



**Terms of Reference**  
**PME+ Academy Evaluation**  
**(Period: April 2018 - August 2018)**

**Ref: 008-PDP-FSDMoç/2018**

**Type of assignment:** Research and analysis

**Individual / Organisation:** Consulting firm, individual consultants, or a syndicate.

**Language required:** English and Portuguese.

## **1. Background**

The Financial Sector Deepening-Mozambique (FSDMoç) is a 5 year (2014 - 2019) program funded by the UK Government's Department for International Development (DFID). FSDMoç' three core objectives are (i) to improve access to financial services for Small and Medium Enterprises (SMEs), (ii) to improve access to finance for smallholder farmers and households, and (iii) create the enabling environment for financial inclusion by supporting knowledge sharing and capacity building.

The vision of FSDMoç is a dynamic financial sector offering quality services that enable resilience and economic empowerment for all Mozambicans. Our mission is to identify and partner with key market stakeholders, offering them targeted investments and insights to leverage the potential of the financial sector to improve financial inclusion.

The program has 5 main Strategic Objectives:

- i. Improve the understanding of the business case for better product design and delivery for MSMEs, individuals and smallholder farmers.
- ii. Catalyse financial services innovation and expansion through supply side investments.
- iii. Ensure success of business models by improved financial education and literacy of MSMEs, individuals and smallholder users and suppliers.
- iv. Alignment of the Regulatory Environment to ensure success of business models and market take up.
- v. Build knowledge and implementation capacity of key financial inclusion stakeholders.

FSDMoç uses an M4P, 'making markets work for the poor' (M4P) approach assessing comprehensively all key constraints to market system development from policy through to institutional and demand side issues, identifying the most appropriate levels of intervention.

As part of this facilitative approach, FSDMoç seeks out appropriate partnerships that can drive a change in the market system rather than a grant based approach. As part of this approach, technical assistance

and grants via FSDMoç can be offered to private sector partners in order that the interventions deliver their objectives.

## 2. Context of the project

The PME+ Academy was designed and implemented as part of an integrated strategy that a local bank developed and started to implement in September 2015, aiming to reinforce bank's positioning within the SME segment as a truly added value partner and to secure medium to long-term sustainable market growth in this segment.

The Bank understands the huge challenges faced by this segment when dealing with Banks, as well as its root causes, namely lack of sound financial information and weak management practices, and it is committed and investing in a strategy to raise SME competitiveness through adoption of management best practices, granting them likewise easier access to banking services and to better market opportunities, thus contributing to create a stronger and healthier SME sector, with easier access to credit. By doing so, The Bank is having a key stake in creating a sustainable SME market and a better business environment, which will not only benefit the bank, but also its competitors and the country.

The Bank's SME strategy is anchored in a three-fold approach, being one of the three pillars the raising of awareness and willingness among SME to adopt best practices and building capacity and likewise reducing the gaps that currently work as barriers for them to access and take advantage of financial services to leverage their growth.

Initiatives already on going under the pillar of raising awareness and willingness among SME to adopt best practices and building capacity and likewise reducing the gaps include:

- i) PME+: a daily TV program intended to raise awareness and willingness to adopt best practices amongst the biggest number possible of SME, entrepreneurs, managers and potential future entrepreneurs/SME leaders and managers. TV as a mass means of communication, that combines image and sound, is the most cost effective channel to reach large amounts of people with the lower cost.
- ii) PME+ Advisory Service: targets SME that understand the importance of adopting management best practices, and already possess some competences but need some help/support to keep putting them in practice.

The PME+ Academy, which design and implementation is under the scope of this evaluation, targeted 25 SME and was delivered from April to August 2018, in five modules, namely Leadership, human resources management (2-4 May), Financial management (29-31 May), Strategy and marketing (19-21 June), Planning (16-18 July), and Management simulation (28-30 August). These SME are already willing to adopt best practices, but need to acquire the required competences in order to be able to put in practice the desired behavior.

### 3. Objectives and Scope

#### 3.1. Objectives

FSDMoç is seeking to source an effectiveness assessment study on bank's PME Academy pilot phase, with the following main objectives – to:

- a. Assess to what extent the design and implementation of the PME Academy, has contributed to create competences toward best management practices amongst SME;
- b. Assess to what extent skills/competences were created based on very practical manners, and are aligned with daily management challenges faced by SME;
- c. Assess the approach used by the service provider, and ensure that it assure the creation of practical knowledge and skills that can be applied to and improve participants business management and competitiveness, straightway;
- d. Assess in what extent the PME+ Academy is covering all key management areas involved in strategic planning and business transformation, including people, information, marketing, performance and finance;
- e. Assess the PME+ Academy concept and methodology used, taking into account key challenges/barriers that can compromise SME managers to be available and committed all across the training process and should be built upon strategies to overcome/minimize those challenges/barriers; time and opportunity cost are some of them; and
- f. Evaluate whether the PME+ Academy has shown evidences that can maximize the potential of SME learning, retaining and putting in practice the range of management concepts that will be taught.

Through this study, FSDMoç expects to verify to what extent the bank's PME+ Academy, constitutes an effective mechanism for MSMEs to understand the importance of adopting management best practices and acquire some competences.

