

VACANCY ANNOUNCEMENT¹

International and National Expert Assignments for Preparatory Activities under the proposed technical assistance project (2 positions):

« *Private Sector and Quality Promotion Programme for Mozambique (COMPETIR)* »

This vacancy announcement contains a project summary, a description of preparatory activities and job descriptions for an international and a national expert assignment.

PROJECT SUMMARY

The development of strategically chosen basic industries, the promotion of small and medium enterprises as well as the development of the national quality infrastructure are necessary to help the country produce with quality, create value added in order to avoid remaining in the long run an economy mainly based on unprocessed agricultural exports and extractive investment projects.

Strong public agencies, such as the National Directorate for Industry (Department of the Ministry of Industry and Commerce), the Institute for the Promotion of SMEs (IPEME) as well as the Institute for Quality (INNOQ), are key to support key private sector operators to develop their activities, be competitive in terms of price and quality in the medium to long term in the context of trade liberalisation, and produce with certain quality standards.

This 3-year project thus aims strengthen the various stakeholders (and equip them with additional capacities and tools) to enhance the level of development and the competitiveness of private sector companies. In particular, the project will focus on enhancing the quality infrastructure system as well as on intensifying and broadening SME support through direct work with IPEME and associated agencies and institutions. Other actors such as the business associations, consumer associations and the National Directorate for Industry will also be supported.

On the quality side, it is a follow-up of the quality component of the Business environment support and trade facilitation (BESTF) project financed under the 9th EDF in joint management with UNIDO, which will end in December 2011. On the SME side, the programme will capitalise on the work already done by the GIZ on some subcomponents and there is a strong coordination effort to develop all possible synergies for this component is already ongoing.

Expected target beneficiaries:

- INNOQ
- Testing and calibration laboratories
- IPEME
- Domestic small and medium-sized enterprises in different regions and priority sectors

Counterpart organization:

- Ministry of Commerce and Industry of Mozambique

¹ For circulation until end August. Deadline for submissions: 26 August 2011. Contact: n.weisert@unido.org

Programme/project/research purpose:

The **overall objective** is to enhance the level of development and the competitiveness of private sector companies. The programme will be articulated around two components: quality infrastructure support and Industrial and SME development

Hence, the **specific objective 1** is to strengthen the national quality infrastructure system and the main quality infrastructure bodies.

The **specific objective 2** is to strengthen the production and management processes of SME mainly through the strengthening of IPEME as well as the set-up and strengthening of support institutions (business orientation centres, business incubator).

This programme is fully in line with current necessities and priorities at the level of the government in relation to private sector development as well the Diagnostic Trade Integration Study (DTIS) of the Enhanced Integrated Framework (EIF).

Immediate objectives and expected outcomes and outputs:

Immediate objective:

To enhance the level of development and the competitiveness of private sector companies

Expected outcomes/results:

Component 1: Quality infrastructure

Result 1: The dialogue on the national quality system is improved

This will be achieved through policy dialogue on quality and the related industrial policy as well as through the creation of awareness and training on better Mozambican Technical Regulations in partnership with Consumer Association and private sector

Result 2 The Mozambican conformity assessment system is nationally, regionally and internationally recognised

The Mozambican conformity assessment system is recognised with the accreditation of INNOQ and of some laboratories in selected priority areas in line with international standards

Result 3: INNOQ becomes increasingly sustainable and its institutional and operational structure is reformed

The sustainability of INNOQ is increased through institutional and operational reforms such as for example introduction of cost accounting and marketing. Its capacity as a business to business (B2B) provider of services such as calibration, certification, standards and training is strengthened, increasing its financial sustainability.

Result 4: The application of voluntary consensual standards is increased

The voluntary consensual standards in particular the application of management system standards are augmented in order to improve competitiveness, productivity and compliance of enterprises. Moreover, these standards would improve the current and further relationship between suppliers and clients.

Component 2 SME development

Result 5: Enhanced capacity of IPEME and DNI to design, support, implement and manage sound SMEs development programmes

The capacities of IPEME to develop sound SME programmes and business development services in partnership with the private sector is strengthened. The capacity of the National Directorate for Industry to design sound industrial policies linked to SME development is also strengthened.

