



Terms of Reference

This post is a United Nations Volunteers Programme Assignment and based on the values of free will, commitment, engagement and solidarity, which are the foundations of volunteerism. Volunteering brings benefit to the individual volunteer. It makes important contributions, economically, as well as socially. It contributes to creating social cohesion and capital, through helping to build trust and reciprocity among citizens.

The United Nations Volunteers is the UN Organization that supports sustainable human development globally through the promotion of volunteerism and mobilization of volunteers. It serves the causes of peace and development through enhancing opportunities for participation by all people. It is universal, inclusive and embraces volunteer actions in all its diversity.

Volunteerism is diverse and is embedded in all cultures and traditions. In this context, as a United Nations Volunteer you are encouraged and expected to relate to local volunteerism and to be identified with the concept. You are expected to regard your Volunteers colleagues as peers and together uphold trust as volunteers among yourselves and within the communities and the organization you are assigned to.

- General Information

1. Title: Growing sustainable Business Broker
2. Duty Station: Maputo, Mozambique
3. Agency: UNDP
4. Duration: 1 year (possibility of extension)

- Background:

The Growing Sustainable Business (GSB)¹ aims to broker public-private partnerships that enable the private sector to engage in specific pro-poor investment projects that are both, commercially attractive and address the local development needs. Brokers are already established in Tanzania, Kenya, Zambia, Madagascar, El Salvador, Serbia, Bosnia & Herzegovina, Moldova, Macedonia and the current project seeks to establish a broker in Mozambique.

¹ <http://www.undp.org/business/gsb/>



The initiative implements the recommendations of the UN Commission of the Private Sector and Development², recognizing the critical contribution of the private sector, large and small, foreign and domestic, to poverty reduction. A core finding of the Commission is that the value of engaging the private sector is maximized where it is grounded in market-based incentives. Sustainable social impact is greatest when there is a convergence of commercial and development interests.

The overall goal of the project is to broker and facilitate linkages between large businesses, potential investors and local partners, to strengthen and expand the local SME sector and facilitate the development of new products and services which address the needs of the poor. 'Leading investors' will be approached individually and jointly with networks of local partners to discuss and find innovative and efficient solutions to investment projects that align financial viability and promote equitable local economic development. UNDP will play the role of a broker and facilitator, linking large companies, local entrepreneurs, government representatives, civil society organizations and other donors. The multi-stakeholder nature of the initiative will reduce the risks and transaction costs of specific investment projects. UNDP is well positioned to perform this role because of its convening power, development track record in the participating countries, impartiality, reputation, brand, political reach and access to regional and global development networks.

Therefore, UNDP seeks a consultant to initiate, establish and coordinate the GSB programme in Mozambique.

- Duties and Responsibilities:

Under the overall responsibility of the Deputy Resident Representative Programme of the UNDP Country Office and the GSB Broker is expected to:

- 1) Analyse the current situation in Mozambique in order to identify the potential for implementation of investment projects
 - It is expected that the broker will engage in a detailed fact-finding, including a critical analysis of existing pipeline ideas to assess the viability and timelines for potential GSB partnership projects. This will serve to define realistic expectations with regard to investments that can be initiated.
 - This will include a special focus on the needs for further TA and capital and an assessment of the potential for partnerships to provide these.

² Report by the UN Commission on the Private Sector and Development: *Unleashing Entrepreneurships, Making business work for the poor*, UNDP, March 2004; <http://www.undp.org/cpsd/>



2) Broker new GSB investments:

- Engage prioritized potential projects/companies in discussions and negotiations; present to targets and intermediary organizations – this will likely include some research and customizing of materials for key meetings.
- Follow up, monitoring, supplementary research and other actions required to pursue negotiations and bring companies into the GSB process (e.g. accepted by GSB steering committee)

3) Ongoing Operational Support for GSB

- Engage and sensitize all major stakeholders while establishing and maintaining close relationships with relevant companies, NGOs, business associations, donors, and UN agencies.
- Establish and maintain the GSB programme in the country of assignment, including organisation of relevant meetings and establishment of an d Coordination Committee, setting up project alliances, and provision of secretariat support.
- Provide continuous support to GSB project alliances in terms of facilitation and provision of needed knowledge and administrative support.

