Terms of Reference

Consultant: TBD
Thematic Area: Digital Rails
Project Title: Digital Rails
Length of time: 20 days between April 1, 2022 and June 30, 2022
Task Manager: William Cook, Senior Financial Sector Specialist, Digital Rails

About CGAP

The Consultative Group to Assist the Poor (CGAP) is a global multi-donor partnership dedicated to advancing financial inclusion for the poor. CGAP plays a unique role as a donor-coordination mechanism for funders working to improve the lives of poor people through the power of financial inclusion, providing a valuable platform for information, dialogue and reflection to advance progress towards a collective vision. Using action-oriented research, CGAP tests, learns and disseminates knowledge intended to help build inclusive and responsible financial systems that move people out of poverty, protect their assets and advance broader global development goals. CGAP leverages its relationships with businesses, governments and the non-profit sector to share insights, mitigate risks and protect customers, and help others bring solutions to scale. CGAP serves as a global advocate for the financial inclusion community by collaborating with strategic institutions that influence policy and market development and providing evidence-based research and practical lessons that guide their work.

CGAP is supported by more than 30 partners including bilateral and multilateral development agencies, development finance institutions and private foundations committed to advancing financial access for the poor. CGAP is housed in and administered by the World Bank.

CGAP is guided by a five-year strategy and annual workplans. The next five-year strategy, CGAP VI, covers the period July 1, 2018 – June 30, 2023 and is built on a theory of change (ToC) that has identified four collective outcomes:

- Customers have information, incentives, trust, confidence and networks to participate in the financial system.
- Providers offer affordable, responsible, and accessible financial solutions for poor people that are sustainable and at scale.
- An infrastructure that enables ubiquitous, efficient, open and safe markets is in place.
- A policy and regulatory framework for responsible financial inclusion is in place and enforced.

To contribute toward achievement of these outcomes, CGAP’s strategy has identified four priority technical areas including:

How to Apply: Kindly submit your application to the position below by sending your CV and Statement of Interest to William Cook at wcook@worldbank.org. Please include “Application – Digital Rails Haiti – [FULL NAME]” in the subject of your email. Application deadline is April 18, 2022, 11:59 pm EST.
Creating customer value
Emerging business models
Enabling Infrastructure
Next Generation Policy

Additionally, CGAP will continue to provide industry-level support to share knowledge and scale impact beyond its core partners. This will include improving global learning on impact evidence, supporting CGAP’s members, and focusing on capacity development to scale learning with providers and policymakers.

To better focus our work, we defined three central dimensions where we believe new learning about digitally-enabled financial services could play a meaningful role in improving the lives of the poor:

- **Generating income.** People need reliable and predictable sources of income. This may come from a formal job, a family business, day labor, social commerce, gig work or a government payment.

- **Accessing essential services.** People need services that help them use their time well, improve their capabilities or ensure their physical well-being, such as access to electricity, clean water, sanitation, education, and health care. Increasingly, access to digital connectivity also falls into this category of essential services.

- **Protecting basic standards of living.** Poor people are particularly vulnerable to emergencies and external shocks and need mitigation measures that protect them. These include social transfers, emergency or health crisis mitigation, managing the effects of climate change or conflict, and protection from unsound financial services practices by promoting consumer protection strategies.

Implementation of CGAP VI is carried out by the Operational Team through a “portfolio of projects” designed to achieve the high-level collective outcomes articulated in the theory of change.

**About the project**

CGAP is beginning a program of work focusing on financial inclusion in fragile countries (Inclusive Finance for Fragile Countries or IFFC). CGAP’s IFFC project seeks to identify whether and how existing strategies for improving financial services ecosystems should be adapted for fragile countries. Where these strategies must be adapted, the project further will document and communicate best practices to funders and sector support organizations.

This assignment contributes to the overall IFFC project by improving the understanding of local context and potential interventions to improve financial services regulation and business models focused on low-income populations in the Haiti.

**Scope of work**

The consultant will be engaged in the following work, as per agreement with the Task Manager:
Develop a market landscaping and donor/stakeholder mapping for Haiti. The landscaping will be informed by the consultant’s expert knowledge and deep relationships within the financial services sector in Haiti. The landscaping/mapping will include thorough analysis of the financial services sector, a summary of donor/investment activity, as well as information on current government initiatives and programs related to the sector. This work will be framed to move toward an action plan for CGAP engagement in Haiti as part of the Digital Rails project.

The consultant will leverage senior relationships across the Haitian financial services sector to build/maintain awareness of market trends, engage local partners for purposes of learning and potential pilots, and regularly convene a cross-section of public/private stakeholders for purposes of targeted workshops and learning events.

Finally, the consultant will review and provide expert advice on draft publications and internal documents. Reviews will be focused on ensuring an accurate representation of Haiti context in these documents, and informing CGAP analysis with original examples / case studies from Haiti.

This work is part of a planned ongoing engagement in Haiti. While initial assessments are planned for the CGAP fiscal year ending on June 30, 2022, the opportunity may be available for additional work beyond July 1, 2022.

