

**Inclusive Micro, Small, and Medium-sized Enterprise Development  
Project (MSMEDP) - Project Number: P43566, Maldives**

**MSMEDP Capacity Building Consultancy**

**26 September, 2018**

**Ministry of Economic Development, Maldives**

# Inclusive Micro, Small, and Medium-sized Enterprise Development Project (MSMEDP) - Maldives

## MSMEDP Capacity Building Consultancy

### Terms of Reference

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(A) Strengthening of Business Development Services

Marketing / Communications Specialist

## Proposed Team

The Ministry of Economic Development, Government of Maldives wishes to engage the services of Individual Consultants to deliver the scope of work outlined in this Terms of Reference, and achieve the mentioned outcomes of the project. The consultants will work under the Central Project Management Unit (CPMU) staffed with dedicated and professional staff.

The positions for the proposed expert team are summarized below.

Expert Positions	International or National	Estimated Time input person months
<b>Strengthening of Business Development Services</b>		
Marketing / Communication Specialist	National	3

## Scope of Services

### (A) Strengthening of Business Development Services

Output – “*Business Development Service Centers (BDSCs) and Business Incubator Program (financed by IDB) strengthened*” under the **Component** – “*Business Support Infrastructure Built*”, of the MSMEDP, aims to achieve institutional sustainability through a market development approach in the provision of a wide range of BDS to new and existing MSME clients, while at the same time facilitate the growth of other BDS market providers.

A network of BDSCs started under PSDP which included a central BDSC and two regional BDSCs – one in north and south. The government has added five more BDSCs and plans to further expand this network to cover each of the seven provinces to support MSMEs countrywide. The project will (i) support institutional strengthening and capacity building of the BDSC network by supporting initiatives that broaden the range of BDS products and services offered, (ii) improve capacity of BDSCs to better serve business needs of MSMEs, (iii) support BDS market growth and enhance linkages with other BDS providers, and (iv) increase BDSC operational performance and business profitability. The activity will support in (i) increasing revenue streams to improve long term sustainability, (ii) transitioning towards a better corporate governance structure for BDSC management and enhancing BDS capacity, and (iii) new value added service offerings by BDSCs.

This component will also support establishing two BDSC-operated business incubator facilities, one situated in the north and the other in the south to work with a selected group of MSMEs under business partnership agreements. Its objective is to make MSMEs more market oriented and profitable, through improved linkages in each of the product value-chains identified. Key focus under the business incubator program will include (i) product development to support the development of innovative products associated with identified priority sector, (ii) quality control to improve product quality standards, (iii) business management support to develop skills through on-the-job business and customized training modules, and (iv) market research and development to support forward and backward linkages for identified value chain business opportunities.

This will require adoption of a sustainability plan that, over time, achieves sufficient revenue growth to support institutional program and financial viability, and develops functional working relationships and linkages with other public and private BDS partner providers. Lessons learned from PSDP implementation indicate a number of key areas where continued institutional strengthening will be required in order for the BDSCs to achieve long-term business viability. The BDSCs are now pursuing a Market Development Approach (MDA) to BDS delivery in the Maldives. The ultimate goal of this BDS approach is to enable MSMEs to buy services of their own choice from a wide array of products offered primarily by unsubsidized private sector suppliers in a competitive and evolving market.

Technical expertise in strengthening business development services will contribute to component 1 of the project which aims to increase MSME access to business development services (BDS) and support institutional capacity building for business development service centers (BDSCs) by :

- expanding BDSCs' geographical coverage to all Regions within the country;
- introducing new BDSs including business incubator programs offered by the BDSCs including institutionalized support in creating and enforcing market linkages;
- strengthening the institutional, operational, infrastructural, and human resource capacity of an expanded network of BDSCs to better support BDS demand needs of MSMEs; and
- Transitioning the BDSCs under a corporate governance development plan into a viable, sustainable, and privately managed national BDS delivery network.

To achieve the above mentioned goals, the following technical experts are required.

