

## Terms of reference for the appointment of short-term experts

ToRs Nr.:	C2-020	Date of filing:	15-04-18
Activity:	SME Development Office establishment	Activity number:	C2, A2.8
Type:	Short-term expertise	Log frame reference:	Result 2.8
Job title:	Director SME Development Office	Start date:	tbd
Category:	Senior Nat. NKE	End date:	20-03-19
Man-days (total):	190	Location:	Kyiv / Ukraine

### 1 Background

The SME Development Office (SMEDO) is an advisory body within the Ministry of Economic Development and Trade of Ukraine (MEDT) that provides technical assistance to the ministry and its 'Department for Entrepreneurship Development and Regulatory Policy' in implementation of Ukraine's SME Development Strategy 2020 and the associated SME Support Action Plan. The Action Plan's activities will focus on:

- Creating favourable environment for SME development;
- Improving SME access to finance;
- Simplify SME tax administration;
- Promoting entrepreneurial culture and develop entrepreneurial skills;
- Improving competitiveness and SME innovation potential.

During its initial phase, SMEDO will have 10 staff members in total, allocated to two units: one for 'SME and Entrepreneurship Promotion' and another for 'SME Policy Implementation'.

The SMEDO establishment is funded by the EU until March 2019 through its EU4Business project FORBIZ that supports the ministry with conceptual contributions, staffing and coaching.

### 2 Scope of Work

#### 1) SMEDO management:

- i) Day-to-day management of the office and coordination of units operations;
- ii) Liaison with MEDT, donors and other stakeholders (ministries, agencies, business associations, etc.) which are engaged in implementation of SME support in Ukraine;
- iii) Manage provision of data analysis, needs assessment and creation of SMEDO annual Action Plans;
- iv) Setting up of monitoring instruments, in close collaboration with the heads of units;
- v) Evaluation of activities delivered by SMEDO;
- vi) Represent SMEDO in cooperation with donors on ITA on SME policy development and creation and implementation of SME support programmes and projects;
- vii) Reporting to the MEDT/FORBIZ.

#### 2) Capacity building:

- i) Creation of conditions for upgrading of SMEDO/MEDT staff specific skills and knowledge aligned with SME policy development needs;
- ii) management of annual SMEDO and MEDT staff TNA;
- iii) Preparation of annual SMEDO staff training plan.

#### 3) SME support Programme:

- i) SME needs identification;
- ii) SME support programme concept development;
- iii) Formulation of prioritized national SME support programmes in close collaboration with MEDT;
- iv) SME programmes fundraising together with MEDT and in cooperation with donors;
- v) Promotion, monitoring and evaluation of delivered SME support programmes.

**4) SME Institutional infrastructure development:**

- i) Review current levels of SME stakeholder engagement (i.e. chambers of commerce / business associations, sector platforms, think tanks and other types of sector representation, business centers, etc.);
- ii) Identification of relevant SME support institutions on regional/local level;
- iii) Cooperation with regional and local authorities;
- iv) Creation of proposal to MEDT for SME institutional network development and maintaining;
- v) Cooperation with regional and local institutions on identification and creation of business service providers network.

**5) SME policy implementation coordination and PPD:**

- i) Inter-ministerial coordination concept development in close collaboration with MEDT;
- ii) Represent SMEDO and provide assistance to MEDT in communication with stakeholders from public sector in SME policy implementation and inter-ministerial coordination;
- iii) Represent SMEDO and provide assistance to MEDT in communication with SME business membership organizations and facilitate efficient PPD.

**6) SME and entrepreneurship promotion:**

- i) Manage concept development and implementation of awareness raising activities;
- ii) Development of SMEDO/MEDT SME policy promotion activities and info campaigns;
- III) Manage organization of SME week and other promotional events, conferences, workshops etc.;
- iv) Creation of SME Annual report.

**3 Logistics**

**3.1 Travel costs**

Travel costs outside base of operations ('location') are subject of separate arrangements.

**3.2 Facilities to be provided**

Office space and the necessary technical equipment is provided.

**4 Expert profile**

**Qualifications and skills:**

- University degree (Master degree in public administration, economics, business management or a related field) or equivalent;
- Excellent command of Ukrainian and good command of English and Russian; Excellent computer skills (MS Office: Excel, Word, Power Point, Outlook).

**General professional experience:**

- At least 5 years of proven professional experience in a private company and/or government, and/or bank, and/or international NGOs;
- At least 5 years of experience in management and the ability to lead project/expert teams.

**Specific professional experience:**

- Experience in SME policy and institutional framework development, including capacity building;
- Experience in donor support programmes and projects, private sector policy development and SME advocacy in Ukraine.

**5 Expert selection procedure**

The selection of experts is performed following professional and transparent standards. An evaluation committee established by FORBIZ evaluates all applications against the required profile and performs interviews with pre-selected candidates under the supervision of the Delegation of the EU to Ukraine.