synergies with the Proof of Concept Strategy that was developed with a mission to make Rwanda the best place in Africa for tech and business innovators, to test, launch and grow their innovations.

A conducive overview of the activities that have been implemented so far, that are in the process of implementation, pipeline and might have interfaces with this assignment will be highlighted in the Tech Innovation Policy and a policy will be developed with enough flexibility to inform public procurement of innovations in an effort to provide a framework through which Government institutions will be able to procure innovative solutions from startups and innovators.

3. Objectives of the assignment

The objective of this consultancy assignment will be to develop the Rwanda Tech Innovation Policy and its consequent implementation strategy with concrete actions to be taken going forward and propose strategies and initiatives of cementing the achieved milestones so far. A conclusive overview of other ICT existing initiatives will be taken into consideration and a direct link will be formulated in the policy.

4. Specific objectives

Considering the overall objective of the assignment and the scope of work, the specific assignment objectives include;

- (i) Developing a forward-looking Tech Innovation policy that clearly demonstrates the contribution of ICT and Innovation to economic growth, jobs, productivity and overall sustainable and inclusive growth.
- (ii) Developing a comprehensive and action-oriented five-year Tech Innovation Policy strategy and programs to be run in partnership with public and private sector partners to advance innovation ecosystem , with a costed implementation plan that is practical to all stakeholders (including GoR, DPs, private sector and civil society).

- (iii) Developing a Monitoring and Evaluation Policy Matrix with clearly defined milestones, indicators, baselines, targets, roles and responsibilities.

5. Scope and Methodology

The consultants will be expected to work closely with the Ministry of ICT and Innovations, other government stakeholders and the development partners in the elaboration of the Tech Innovation Policy. Draft policy statements will be presented to the Sector-wide working groups and other stakeholders' meetings.

The consultants will conduct consultations with Government and its stakeholders and donor institutions/development partners as well as the private sector, in order to inform the analysis and development of the Policy. The consultants will analyse the technical and financial support provided by various development partners in Technology Innovations.

The methodology of developing the tech enabled innovation policy will include but not limited to;

- Conduct an in-depth review of all relevant literature, including – but not limited to – Government policies, strategies and legislation, Joint Sector Reviews, analytical studies and reports, articles and statistics. This should utilise country-specific information and analysis but also draw on experiences and best practices from the region and beyond where pertinent.
- Review and benchmark from similar Tech Innovation Policies globally with key focus on best practices to define key drivers of success while distilling learnings relevant to Rwanda and understanding high level market trends and hot spots for tech enabled innovation.
- Review and analyse the current ICT and Innovation ecosystem in Rwanda and highlight strategic challenges and opportunities from a macro and micro perspective.
- Review policies, strategies and innovation and start up ecosystems activities that weredesigned in Rwanda over the past years.
- Review Technology Innovation key trends and propose strategies of improving Rwanda's ranking in Global Innovation Index (GII).
- Stakeholders' consultations, Analysis and engagement (One on One meetings, Focus groups etc.).
- Analyse and provide legal, policy, regulatory, governance/institutional, talent capacity and development capacity required and implementation recommendations that can help spur the development of robust innovation ecosystem in Rwanda.
- Develop a sustainable strategy to attract and create financing and investment towards strengthening the Tech Innovation ecosystem in Rwanda;
- Through consultative process with stakeholders, consolidate proposed activities into action plan based on priorities.
- Conduct a stakeholders' Validation Workshop and make policy presentations

- Review Innovation Policies from other countries to benchmark best practices.

6. Key deliverables

The consultancy firm/company will be expected to fulfil the following primary deliverables:

Deliverable 1: Inception Report. An Inception Report detailing consultants' understanding of the task, methodology and roadmap. The Inception Report will be submitted to the Permanent Secretary/ MINICT within 7 expert days after the date of contracting, detailing understanding of the assignment, approach, methodology, activities to be conducted, and a detailed work and resource plan linked to the above outputs

Deliverable 2:Draft Tech Innovation Policy. Draft Tech Innovation Policy with key strategic orientations, costed implementation plan and monitoring and evaluation framework. The draft report will be submitted within 45expert days (after inception report) to the Permanent Secretary, MINICT

Deliverable 3:Final Rwanda Tech Innovation Policy. The final policy, implementation strategy and cabinet paper will be submitted within 8expert days (after complete review of the draft report) to the Permanent Secretary MINICT after incorporation of all stakeholders' comments.

All reports should be presented in English and in the following form: 3 spiral bound hardCopies and soft copies for each.

7. Assignment Duration

The duration of the assignment will cover a period up to 120 expert days from October – December 2020

Key Staff Expertise	Estimated number of expert days for deliverables
Team Leader	40 days
Innovation Expert	30 days
Legal Expert	20 days
Economist	30 days

8. Reporting and Coordination Assignment Framework

The Contracted consultant will report tothe Director General- Innovation and Business Development who will report to the Permanent Secretary/MINICT. The consultants will be answerable to the Ministry of ICT and Innovation and other ICT sector stakeholders as well as GIZ-DSSD for further guidance. All deliverables should be approved by MINICT and sector working group stakeholders and GIZ-DSSD. Any challenges anticipated must be

reported as soon as possible so that mitigation measures can be undertaken in a timely manner to ensure timely delivery.

