



## **Micro-Enterprise Development Programme (MEDEP) IV**

**GoN, MoI/UNDP/DFAT**

### **Terms of Reference for Senior Institutional Capacity Development Consultant (SIDC)**

**Post Title:** Senior Institutional Development Consultant (SIDC)

**Number of Position:** one

**Duty Station:** MEDEP NPSO Kathmandu with frequent travel to MEDEP and MEDPA districts

**Duration:** 11 months spread over to 2016 and 2017

**Field Visits:** Frequent field visits as required by the project

### **Organisational Context**

The Micro-Enterprise Development Programme (MEDEP) is a joint initiative of the Government of Nepal (GoN), Ministry of Industry (MoI) and UNDP with the financial and technical supports of UNDP and Australian Aid, Department of Foreign Affairs and Trade (DFAT), Australian Government as main donor. The programme is implemented by the MoI/GoN and is a flagship programme of both GoN and UNDP. MEDEP was initiated in 1998 and will come to a conclusion at the end of the current fourth phase (MEDEP IV) in 2018.

MEDEP aims at alleviating poverty especially among women and socially excluded in rural areas through micro-enterprise development (MED). It does so by applying a highly integrated approach starting with the identification of potential enterprises, potential resources and market through specially trained Enterprise Development Facilitators (EDFs), followed by intensive training and the facilitation of access to resources for the start-up, and continuing with long term support through Micro-Entrepreneurs Associations (MEAs). MEDEP has already created more than 75,000 micro entrepreneurs (MEs) and enterprises have been established. The 80% survival rate of created MEs, 50% higher income, and strong effects on social and political empowerment of women and excluded proves the MED approaches' suitability<sup>1</sup>. In addition to MEs creation role, MEDEP, in the current Phase IV (2013-2018), will play facilitation role to institutionalize MED model into GoN owned national programme- the Micro Enterprise Development for Poverty Alleviation (MEDPA). For that MEDEP needs to build the capacity of GoN and main stakeholders to be competent enough to implement

---

<sup>1</sup>Impact Assessment of MEDEP by independent consultants 2010.

MED model. From this fiscal year, the MEDPA has been running in 69 districts with the aim of reaching to all 75 districts by 2017/2018. The GoN has been allocating resources for MEDPA annually in increasing trend with substantial increment (30%) for current fiscal year. Along with increased budget allocation from central government, the local bodies (DDC, VDC and Municipalities) have also started allocating budgets for MED.

After piloting MEDEP during the first phase (1998-2003) in 10 districts of Nepal, it was found effective in alleviating poverty through economic empowerment of poor and excluded and MEDEP evolved as MED model that was expanded to additional 15 districts during the second phase (2004-2008) with financial supports from donors such as Department for International Development (DfID) of UK Government, the then Australian Agency for International Development (AusAID), New Zealand Agency for International Development (NZAID) and UNDP. During this phase GoN promulgated Micro-Enterprise Policy 2064 (2007). In the same year Micro-Enterprise Operational Guidelines was approved jointly by MoI and the then Ministry of Local Development and MED model was internalized for the first time in District Development Committees (DDCs) in 2009/10 by allocating own resources and implementing by sub-contracting Business Development Service Providers (BDSPs). National Planning Commission (NPC), GoN incorporated MED model into its Three Year Interim Plan- TYIP (Eleventh Plan 2007/08-2009/10) with budget and target but government started allocating budget with targets only from the last year of the TYIP (2009/2010) and then started the budget allocation and setting the targets in each district. The budget of GoN increased every year with the increase in the number of districts MED model was implemented. MEDEP third phase (2008-2012) was about to end which was funded by the then AusAID (now DFAT), and Canadian International Development Agency (CIDA), Government of Canada and Central Queensland University, Australia. The Twelfth and Thirteenth Plans (2010/11-2012/13 and 2013/14-2015/16) also emphasized Micro-Enterprise Development and allocated budgets and targets. In the meantime GoN prepared "MEDPA Five Year Strategic Plan - 2013/14-2017/18" approved by the Council of Ministers and requested UNDP and DFAT to continue MEDEP for phase IV for technical and financial support to internalize, mainstream and expand MED model in all 75 districts. The main objective of MEDPA is to create opportunities for the Poor and Excluded People by uplifting them from poverty, creating employment, increasing their incomes and making them resilient or graduating to small enterprises.