## Marketing / Communications Specialist

(National, 3 months continuous input)

The Marketing / Communication Specialist will have a post graduate degree in marketing, business, development or related field with minimum 5 years of relevant experience in marketing, communication and information dissemination strategies. S/he should have excellent computer skills and new interactive media user skills: social media platforms, word processing, spreadsheets, databases and web-based research as well as the ability to write and communicate clearly and analytically, both in English and Dhivehi. Familiarity with Maldives trade, economic development and private sector development context would be an added advantage.

### Key Tasks and Responsibilities

The Marketing / Communications Specialist shall, in consultation and coordination with the Project Director and other members of the TA team, carry out the following key tasks:

- (i) Assist MSME Value Chain Specialist in identifying market linkages for the MSMEs
- (i) In collaboration with business development specialist design and formulate staff capacity development program and conduct BDS staff training to improve skill capacity of BDSC personnel.
- (ii) Assist the value chain specialist for conducting market research study to support forward and backward linkages for identified value chain business opportunities
- (iii) Implementation of SME Communication Plan to disseminate results, achievements, progress of projects implemented under CPMU to the donors, development partners, media including social media platforms and the public at large, on a regular basis.
- (iv) In partnership with relevant stakeholders, assist MED's efforts in fostering an entrepreneurial culture among women and youth by:
  - o promoting awareness and a positive image of entrepreneurship of women and youth by featuring successful stories of women and youth MSME entrepreneurs in various forms of media, in BDSC promotional materials, in public forums.
  - o supporting entrepreneurship education by formal educational institutions such as the Maldives National University and Polytechnic Maldives by integrating entrepreneurship in selected curricula, as appropriate, and in apprenticeship program, highlighting women and youth role in MSMEs and encouraging young females to become entrepreneurs.
  - o disseminating information on BDSC services, financial services such as the LCF, market opportunities including domestic and international trade opportunities in Male' and especially in outer atolls.
  - o Provide guidance to the BDSC staff on understanding the market and in creating business linkages
- (v) Develop and implement a Stakeholder Communication Strategy so as to maximize project ownership and transparency by communicating relevant project information to stakeholders.

- (vi) Prepare content and design communication materials for IEC campaigns focused on promoting entrepreneurship and MSME development.
- (vii) Develop partnerships with various media platforms to disseminate information including social media
- (viii) Developing BDSC brand and promotional materials for promoting BDSC
- (ix) Ensure that the BDSC website / MSME portal is developed and updated regularly
- (x) Support in developing Enterprise Development Website
- (xi) Organizing Forums and exhibition for showcasing the products and services of MSMEs
- (xii) Developing the Enterprise Development Maldives Framework and support in developing Marketing materials for ED promotion
- (xiii) Development of marketing and promotion material for promoting the success stories and capturing results from the project
- (xiv) Supervise the Design and Graphic designer to be recruited under the project
- (xv) Organize networking platforms in prospective regions to support selected SMEs for the establishment of market linkages with the private sector/resorts. *Prepare MIS reports on market linkages.*
- (xvi) Take leading role in all functions related to enterprise marketing
- (ii) Contribute actively to any initiatives of MED related to economic and private sector development.
- (xvii) Any other task assigned by MED.

#### Deliverables

- I. List of more than 30 new BDS products and services selected
- II. Selection of priority sector value chains and more than 30 MSME partnership businesses under Business Incubator Program.
- III. Additional BDSCs and Business Incubator services operationalized.
- IV. Training Modules for Business Incubator Staff
- V. New Training Modules for BDSCs on Business Management for basic and advanced businesses
- VI. Training of 2,500 MSMEs on new product development, quality standards, costing and pricing, marketing and sales, accounting, and entrepreneurship;
- VII. Updated Trainer Module for BDSC and Business Incubator staff
- VIII. Report on new services that can be provided by BDSCs
- IX. Final report with overall findings of value chain sectors
- X. Updated MED and BDSC websites
- XI. Communication and information dissemination plan for MSME promotion and BDS visibility
- XII. Knowledge products and communication material on MSME sector and value chain growth.

- XIII. Submission of Monthly progress report to Project Manager, by first week of following month.
- XIV. Periodic briefing / presentation to relevant stakeholders on key findings from the monitoring and evaluation for updating them on the status of the project
- XV. Periodic reports on situation assessment based on missions carried out for monitoring and evaluation

**Remuneration – MVR 38,550**