



TERMS OF REFERENCE FOR FINANCE MANAGEMENT EXPERT CONSULTANCY

1. Background

The Government of Rwanda (GoR) has embarked on nationwide developmental objective of ensuring that the electricity sub-sector is well resourced to ensure adequate, reliable and affordable supply of electricity to meet national requirements. Effective performance in this sector is key in attracting national and foreign investment in commerce, manufacturing and processing industries, to spur wealth creation and improved livelihood. To this end, the electricity supply industry in Rwanda continues in a process of transformation and reform to enable the country to attain electric energy self-sufficiency status, through a comprehensive program of infrastructure strengthening, expanding the role of Private sector participation in infrastructure Investment as well as human capital development to achieve optimal supply to meet growing demand.

The Rwanda Energy Group with its subsidiaries, the Energy Development Corporation Limited (EDCL) and Energy Utility Corporation Limited (EUCL) are the main implementing corporate entities for the Government Reform Programme. REG Holding provides oversight cover for the group with respect to planning, investment and reporting aimed at increasing depth and reach of a blend of public and private sector investments.

The Group finance function is primed to provide overall guidance to the subsidiaries with respect to optimizing infrastructure investments, sourcing adequate capital for medium and longer-term investments, operational financial performance and deliver appropriate financial returns for the REG stakeholders. On the other hand, REG has responsibilities for reporting Group financial performance based on the International Financial Reporting Standards (IFRS) menu supported by robust financial planning procedures.

The GoR has obtained financing from the Government of the Kingdom of Belgium, through *Enabel* (formerly Belgian Technical Cooperation) and wishes to apply part of the funding through REG and recruit a Financial Management Expert of international repute to support the REG finance team in implementing these new initiatives in an effective manner ensure that the balance sheet, exposure and bottom line performance are managed efficiently and effectively.



2. Scope of Work

Support the REG financial Units to develop capacity with respect to, reporting corporate financial performance, providing a framework of planning, investment, monitoring and reporting systems and ensure that the balance sheet exposure and bottom line performance are managed efficiently and effectively.

Play a key catalytic role in the transition of the REG to IFRSs framework ensuring strict adherence to the transitional requirements affecting Group Financial Management and Reporting

3. Key Responsibilities

Strategy Formulation and Leadership

1. Lead the delivery of REG's corporate financial strategy, within the overall corporate strategy, to ensure sustained growth of asset base, adequate funding for capital investments and operations, and guiding the investment strategy to ensure optimized shareholder returns within REG's designated mandates and contractual framework.
2. Be the lead financial advisor to the Senior Management Team, Directors and the entire Company, to ensure prudent management and utilization of the REG's resources
3. Develop and institutionalize a Business Financial Model and that ensures adequate recovery of REG's costs and revenue realization through the tariff mechanism
4. Establish the requisite organizational arrangements for effective financial interface with key stakeholders including the Senior Management, Board, Tax Authority, Financiers, Banks, sector players, shareholder and others to ensure well defined requirements are met and controlled
5. Participate in strategic, financial and Investment planning as an integral member of the Leadership Team.
6. Develop long-term budgetary planning and cost management procedures in alignment with REG's strategic plan and business objectives.
7. Support the finance team in the continual improvement of accounting and administrative operational systems, processes and policies.

Financial and Operations Management

8. Oversee the timely and accurate financial statements preparation and ensure reports are appropriate for the users and prepared in accordance with and compliance with IFRS
9. Lead the rolling out of International Financial Reporting Standards (IFRS) across the group and ensure full compliance by end of 2020 with clean audit reports



10. Establish procedures that provide Oversight for the general accounting function which includes inter-company transactions, cash management/reconciliation for multiple accounts, financial reporting and balance sheet management
11. Develop and support implementation of procedures and processes for monitoring the maintenance of EUCL's and EDCL's financial records in compliance with regulatory requirements, REG accounting policies and IFRS
12. Put in place and support a mechanism for restating EDCL financial statements from modified cash/accrual basis to full accruals of IFRS to enable consolidation in the group level as and when required and on quarterly basis
13. Review accounting activities to ensure that a standard level of internal controls and audit procedures and techniques are consistently applied.
14. Develop work policies, procedures, and work-flow processes to effect the necessary controls on the organisation's assets by updating and developing REG manual of financial procedures
15. Ensure a timely and effective preparation of Management and Financial Reports to meet both internal and external reporting requirements of the Company.
16. In collaborative support with finance team, Institute and Coordinate measures to ensure effective annual financial audits with external auditors and ensuring smooth liaison with the internal auditors.
17. Assist in the preparation of and monitoring of the Group budget in coordination with the Chief Finance Officer and Chief Executive Officer. Assist to provide timely management reports to the Chief Executive Officer and department heads to allow for management against budget targets