The midterm evaluation of MEDEP conducted in 2015/2016 has stressed the need to strengthen the MEDEP roles from direct programme delivery to facilitator and adviser for a smooth handing over for internalisation and sustainable institutionalisation of MED model into the national system. Therefore, from January 2017, MEDEP will not be directly involved in creating new entrepreneurs but to focus more on mainstreaming MED model into government system. Its main contribution will instead be to endow Nepal with a sustainable institutional setup for the delivery and support of entrepreneurship development even after the end of MEDEP IV. It also supports peace and stability in Nepal by significantly contributing to addressing poverty and social exclusion, which are among the root causes of conflict in the country.

Key for a sustainable institutionalisation is the building of long term capacities of government at central and local levels as well as of MEAs, MED Service Providers and private sector organisations to develop and implement policies for the support of micro-entrepreneurship development and to strengthen the ME's access to markets, finance, appropriate technologies and other business development services. The programme is implemented in partnership with all these actors: the MoI as the lead agency, Ministry of Federal Affairs and Local Development (MoFALD), Ministry of Agriculture Development (MoAD), Ministry of Forest and Soil Conservation (MoFSC) and their respective departments and local bodies, MEAs and their district and national structures. MEAs are

structured from Ward,Village, Rural Market Centres, Districts to national level such as Micro-Entrepreneurs Group (MEGs) at community/settlement levels, Micro-Entrepreneurs Group Associations (MEGA)a federated body of MEGs, at the Rural Market Centres, and the District Micro-Entrepreneurs Group Association (DMEGA), a federated body of MEGAs, at the district level. All DMEGAs have formed an apex federated body- the National Micro-Entrepreneurs Federation Nepal (NMEFEN) at the national level.

Recently conducted Mid Term Evaluation of MEDEP has pointed out the need to strengthen the capabilities of MEDEP and MEDPA staffs for better understanding, knowledge and skills in playing roles of Facilitator in institutional capacity building and has suggested to train, mentor, coach and transfer skills on the above fields by recruiting a Senior Institutional Development Consultant for a longer term. Therefore, this ToR is developed to procure the services of a national consultant, who could provide expert services to MEDEP/MEDPA and its stakeholders to enhance institutionalization of the MED model into MEDPA by helping to create conducive environment, policy feedbacks and engaging in the institutional capacity development of MEDEP/MEDPA staffs and other stakeholders.

## **Duties and Responsibilities**

The core objective of this position is to enhance the capacity of important MED stakeholders in general, and MEDEP staff in particular, to institutionalize MED into Government system through MEDPA.

Under the supervisions of the National Programme Director (NPD) and National Programme Manager (NPM), and close consultation with Chief Technical Advisor (CTA) and other professionals, the Senior Institutional Capacity Development Consultant (SIDC) will facilitate to carry out the following interventions:

1. Develop curricula on basic principles and practices of Facilitation Roles and Institutional Capacity Development and deliver training to professionals of MEDEP (GSS, MDS, MISA, APSM, Intervention Component Managers, MISA, NPM and CTA) and MEDPA staffs at regional and national levels and guide them to apply the knowledge and skills learned in the training.
2. Working together with MEDEP Senior Management (including Area Program Support Managers) and Component Managers, ensure effective and high quality services for MEDEP role as facilitator and institutionalization needs to streamline and consolidate MED delivery into GoN systems and procedures.
3. Provide high quality support to facilitate capacity building of MOI and other MEDPA stakeholders as well as mentor, coach, teach and supervise MEDEP and MEDPA staffs in institutional capacity building
4. Consolidate the Capacity Development need of MoI & its agencies, the Micro Entrepreneurs' Associations (MEAs) and Micro Enterprise Development Service Providers (MEDSPs) as identified in the various Capacity Assessment reports and support the respective Component Manager in preparing a simple plan and implementing the plan.
5. Work with MEDEP and MEDPA team and support them in institutionalizing core interventions / activities under each of the MEDEP Components.