### Specific Tasks

The consultant will coordinate closely with the Task Manager (TM) on the following activities for a total of 20 days in FY 2022. Tasks will include:

1. **Market landscaping and donor/stakeholder mapping.** Using the consultant’s expert knowledge, resources, and relationships within Haiti, develop a landscaping/mapping that includes:

   - Scene setting / market overview, including: key metrics on financial inclusion, use of digital services, and demographics (e.g., gender breakdowns across other market metrics).
   - Overview of financial services sector, including mapping of key actors/platforms, summary of banking and microfinance sectors, assessment of other Fintech related events and actors (e.g., e-money issuers, startups, and Fintech ecosystem actors such as accelerators/incubators). Assessment should also include an analysis of the telecommunications sector, including products, market share, coverage, and similar metrics.
   - Overview of donor funding and investment space, including key multilaterals, bilaterals, and foundations engaged in support for the country. Summary should include key projects with levels of funding and scope of work. Private sector investment climate, including key shareholders in the financial services sector, will also be required.
2. **Stakeholder engagement.** Using the consultant’s existing knowledge and relationships within Haiti, perform the following:

   - Leverage relationships to regularly explore sector needs and help frame potential CGAP interventions. Update CGAP team regularly based on changing market events, market challenges/opportunities, and potential for CGAP to test research hypotheses as identified by the IFFC project.

3. **Expert advice / review of publications for Haiti country context.** Perform the following:

   - Review and provide written comments on draft IFFC publications and internal documents. Reviews will be focused on ensuring an accurate representation of Haiti country context in these documents, and informing CGAP analysis with original examples / case studies from Haiti.

The Task Manager and other CGAP staff will review and provide feedback to the work done by the consultant.

**Deliverable(s)**

The following deliverables will be required:

- Market landscaping and donor/stakeholder mapping. PowerPoint presentation of no more than 50 slides.
- Expert comments related to Haiti on CGAP/IFFC written materials, both for publication and internal.

The required language for written deliverables is English.

**Necessary Skills and Experience**

- Master’s degree in finance, economics, business, or related field
- At least 10 years’ experience in the financial services sector, with expert level knowledge of the same (or equivalent combination of the educational background and work experience).
- Preference for candidates who also have experience with inclusion aspects of digital financial services (agent networks, mobile financial services, rural finance).
- Experience living and working professionally in Haiti, preferably as a long-term advisor on financial inclusion or other relevant topics.
- Deep relationships and experience with public sector of Haiti, including with financial regulatory agencies, such as Central Bank or equivalent.
- Deep relationships and experience with private sector of Haiti, including with financial service providers, such as banks and e-money issuers.
- Strong communication skills. Fluency, both spoken and written, in English as well as French.
Ownership/Control of Work Product/Publication

All materials produced or acquired during the appointment - written, graphic, film, digital audio/video or otherwise - shall remain the property of CGAP unless and to the extent such rights are explicitly relinquished (in whole or in part) by CGAP, in writing. CGAP furthermore retains the exclusive right to publish or disseminate in all languages reports arising from such materials. In the event of early termination of the appointment or non-renewal upon its expiration, the Consultant shall, if requested by CGAP, deliver to it copies of all materials and data developed with CGAP funds. Any material developed by the Consultant under these TORs may not be used without written prior approval by CGAP the Task Manager. All knowledge and information not already within the public domain which the Consultant may acquire from CGAP or its employees or by virtue of the assignment shall for all time and for all purposes be regarded by the Consultant as strictly confidential and held in confidence, and shall not be directly or indirectly disclosed by the Consultant to any person whatsoever excepting with CGAP written permission. All outputs of the work, materials produced in the course of the work, and all by-products shall remain confidential unless CGAP authorizes public release.

Authorship and Acknowledgement

CGAP staff will generally be listed as the authors of any publication or other communication that is produced as a result of the research conducted during the appointment. The Consultant’s contribution in conducting this research will be acknowledged in any such publication. If, in the reasonable view of the Task Manager, the Consultant contributes significantly to the conceptualization and drafting of any documents created, the Consultant will be listed as co-author, along with the relevant CGAP staff.

Task Manager/Reporting

The Consultant will report to the Task Manager, William Cook, Senior Financial Sector Specialist, Digital Rails. CGAP may designate another qualified task manager. The Task Manager has final sign off on deliverables and invoices.

Schedule

All work will be completed between April 15, 2022 and June 30, 2022, unless the appointment is extended or a new appointment is made. The schedule could be further clarified in each subsequent task assignment.

Budget and Payment

The budget ceiling for the work under this TOR is twenty (20) days. The Consultant’s time will be compensated based on a fee of xxxx ($xxx.00) U.S. dollars per eight (8) hour consulting day or pro-rated portions thereof. The assignment can be extended, subject to the business needs and performance review.

The Consultant will also be reimbursed for miscellaneous expenses directly related to the work performed pursuant to these TORs (documented in accordance with relevant CGAP procedures) with prior written agreement from the CGAP Task Manager and travel-related expenses as needed. The Consultant will submit invoices on a monthly basis in the form requested by the Task Manager. Payment will be made upon receipt of invoices and approval of the Task Manager. Payments are disbursed within 10 business days of invoice approval.