4) Support UNDP Country Office in mobilizing resources for the GSB

- Support the UNDP Country Office efforts in mobilizing resources for the GSB programme.
- Help the UNDP Country Office to define a business model to support the medium -term sustainability of the GSB operation.

5) Reporting and Communications

- Regularly liaise with the GSB HQ -team, and other national GSB brokers in order to share lessons and resolve common challenges – it is expected that the broker will contribute to the intellectual development of the GSB program with new ideas/suggestions based on field experience.
- Reporting: The broker will have a dual monthly reporting relationship with:
 - 1) The UNDP Deputy Resident Representative Programme
 - 2) The global GSB Program team: Direct reporting line to the GSB Country Coordinator NY and the broker is accountable to the GSB Global Program Manager who has overall responsibility for the program.
- Report on a quarterly basis on progress vis-à-vis a clear outline expected results and on general level, report on annual basis on work plans and elaborate yearly work plans for the Deputy Resident Representative Programme in CO.
- Report to the local Coordination Committee on a quarterly basis.
- Preparation of various communication initiatives, including a GSB brochure, newsletter and input to the GSB website.

6) Targets

- Within the first 4 months:
 - detailed situation analysis, including assessment of investment opportunities on the basis of quantitative data, with the objective to define the scope for GSB to catalyze new pro-poor investments.



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This shall lead to the formulation of sound project selection criteria allowing the prioritization of partnership proposals Development of selection criteria. The analysis shall also serve to revise expectations and project targets as listed below and adjust if necessary.

- Identification of 2-3 viable GSB project ideas with partners firmly committed to undertake investments within 9-12 months. Clear specification of requirements for these investments in terms of provision of capital and Technical Assistance.
- Establishment of a Coordination Committee
 - o Within the first 9 months: identification of 7-9 project proposals
 - o Within 12 months at least 2 GSB- projects should start the implementation phase.

- Qualifications, skills and competencies
 - o Graduate degree in business, economics, international development or international relations, with strong academic performance.
 - o Ability to broker and convene productive coalitions between business, government and development partners
 - o Substantial relevant work experience; ideally significant business/private sector work experience in strategy/operations roles with some knowledge/experience in the region or similar environments; experience in investment promotion and other broker positions would be advantageous
 - o Excellent relationship management, communication and analytic skills
 - o The ability to understand and provide critical analysis of business models, including thorough quantitative skills for the evaluation of investment projects. The candidate should be able to perform standard investment analysis (IRR, DCF, etc.) and financial modelling of business models; experience in evaluating/negotiating deals would be highly advantageous
 - o Knowledge of the local socio-economic and cultural context, including very good understanding of the business situation in the region and the opportunities for new investments.
 - o Experience in working with donor/development organisations.
 - o Interest in understanding the roles and values of UNDP as well as the UN Global Compact.
 - o Fluency in written and spoken Portuguese and English is required
 - o The following would be strong assets:
 - o Distinctive experience in working in the private sector on issues of business strategy, operations or new business development.



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Particularly some experience in the development of supply chains would be of advantage.

- On-the-ground experience related to issues of economic development and entrepreneurship
 - Previous working experience in the country/region, and knowledge of the local business environment
 - Good understanding of development policies in general and pro-poor private sector initiatives in particular.
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- Languages:
Fluency in written and spoken Portuguese and English is required

 - Promotion of Volunteerism

 - As a UN volunteer, familiarise himself/herself with the concept of volunteerism by reading relevant UNV publications and taking active part in UNV activities.
 - Network with local voluntary organization(s) and build relations.
 - Contribute articles/write-ups on field experiences and submit for UNV publications/websites, newsletters, press releases, etc.

How to apply:

Please send cover letter and CV to analisa.silva@undp.org by February 15, 2007.