6. Work with all MEDEP team members to monitor and ensure that institutionalization is progressing as planned in the revised Results and Resources Framework (RRF) and periodically update MoI/GoN, UNDP and DFAT on its progress.
7. Develop appropriate curricula and adapted training tools as well as facilitation of training to upgrade the skills and knowledge of MEDEP and MEDPA staffs for adequately address the facilitation role and proper institutionalization of MED model into GoN systems.
8. Train and coach MEDEP, GoN, Micro-Enterprise Development Service Providers (MEDSPs), MEAs and other relevant stakeholder staffs in order to take the focus approach of facilitation and institutionalization at central and local levels.

## **Impact of Results**

The key impacts will have impact on how well MEDEP IV activities are being implemented to institutionalize MEDEP IV into MEDPA.

1. Institutional capacity gaps identified by the institutional capacity assessment are fulfilled.
2. Transformed actors of MEDEP IV now acting as programme implementing into their roles of facilitators and advisers.
3. Strengthened capacity of government institutions, staffs and logistics to fully internalize and institutionalize MEDEP into MEDPA.
4. Strengthened capacity of entrepreneurs associations, MEDSPs and other stakeholders.
5. Committed resources by VDCs, Municipalities, DDCs for implementing MEDPA.
6. Developed capacity of the government to generate additional resources for MEDPA.

## **Key Competencies and Success Factors Required**

### **Corporate Competencies:**

1. Demonstrates commitment to UNDP's mission, vision, values and ethical standards.
2. Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
3. Treats all people fairly without favouritism.

### **Functional Competencies:**

#### *Knowledge Management and Learning*

1. Proactively shares knowledge and experience and encourages/promotes the learning of others.
2. Should possess very strong analytical skills.
3. Should have skills on communication, facilitation and dialogue; strong capacity to work in a multi-partnerships environment involving all key stakeholders in a common platform.
4. Good team builder and network professional;

5. Informed and transparent decision making.

### **Development and Operational Effectiveness**

1. Ability to facilitate and to conduct strategic planning, results-based management, monitoring and evaluation;
2. Strong knowledge of the development of markets, systems, institutional and organisational development, and behavioural approaches;
3. Ability to work from the grassroots to senior government level;
4. Ability to integrate gender and social inclusion issues in all aspects of work;
5. Established track record of delivering strong analytical and practical products;
6. Capacity to adapt policies, approaches, and models from various disciplines to existing realities and emerging needs including translating practice principles into effective programme interventions in the field.

### **Management and Leadership**

1. Focuses on impact and results for the client, responds positively to critical feedback and can provide critical feedback diplomatically;
2. Builds strong relationships with clients and external actors, has the capacity to interact with senior officials and influence senior decision makers;
3. Capacity to lead senior professionals;
4. Shows very good conflict resolution skills;
5. Ability to formulate work plans, effectively supervise contracted personnel, and conduct thorough quality control;
6. Consistently approaches work with energy and a positive, constructive attitude;
7. Remains calm, in control and good humoured even under pressure.

### **Academic Education and Experiences**

The candidates should have at least Masters degree in economics, institutional development, organisational development, business management or related discipline from the recognised University/Institution. PhD in relevant discipline is desirable. At least 10 years of overall relevant professional experiences at the national and international levels.

### **Extensive experience especially in**

1. institutional/organisational development and/or capacity building;
2. micro and small business development;
3. market development (especially business service markets);
4. poverty alleviation, especially in rural areas;
5. programme/project development.

**In addition, experience in:**

6. gender and social inclusion, economic analysis of micro-enterprises, poverty analysis, sustainable livelihoods;
7. value chain analysis of selected potential sub-sectors where economy of scale has met for promoting more Micro and Small Enterprises (MSEs)
8. sound understanding of Government, UNDP and Development Partners systems.

**Language requirements**

S/he should possess excellent verbal and written communications skills in English and Nepali languages.

**Computer Skills**

S/he should possess understanding and knowledge of the basic computer systems such as MS Word, Excel, PowerPoint and Access and Statistical Analysis tools such as SPSS