#### 3.2. Scope

The work to be developed will include an assessment of the design phase, as well as the pilot implementation of PME+ Academy in Maputo. The consultant should also identify the lessons and challenges from the pilot, and provide detailed recommendations on the project potential to be extended to cover other provinces where the Bank has branches.

The consultant will be responsible for assessing the design of the Academy PME+ business model, methodology, structure, size and number of classes and contents as well as PME+ Guide document, as a learning-supporting tool;

Assess the quality of the trainers/lecturers/speakers, as well as the potential for the replication of the concept and structures used in other regions of the country, and its recurrent implementation across time;

Review the minimum requirements that SME have to fulfil to be eligible to participate in the Academy as well as the selection process methodology;

### **3. Methodology**

It is expected that the contracted Service Provider will undertake a mixture of methodologies for the assignment to achieve the objectives and scope set out above. The methodologies that will be required include but it is not limited to reviewing of existing information on the PME Academy; conduct interviews with SMEs beneficiaries of the program and conduct focus group discussions.

A sample size for the quantitative survey will be confirmed and agreed at Inception. The Service Provider will need to demonstrate a clear methodology for the sampling, as well as for the project implementation as a whole.

### **4. Deliverables**

The deliverables for this assignment are:

- Kick-off meeting notes;
- Survey Protocol;
- Preliminary report;
- Final report - Purely technical document (for FSDMoç internal consumption only);
- Final report - Reader-friendly document including an executive summary (for public consumption, as per the terms of the NDA between FSDMoç and the bank);
- Live presentation of the findings of the report - to FSDMoç;
- Live presentation of the findings of the report - to the Bank and FSDMoç.

### **5. Level of Effort**

It is expected that this assignment take no more than 20 working days.

### **6. Reporting**

The consultant will report directly to FSDMoç's Monitoring and Evaluation Team, with copy to [fsdmoc@fsdmoc.com](mailto:fsdmoc@fsdmoc.com).

### **7. Selection criteria**

The proposals will be evaluated against the selection criteria listed in the table below.

Selection Criteria	Weighting
Technical capabilities	40%
Proposed methodology and approach	35%
Work plan	15%
Budget	10%
<b>TOTAL</b>	<b>100%</b>

## 8. Submission of Proposals

The Consultants are invited to submit technical and financial proposals by no longer than **16<sup>th</sup> November 2018, at 00h 00min.**

The proposals must include the following:

- Description of technical capabilities relevant to undertake the assignment;
- Detailed CV of the key consultants;
- Proposed methodology and approach and indicative work plan with timeline to undertake the assignment;
- Financial proposal including proposed budget. The Costs should be broken down into professional fees and expenses, which will incorporate travel and accommodation if necessary.

The Proposals should be addressed to the following email address [fsdmoc@fsdmoc.com](mailto:fsdmoc@fsdmoc.com). Any queries relating to the preparation of the proposal should be address to *FSDMoç's Technical Team* through the same email address until Wednesday, October 31, 2018, at 5:00 p.m. (CAT).

## 9. Ownership/Control of Work Product/Publication

All materials produced or acquired during the appointment - written, graphic, film, digital audio/video or otherwise - shall remain the property of FSDMoç unless and to the extent such rights are explicitly relinquished (in whole or in part) by FSDMOÇ, in writing. FSDMoç furthermore retains the exclusive right to publish or disseminate in all languages reports arising from such materials. In the event of early termination of the appointment or non-renewal upon its expiration, the Consultant shall, if requested by FSDMoç, deliver copies of all materials and data developed with FSDMoç funds. Material developed by the Consultant under the TORs may not be used without written prior approval from FSDMoç Intervention Lead.

## **10. Authorship and Acknowledgement**

FSDMoç staff will generally be listed as the authors of any publication or other communication that is produced as a result of the research conducted during the appointment. The Consultant contribution in conducting this research will be acknowledged in any such publication. If, in the reasonable view of the Intervention Lead, the Consultant contributes significantly to the conceptualization and drafting of any documents created, the Consultant's staff will be listed as co-author, along with the relevant FSDMoç staff. All knowledge and information not already within the public domain which the Consultant may acquire from FSDMoç or its employees or by virtue of the assignment shall for all time and for all purposes be regarded by the Consultant as strictly confidential and held in confidence, and shall not be directly or indirectly disclosed by the Consultant to any person whatsoever excepting with FSDMoç written permission. All outputs of the work, materials produced in the course of the work, and all by-products shall remain confidential unless FSDMoç authorizes public release.

## **11. Required skills and qualifications**

The service provider will be expected to have:

- Knowledge and practical experience working in project design and evaluation, with focus on MSME in Mozambique;
- Knowledge and practical experience working in the MSME and Banking Sectors, with focus on MSME finance in Mozambique;
- Strong understanding of design, delivery and assessment of PME+ training and capacity building, coaching and/or mentoring, as well as assessment of either qualitative and quantitative;
- Knowledge and practical experience undertaking research and analysis;
- Excellent report writing skills;
- Strong analytic skills; and
- Fluency in Portuguese and English.