

Terms of reference

Local Experts for Diagnosis of SMEs

1. Background

Following the call for expression of interest which was launched in October 2013, inviting Small and Medium-size Enterprises (SMEs) to apply for consideration under the PSDP a total of Seventy (70) SMEs from all over the country were pre-selected to benefit from the technical assistance of PSDP for a two-year duration.

In order for the PSDP to have an impact, the provision of adequate advisory services for the final selection of beneficiary companies is required. It is in this context that the PSDP coordinating unit is planning to hire the service of an international consultant to assist local experts in performing diagnosis / audit of SMEs according to CDE methodology and tools.

This assignment will be undertaken by an international consultant acting as Team leader (SME master trainer) who will be recruited directly by CDE. The team leader's role will be to guide, coordinate and orientate the activities of local experts for quality assurance.

Local experts from Botswana National Productivity Centre (BNPC), Botswana Innovation Hub (BIH) and Botswana Institute of Development Policy and Analysis (BIDPA) will be involved with separate contracts to undertake diagnosis / audit of SMEs. The following is the proposed number of SMEs to be audited by each organisation:

- ✓ BNPC: 35
- ✓ BIDPA: 20
- ✓ BIH: 15

The pre-selected SMEs are from the following areas: (i) Manufacturing including Agro-industries, (ii) Tourism, (iii) Construction and Public works, and (iv) Information and Communication Technology (ICT).

2.1. Scope of the intervention of the team leader

The supervision of SMEs diagnosis will be undertaken by a Team leader along the standards established as per the CDE SME diagnosis tools:

- 1) Training of PSDP team and Intermediary Organisations staff on CDE SME diagnosis tools in particular on the methodology and reporting (2 days in house training and 3 days for field visit)
- 2) Conduct interview with the management and key staff to understand the different elements of the company
- 3) Identify company's strengths and weaknesses and analyse the identified bottlenecks
- 4) Select company's critical needs elements for further assessment
- 5) Prepare a workable Plan that should focus attention and resources on actions that will have a significant impact on company's performance
- 6) Organise a validation workshop with managing directors and key staff
- 7) Prepare a report on the diagnosis results, emphasizing areas of interventions
- 8) Prepare a list of recommendations/action plan directed to the company

The Team leader will ensure that BNPC, BIDPA and BIH follow the correct procedure laid to undertake SME diagnosis. He/she will be expected to develop a road map for coordination and quality assurance. He will be the one who will be liaising with CDE with regard to the progress of the diagnosis and the provision of the final deliverables within the stipulated date

2.2. Expected deliverables (output)

BNPC, BIDPA and BIH will ensure the delivery of 70 diagnosis / audit reports to be forwarded to the team leader four weeks prior to the deadline of the overall contract (15July 2014) to give time for review and advice from the team leader.

The Final report should include the following;

- Company Information
- Executive Summary
- Diagnosis results
- Historical and Financial Analysis
- Priority Sub-Sector for Intervention
- Conclusion
- Recommendations

3. Timeline

The consultancy will be undertaken over a period of 30 days

4. Service providers

The local experts should meet the following criteria:

- ✓ Have been trained by CDE on diagnosis of SMEs
- ✓ Work at BNPC , BIDPA and BIH

5. Budget

The maximum budget for the assignment will be Euro 75,500 and will be split as below;

BNPC	32,600
BIDPA	23,000
BIH	19,900