Result 6: At least one business advisory centre (CORE) in a province is operational and effectively supports SME development and the capacity of the CORE Centre in Maputo has been enhanced

At least one CORE Centre set up on a PPP basis between IPEME and the provincial associations is operational and efficient in the delivery of advisory services and basic training tailored to the needs of SMEs located in the vicinity. The provinces to consider include Beira and Nampula, but other provinces could also be supported as deemed appropriate after the initial confirmation of needs through a feasibility study. The CORE Centre in Maputo, which is already operating, has also been strengthened and its services been assessed and complemented.²

Result 7: IPEME pilot business Incubation facilities are operational and effectively support the further development of the incubated enterprises

IPEME is assisted in setting up an efficient privately managed pilot business incubator and guided in the replication of this model. The concept of this pilot incubator will be designed jointly between the EC, UNIDO and GIZ in partnership with IPEME before the start of the programme. Relevant premises close to Maputo have already been selected.

Result 8: Training and Consulting on Industrial Skills programme designed and delivered through a partnership between IPEME and the business associations

Through the facilitation of IPEME and the service delivery of associations, the industrial SME are upgraded through training and consulting services. Where possible and realistic, the linkages between those SME with large buyers or investments in the provinces as well as their integration into relevant supply chains or into clusters or enterprise networks will also be promoted.

Further remarks:

- For addressing needs and gaps in current support, priority sectors linked to the industry such as possibly agro-processing and construction sector will be chosen. This will be analysed during the inception phase. While agro-processing can be addressed through the programme, agriculture and agribusiness are not in the scope of the current proposed programme since they receive enough support from other initiatives.
- In all the subcomponents, the link with the quality dimension (be it awareness-raising for SSME, information or technical assistance for quality management processes for SME) will be promoted.

² The number of the CORE to support will be decided after the feasibility study of each CORE has been undertaken. Current analysis by the GIZ seems to indicate the possibility to support two centres in the provinces with the funds available.

PREPARATORY ACTIVITIES FOR PROPOSED PROJECT

The proposed project foresees to follow-up on the quality component of the currently ongoing, UNIDO-managed BESTF project and to integrate a **new SME development component** to further enhance the project's impact, outreach and sustainability. Numerous preparatory activities are already going on, such as the conduct of feasibility studies for the support institutions and service providers to be established (undertaken by other agencies and counterparts). UNIDO has also been working in Mozambique for a long time, with other projects in the area of youth employment and entrepreneurship development ongoing at present, which address a similar target group and for which there is a likely overlap as far as the institutional actors are concerned.

To further delineate the activities to be undertaken under the future SME Development component, the immediate objective of the preparatory activities are to:

- take stock of existing strategies and assessments available in Mozambique that are of relevance to SME Development;
- undertake a mapping and institutional assessment of key actors at the national and regional level; as well as to
- develop a methodology or approach to assess the demand of SMEs for business development and other support services and to test/apply this approach in a specific region that will be the focus of the COMPETIR project (to be determined).

Based on these preparatory activities, the current preliminary project document will be reviewed, revised and further detailed, at least as far as the SME Development component is concerned. This way, it is hoped to ensure that both components can be implemented in parallel and without much delay. Additional information to be provided, such as to facilitate the hiring of a SME specialist and to better coordinate the implementation of the SME component with other UNIDO projects, may also be generated.

To carry out the preparatory activities, UNIDO is planning to hire both an international and a national expert over (a short time) over three months. The detailed job descriptions are provided below.

International Expert Assignment

Post title: International Expert on SME Development
Duration: 0.5 w/m over a period of 3 w/ms
Date required: 1 September 2011
Duty station: Based in Mozambique or in a neighbouring country with some field travel

Purpose of assignment: To gather information for the Component 2 - SME development - of the proposed EU project COMPETIR (Private Sector and Quality Promotion Programme for Mozambique), and to finalize the SME Development Component of the preliminary project document.

