



Centre for the Development
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CENTRE FOR THE DEVELOPMENT OF THE ENTERPRISE

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**SEARCH FOR EXPERTISE FOR IMPLEMENTATION OF PRIVATE SECTOR
DEVELOPMENT SUPPORT PROGRAMMES IN WEST AND CENTRAL AFRICA**

An institution of the ACP Groupe of States (Africa,
Caribbean and Pacific) and the European Union, in the
framework of the Cotonou Agreement.

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Caraïbe et Pacifique) et l'Union Européenne, dans le
cadre de l'accord de Cotonou.



TERMS OF REFERENCE

II. THE PROGRAMME OF SUPPORT FOR THE DEVELOPMENT OF THE PRIVATE SECTOR IN WESTERN AND CENTRAL AFRICA

II.1. Programme Opportunity

To respond to the challenges posed by the current global economic development, based, primarily, on the different countries' capacity to engage in international trade, West and Central Africa economic communities have taken up the challenge of ensuring the development and competitiveness of SMEs. Political guidelines and programmes are given impetus at national and regional. One of such actions is direct support for SMEs. In response to this need for the development of SMEs, West and Central Africa respective authorities have undertaken the task of promoting synergies between actions at the national, regional and international levels. Cooperation and technical partnership with the CDE should thus serve as catalysts to speed up actions in support of the SME sector.

II. 2. Purpose

The aim is to establish a more operational system for non-financial support to SMEs and intermediary organisations through appropriate multifaceted services, in particular:

Grouped support services for SMEs

- Grouped training, for example, in basic accounting, management, etc.
- More specific grouped training by sector,
- Trade fairs and seminars,
- Grouped missions of promoters from ACP and EU countries
- Studies and technical assistance
- Etc.

Individual support for SMEs

- Technical assistance (marketing assistance, etc.) and training
- Partial and/or complete studies (markets, pre-feasibility studies);
- Analysis
- Securing financing and support in negotiations,
- Pre-production and production management support,
- Support for pilot and demonstration projects, support for start-up of activities,
- Support for start-up of new activities
- Identification of potential EU or ACP partners.
- Etc.

Capacity-building for intermediary organisations

- design and management (monitoring and evaluation) of projects; identification of markets; information services; business plans and securing financing; evaluation of enterprises and projects; marketing; training.
- organisation of their services in support of enterprises: structure and organisation, role of committees and management; increase in number of members; communication with members; lobbying; marketing campaigns.
- Networking (within the region) with other intermediary organisations in the country and abroad; promotion of a network of consultant.
- Etc.

II.3. General objective

The **general objective** of the programme is to encourage consolidated, sustainable, fair and poverty-reducing economic development.

II.4. Specific objectives

The **specific objectives** of this programme are:

- 1- to improve the competitiveness and structure of the private sector
- 2- to build the capacities and enhance the productivity of the country's SMEs and intermediary organisations (private-sector intermediary organisations),
- 3- to improve the business climate by promoting dialogue and/or private sector/public sector partnership.
- 4- to improve SMEs' access to financing.
- 5- to facilitate financial intermediation
- 6- to build the capacities of local (national and regional) service firms, consultants and service providers

II.5. Targets

The programme will particularly concern small and medium-sized enterprises (SMEs) *with strong growth potential* as well as intermediary organisations capable of making the best contribution to the objectives of modernisation of the private sector.

II.6. Anticipated results

The project's **anticipated results** are:

- Strengthening of the capacities and productivity of SMEs;
- Strengthening of the capacities of intermediary organisations (professional associations, groupings and support bodies of consular institutions);
- An enhanced business environment for enterprises through improved dialogue and public/private partnership;
- Improved access to credit for SME's.
- Enhanced financial intermediation
- Improvement of the intervention capacities of consultants and service providers

III. PROGRAMME PLANNING

III. 1. Consultants' tasks

The consultants must perform the following tasks:

1.1. Guidance, document research and presentation/validation - (Task 1)

To prepare the mission, the consultants must conduct a review of the terms of reference as well as research of documentation, building on all studies already implemented. This phase also includes the days required for presentation and validation of the study upon completion of the mission.

1.2. Sectors and activities where support is focused - (Task 2:)

On the basis of the two regions economic development objectives, the consultants must propose a list of priority sectors and activities, taking into account the resources and economic potentialities.

1.3. At company level - (Task 3)

The consultants must, on the basis of the CDE's criteria and available data on companies in the two regions, estimate the potential of enterprises that may benefit from the Programme by priority sector and activity.

1.4. Intermediary organisations (IOs) - (Task 4)

On the basis of a SWOT analysis (strengths, weaknesses, opportunities and threats), (the consultants must select the IOs that may benefit from the capacity-building programme.

1.5. Programme implementation (Task 5)

On the basis of all the above, the consultants must draw up a programme of Support for Enterprises and Intermediary Organisations that specifies the number of enterprises, the number and type of interventions by group of enterprises and IOs, by year for three years. Taking these elements into account, different scenarios should be proposed in the form of a logical framework.

1.6. The PMU (Programme Management Unit) - (Task 6)

The consultants must submit proposals on the PMU's institutional base, steering, functioning and continuity.

- Institutional base (On which institution will the PMU depend?).

The consultants must propose the most appropriate base (private or public) to ensure the programme's feasibility and continuity.

- Steering (body that will monitor the PMU's programme of activities)

The consultants must propose a programme steering committee (constitution, functioning).

- Functioning of the PMU

On the basis of the CDE's proposals, the consultants must carry out a review of the operating modalities of other PMUs and make proposals adapted to the economic realities of the two regions.

- Continuity of the PMU

The consultants must propose a blueprint to ensure the continuity of the programme after the first three years of effective functioning.

1.7. Synergy with the other technical and financial partners (Task 7)

The consultants must on the one hand make an inventory of ongoing and potential programmes of support for the private sector and, on the other, identify possible synergies.

1.8. Facilitating access to financing - (Task 8)

The consultants must draw up a summary of adapted financing systems and propose an approach for technical support to strengthen their own capacities with a view to better evaluating the requests of enterprises and effectively monitoring portfolio management.

1.9. Programme monitoring and evaluation - (Task 9)

The consultants must propose appropriate criteria and methodology for programme evaluation.

III. 2. Profile of the consultants

The team of consultants in charge of the study will comprise an international consultant and national consultants, and must meet the following conditions:

- Have good knowledge of the environment and issues regarding development of the private sector in the the two regions, in particular SMEs,
- Have proven experience in the development of large-scale programmes (or services) to enterprises and intermediary organisations,
- Have at least 10 years' experience in similar assignments.