Risk Management and Compliance

18. Monitor organisational arrangements to manage the risk and exposure to the Company
19. Ensure the Group complies with all applicable legal and regulatory framework, financing covenants and the international financial reporting framework (IFRS)
20. Establish sound system of internal controls to ensure adequacy of policies, systems and processes to safeguard company assets and enhance operational efficiency.
21. Monitor risk management policies and procedures to ensure that Group's financial risks are minimized at acceptable levels

Investment

22. Develop a comprehensive Investment and Treasury Management Policy for the REG and ensure its effective performance.
23. Monitor the performance of investments and prepare periodic investment performance reports.



24. Ensure effective treasury management that leads to an optimised liquidity position for the company to meet short and long-term obligations
25. Work in liaison with strategic planning and pricing unit to ensure effective cost of service recovery proposals to the Regulator for tariff determination
26. Liaise with RURA and external stakeholders (Ministry of Infrastructure and or Finance) on service subsidy requirements
27. Carry out customer/clients and IPP's profitability analysis and advise on appropriate profit maximization/loss minimization
28. Preparation of complete non-current assets register that includes all assets of the group with appropriate valuations and maintenance schedule where necessary
29. Prepare assets transfer framework for movement of assets developed and ensure its implementation with complete documentation

Leadership & Capacity Building

30. Support the finance teams in order to meet both business objectives and individual professional development goals that lead to enhanced competencies and team performance.
31. Liaise with HR to ensure that the Finance team is following effective performance management processes in line with the Group's goals, objectives, policies and regulations.
32. Institutionalize the annual development of departmental annual work plans and monitor their implementation in line with the Business plan
33. Provide guidance and mentorship to the Finance Directors and Heads of Units to ensure effective running of the Group's finance affairs.
34. Ensure that the various Finance heads are able to effectively deliver on their responsibilities independently by close of 2020

4 Qualifications and experience required

- A professional Accountant with full membership of a recognised professional body as ACCA, ICAEW, CPA with at least 15 years' experience at senior level in a national/international corporate organisation with preference for electric power utility, trading or infrastructure entities.
- A Master's degree in Business Administration, Finance or related field from a recognised University will be an added advantage



- Demonstrable experience in Group financial reporting responsibilities at senior level spanning at least 5 years in a large group of Companies with national or international footprint
- A good grasp of utility operations either through Consultancy or by employment in fields of infrastructure investments and tariffs will be an added advantage
- Demonstrable experience in corporate budgeting and reporting at a managerial level
- Proven ability to work with modern financial systems like ERPs and other computer aided technologies, implementing corporate financial systems
- Excellent negotiation, financial management, team management and interpersonal skills is an added advantage;
- Familiar with infrastructure financing models for utility companies and related investment planning
- Excellent command of the English language;
- Proven Experience in enterprise risk management procedures.

5 Reporting arrangements and working relationship

The Expert shall report directly to the REG Chief Executive Officer with functional executive relationships with Subsidiary Managing Directors (EDCL & EUCL).

6. TIMING

The Financial Expert will be hired for a period of two years, with a possibility of contract renewal or extension upon proof of satisfactory performance and need for expert .



ANNEX 2: DELIVERABLES BY THE EXPERT

1	A Refined Manual of systems, procedures and Work flow processes for the Group and subsidiaries' Finance Department	With 6 months after EDCL stops being a budget agency
2	Annual Budgets for the REG	2 months before start of fiscal year
3	Quarterly Group Budgetary Performance Reports	by 15 th following end of the quarter
4	Periodic Cost of service data to support the Regulatory and Pricing Unit in proposing tariffs for Rwanda Utilities Regulatory Authority (RURA) approval	2 months before the start of any tariff year
5	Periodic Staff Performance Management Reports for the department with the attendant development interventions to bridge performance gaps	By 15 th following every end of six months
6	A concise mentorship plan for the Directors of Finance and periodic reviews of progress thereto	6 months after commencement
7	Timely Financial inputs in the Corporate Strategy and Business Planning Process	As and when required
8	Annual Financial Reports that provide a true and fair view of the Company's performance and financial position	Within 2 months after close of fiscal year
9	A comprehensive plan for the skills development of the Group's finance staff and periodic review of progress thereto.	Within 6 months after commencement
10	Monthly and Quarterly Management Accounts on Financial Performance	Every 15 th after closure of period