Duties: In close collaboration with the UNIDO Project Manager, the Expert will carry out the following duties:

Main duties	Expected duration	Location	Expected results
1. Develop an approach to assess key enterprise needs at the MSME level in terms of technical, financial and legal support required to be able to run and expand their business (preparation of semi-structured interview guidelines and a survey questionnaire elaborated)	0.2 w/m	Home-based	Approach to assess key SME needs established and provided to UNIDO and the National Expert
2. Supervise and guide the work of the National Expert to pilot test the demand assessment in one geographical location (to be agreed upon at the beginning of the exercise together with UNIDO). This should also help to better segment demand for the different project components (what do mature businesses need, what do new businesses need), to better understand sources of inspiration for growing a business (what gives people business ideas) and to appraise possibilities to further cooperation among entrepreneurs.	0.1 w/m	Home-based, with possible field travel in Mozambique	National Expert coached during the rollout and overall assessment report finalized and submitted to UNIDO
3. Finalize the SME Development component of the preliminary project document by reviewing, revising and further detailing the logframe structure, complete with key indicators and potential sources of verification.	0.2 w/m	Home-based	Finalized project document submitted to UNIDO

Qualifications:

Advanced degree in Economics, International Development, Business Studies or similar.

Excellent track record and (a minimum of 10 years) work experience in (-) the area of SME development, including advisory assistance provided to relevant government entities, SME Development Agencies or similar; (-) in the assessment and development of business development and other support services; and/or (-) work related to the development of SME policy frameworks and related institutional capacity building. Project management and demonstrated M&E experience (logframe structure) required.

The expert should also dispose of good communication, drafting and coordination skills. Experience in working in the context of international development projects is considered an asset, as is experience in Southern or Lusophone Africa and in particular in Mozambique.

Languages: English; knowledge of Portuguese is an asset.

National Expert Assignment

Post title: Expert on SME Development
Duration: 2 w/m over a period of 3 w/m
Date required: 01 September 2011 or as soon as possible
Duty station: Based in Mozambique with field travel

Purpose of assignment: To gather, structure and review information for the Component 2 - SME development - of the proposed EU project COMPETIR (Private Sector and Quality Promotion Programme for Mozambique), and to carry out relevant capacity and demand assessments for the ultimate target beneficiaries.

Duties: In close collaboration with the UNIDO Project Manager and the International Expert, the National Expert will carry out the following duties:

Main duties	Expected duration	Location	Expected results
1. Review existing strategies and assessments of relevance to SME development and the likely regions to be targeted by the EU project to identify key SME and institutional development challenges and to confirm priorities for addressing these (templates will be provided by UNIDO; in preparation for task 2, the assessment will also seek to identify key actors at the national and local level)	0.2 w/m	Home-based	Report with the findings (including inventory of strategies, actors and challenges, priorities to be tackled - based on templates provided)
2. Map the institutional support structure for SME development at the national level and at the level of the key target regions to include at a minimum: DNI, IPEME, COREs, BAUs, consultancies, universities/business schools/specialized institutes and training centres (also of large firms, business associations) and possibly including a mapping of the scope of available financing schemes (templates will be provided by UNIDO)	0.4 w/m	Home-based and field travel in Mozambique	Institutional Map elaborated and submitted to UNIDO
3. Based on the results of the above mapping and in consultation with the International Expert, prepare a capacity assessment of selected key actors for SME Development that should be given a strong role in future project implementation (templates to be provided by UNIDO; focus on, e.g. number of staff, educational background, skills, actual function and services provided, overall vision and organizational strategy, geographical outreach etc.)	0.5 w/m	Home-based and field travel in Mozambique	Capacity assessment of selected actors elaborated and submitted to UNIDO
4. Pilot-test the demand assessment (approach developed by the international expert) in one key geographical location (to be agreed upon at the beginning of the assignment).	0.8 w/m	Home-based and field travel in Mozambique	Demand assessment approach pilot tested and results documented (submitted to the International Expert)

4. Provide inputs during the drafting process of the project document for the SME Development Component, as requested by the International Expert.	0.1 w/m	Home-based	Inputs provided – draft project document prepared (SME part)
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Qualifications:

Basic degree in economics, development, social studies or business administration.

Recognized work experience (a minimum of three years) in the field of SME and private sector development, including research experience related to the conduct of enterprise surveys, institutional and enterprise needs assessments. Experience in the elaboration and analysis of statistics (e.g. SPSS) to compile survey results.

The expert should also dispose of good communication and drafting skills. Experience in working in the context of international development projects is considered an asset.

Languages: English and Portuguese.