

The background of the top section is a photograph of a person's hand holding a complex metal mechanical part. Overlaid on the right side of the image is a semi-transparent circular graphic containing a dotted map of the world.

SWISS  
FOUNDATION  
FOR TECHNICAL  
COOPERATION

*We create opportunities*

We are a leading organisation for the implementation of international development projects. We promote inclusive economic, social and ecological development to make an effective contribution towards sustainable and widespread prosperity in developing and emerging economies.

## A. BACKGROUND

Senior Expert Contact (SEC) in Guatemala is an initiative jointly conceived by Swisscontact and Argidius Foundation<sup>1</sup> to provide specific business development services (BDS) to small and growing businesses (SGBs) in Guatemala. The BDS provided by SEC consist of tailor-made, one-on-one consulting services delivered by senior experts. SEC experts help SMEs overcome commercial and structural constraints.

SEC accepts requests from Guatemalan SMEs and makes a selection of SMEs qualifying for SEC's support services. Successful requests are matched to suitable senior expert consultants for personalized consultancies with a duration of several weeks. The consultants are part of a network (pool) of volunteers, mainly retired, senior experts, with international (Swiss), regional (El Salvador) and local (Guatemalan) backgrounds. SEC clients typically cannot afford to contract external quality business and/or technical expertise at market price.

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<sup>1</sup> This project is financed by Argidius Foundation, among other donors. As part of the Swisscontact Development Programme, it is co-financed by SDC (Swiss Agency for Development and Cooperation, Federal Department of Foreign Affairs FDFA)

SEC Guatemala's vision is to transfer the model of Senior Expert Consulting Services to a local institutional owner.

The project duration is 2019 – 2023.

## **B. OBJECTIVE**

Design an exploration and selection strategy allowing to identify and reach out to SGBs in Guatemala with a clear growth potential in terms of revenue/turnover and creation of new jobs.  
IMPORTANT:

1. This strategy will have to be aligned with the qualitative and quantitative impact targets of the project regarding creation of jobs and income.
2. This strategy is a main cornerstone of the future business model which seeks to maximize the cost-benefit relationship of placements in terms of impacting jobs and income at the beneficiary company.

### Sub-Objectives:

- Develop clear criteria regarding sectors and characteristics of applicants (applying companies/candidates) regarding:
  - o Size of the company
  - o Stage in the entrepreneurial lifecycle of the company
  - o Assessment criteria for future growth potential
  - o Innovation
  - o Corporate Governance
  - o Risk Profile
  - o Reputational Profile (external perception)
- Develop criteria that allow to assess whether local, regional or international experience is needed to support growth and job creation in the beneficiary SGB company
- Make recommendation for the future Promotion and Communication strategy of SEC towards inviting new/more beneficiary companies to participate in the programme
- Piloting/prototyping (first roll out of the new strategy) in South-West Guatemala, and reporting on the success of the new strategy based on the experience of 10-20 new beneficiary requests generated by the consultant

## **C. KEY ACTIVITIES**

### **I. Tasks of the Senior Advisor:**

- Revise current way of identifying and selecting beneficiary companies, including the way of promoting the service
- Build on findings of regional backstopper regarding beneficiaries and senior experts
- Analyse situation of SGBs regarding the need and payment capacity for external business development services and make a segmentation of clients
- Analyse current portfolio of beneficiary companies and contrast with ideal portfolio of beneficiary companies
- Based on this analysis, derive above mentioned selection criteria
- Derive a list of prospects (potential beneficiary companies)

- Align the new model with expectations of the future local partner organisation
- Testing of new model in the south-west of Guatemala

## **II. Role of Swisscontact (SEC)**

- Provide required project documents and strategy elaborated so far
- Provide relevant contacts to internal and external stakeholders
- Reserve time windows in which the consultant can work with the team

## **D. DURATION OF THE CONTRACT**

**Working days:** 20

**Time frame:** 1 December 2021 – 31 March 2022 (extension possible)

**Phases:**

1. Taking stock (Dec. 2021)
2. Design and editing phase (Jan.-Feb. 2022)
3. Validation Phase (March 2022)

## **E. DELIVERABLES**

- Report on projection of the composition of the future portfolio of beneficiary companies
- Report on selection criteria with extensive argumentation and reasoning behind
- Report on proposed (multi-stage) selection process
- Report on criteria for selecting international, regional or local expertise for the beneficiary company
- List of approx. 100 SGBs in Guatemala to be approached by the project in coordination with the future owner / local partner
- Bi-weekly short report of coaching process with the Swisscontact team delivered to the SEC GTM Project Manager in Zurich for discussion with regional backstopper (2x monthly 1.5 hours)

## **F. REQUIRED DOCUMENTS**

All bidding consultants are required to submit the following:

- 2 or 3-page proposal outlining the understanding of the mission and the consultant's proposed approach
- A detailed and updated CV of the consultant and, if applicable, an institutional CV (if the consultant belongs to an institution)
- A summary of relevant services provided, and milestones achieved during the past 3 years; highlighting liaison with relevant stakeholders in Guatemala and Central America
- A list of the existing/previous clients
- Indicate preference of contract issued in Switzerland or Guatemala (respecting the local legal regulations and taxation issues).
- Budget

## G. SELECTION CRITERIA

Item	Criterion	Points
1	Relevant academic and professional background, including assessment of SME's and SGB's business plans	20
2	Relevant skills, knowledge, linkages, and work experience with small and growing businesses (SGBs) in Latin America. Any previous experience with Business Development Services for SGBs is an asset.	20
3	Experience in selection processes of portfolio companies	20
4	Experience of working with Swisscontact or other development agencies in the area of Entrepreneurship promotion	20
5	Proven track record of leadership, facilitation in inter-institutional cooperation and multi-stakeholder context.	20
	Fluency in English and Spanish (written/spoken)	MUST
Total		100

## H. SUBMISSION DETAILS

Interested consultant should submit the above- mentioned documents by midnight on 7 November 2021

Potential consultant should send their CV and the required documents to:  
[kolja.leiser@swisscontact.org](mailto:kolja.leiser@swisscontact.org)

Potential candidates should indicate whether they are also bidding for the second consultancy published under the title “Terms of Reference (ToR) for a consultant (Senior Advisor) to organizational development support and strategic advisory services to SEC GTM”

## I. QUESTIONS

Questions can be submitted to [kolja.leiser@swisscontact.org](mailto:kolja.leiser@swisscontact.org) by Wednesday 3 November 2021 noon time Switzerland.