9. Requirements and Selection Criteria

The Consultant Firm hired to conduct the work should have the following qualifications:

- A minimum of 8 years of proven experience in developing high impact national ICT and Innovation policies and strategies;
- Strong understanding of the dynamics of ICT and Innovation demonstrated by experience in conducting studies in similar areas;
- To have conducted at least 2 similar successful projects;
- Have demonstrable knowledge and understanding of issues and trends regarding the incubation and promotion of national innovation policies and consequent ecosystems;
- Have a good understanding potential synergy between Technology Innovation and Fourth Industrial Revolution Technologies
- Have good knowledge of the business environment and issues regarding development of national policies and strategies in Rwanda.

1. Team Leader

The team leader will be a high calibre professional possessing the following portfolio of international experience and qualifications:

- A seasoned professional with at least 10 years of proven experience in developing policies and strategies related to the development of national ICT/Innovation strategies;
- Experience working with the private sector to identify how the Tech Innovation Policy creates synergies with the private sector to be part of the Innovation Development in Rwanda.
- Experience as a team leader in at least three engagements of a similar nature;
- At least a master's degree in ICT, Public Policy, International Development, Engineering, Economics, Management or related field;
- At least 5 years' experience in managing and conducting economic and policy research and analysis related programmes;
- Knowledge and experience of current issues relating to national innovation development;
- Knowledge and experience in formulation of Monitoring and Evaluation frameworks;
- Knowledge and experience in international policy formulation and design;
- Fluency in English;
- The consulting firm shall provide the CV of the Team Leader with concrete evidence of previous experiences of similar assignments & copy of degree or certificates.

2. Innovation Expert

- An expert with at least 5 years of proven experience in the ICT and Innovation sector in Rwanda;

- The Innovation expert should hold a master's degree in technology, innovation or a related field;
- Detailed understanding of Rwanda's ICT and Innovation ecosystem
- Ability to perform all required tasks in English, with experience in the region as an added advantage;
- Substantial experience in managing innovation programmes that involve multiple partners;
- Proven experience in translating insights into solutions
- Proven experience in embedding new global innovation and technology in product development
- Substantial experience in research design, analysis and dissemination findings
- Proven experience in stakeholder (public and private) engagement
- The consulting firm shall provide the CV of the Innovation expert with concrete evidence of previous experiences & copy of degree or certificates.

3. Legal Expert

- A minimum of a master's degree in Law, or equivalent;
- Proven experience of undertaking at least similar assignments in advising on legal aspects specifically in Innovation or Start-ups support policies.
- Fluency in English;
- Experience in Rwanda and/or Eastern Africa will be considered highly advantageous;
- The consulting firm shall provide the CV of the Legal Expert with concrete evidence of previous experiences of similar assignments & copy of the degree or certificates.

4. Economist

- Minimum of a Masters' Degree in Economics or Masters' of Business Administration (MBA) with at least 5 years' working or consultancy experience
- Proven experience in developing Policies and Strategies for the public sector.
- Experience in analysing policy context and ensuring that the required policy puts into consideration other existing policies.
- Experience in carrying out stakeholders' consultations and capturing their feedback into the report
- Experience in Report Writing and analysis
- Experience in stakeholders' workshop facilitations and presentation
- Working knowledge of Rwanda's context and conducting economic policy research
- At least 5 years' experience in formulation of policies and strategies in Rwanda/East African Region.

EoI & evaluation criteria

EoI will be evaluated based on the following criteria:

- Company profile,

- Relevant experience,
- Company strategies to assure agility, flexibility and responsiveness,
- Personnel and,
- Financial offer.

Submission of EoI

Only companies are eligible to apply to this assignment, no individual consultant will be accepted.

The EoI should contain the following:

For Technical Proposal:

- A Cover letter expressing interest in this assignment;
- Technical Proposal with a brief description of why you would be considered as the most suitable for the assignment, relevant expertise, and a detailed clear methodology, on how will be your approach and complete the assignment;
- The CVs shall not exceed 4 pages.
- Company registration certificate (RDB) if available
- VAT registration certificate if available
- Proof of successful completion of related assignments.
- Latest tax clearance certificate

For the Financial Proposal:

The Financial Proposal indicates the all-inclusive total contract price, supported by a breakdown of all costs. The cost must be in RWF and VAT excluded.

Please submit your EoI documents in two separate envelopes (1 for technical offer and 1 for financial offer) **until latest Tuesday 15thSeptember 2020 at 4:00 pm**, at the front desk of:

GIZ Office Kigali/Rwanda
KN 41 Street / Nr.17 – Kiyovu
B.P 59 Kigali – Rwanda

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List of abbreviations

AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2018
DigiCenter	Digital Transformation Centre
DPs	Development Partners
DSSD	Digital Solutions for Sustainable Development Program
EDPRS	Economic Development and Poverty Reduction Strategy
GOR	Government of Rwanda
GII	Global Innovation Index
ICT	Information Communication Technology
MINICT	Ministry of ICT and Innovations
NST1	National Strategy for Transformation
4IR	The Fourth Industrial Revolution