



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

**TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)**

Main Duty Station and Location: Home-based  
Mission/s to: Cape Verde (TBD)  
Start of Contract (EOD): as soon as possible  
End of Contract (COB): 31 December 2016  
Working months: 65 w/d over the contract period

**ORGANIZATIONAL CONTEXT**

The United Nations Industrial Development Organization (UNIDO) is a specialized agency of the United Nations. Its mandate is to promote and accelerate sustainable industrial development in developing countries and economies in transition, and work towards improving living conditions in the world's poorest countries by drawing on its combined global resources and expertise.

**PROJECT CONTEXT**

Under funding from the European Union, the project aims to develop the goat cheese value chain to ultimately improve the livelihoods of small farmers and producers of goat cheese in Boa Vista and in Fogo. By fostering business linkages with economic operators in the tourism sector, their livelihoods will also be improved. The National Expert supports the implementation of the project under the supervision of UNIDO's Chief Technical Advisor and of UNIDO's Project Manager and in coordination with the UNIDO Representative in Dakar and the UNIDO National Coordinator in Praia. His/her duties shall be performed in accordance with applicable rules and regulations of UNIDO and this Terms and Reference. At the end of his/her assignment, the National Expert will have to submit the deliverables listed in the table below as well as a final report summarizing activities carried out. All reports must be in English and submitted in electronic format. Specifically, the incumbent will be responsible for the following tasks:

<b>MAIN DUTIES</b>	<b>Concrete deliverables/outputs</b>	<b>Expected duration</b>	<b>Location</b>
1. Organize at least 2 Clusters meeting to present the results of phase 1 & 2 (First cluster meeting) and phase 3 (Second cluster meeting)	Cluster meeting reports	65 Working days	Cabo Verde
2. Realize all the necessary interviews with all the agents of the clusters and participate to the main national events related with the clusters' businesses	Cluster interviews reports		Cabo Verde
3. Provide all the data related to the diagnostic of the 2 clusters (Boa Vista and Fogo) and main business challenges they are facing:	First Strategic report: Industry and clusters analysis and diagnostics		Cabo Verde

MAIN DUTIES	Concrete deliverables/outputs	Expected duration	Location
<p>Cluster origin (description of the competitive advantage and evolution of the cluster)</p> <p>Cluster main data (turnover, employees, agents, geographical location, etc.)</p> <p>Cluster map of all the agents of the goat cheese value chain</p> <p>- Industry description: main data of the industry at local, national and international level, considering offer and demand. Analysis of the tendencies.</p>			
<p>4. Participate in the definition of the strategy of the future for the 2 clusters:</p> <p>Analysis of the strategic segments</p> <p>For each strategic segment, the following information must be analyzed:</p> <p>Business attractiveness evolution</p> <p>Advanced purchase criteria</p> <p>Strategic options analysis</p> <p>Key success factors</p> <p>Ideal cluster environment</p>	<p>Second strategic report: vision for the future of the clusters</p>		<p>Cabo Verde</p>
<p>5. Participate in the definition of the clusters action plans and governance models:</p> <p>Formulation of strategic actions, including the business plans for each action (objective, description of activities, participants, calendar and budget).</p> <p>Formulation of policy recommendations at institutional level</p> <p>Proposition of models of governance for the 2 clusters (Boa Vista and Fogo)</p>	<p>Third strategic report: action plans for the clusters</p>		<p>Cabo Verde</p>
<p>6. Undertake other duties as requested by the Chief Technical Advisor and the Project Manager</p>	<p>Duties carried out</p>		<p>Cabo Verde</p>
<p>7. Author and submit a terminal report, including results achieved and lessons learnt at the end of the assignment</p>	<p>Terminal report</p>		<p>Cabo Verde</p>

## **REQUIRED COMPETENCIES**

### ***Core values:***

1. Integrity
2. Professionalism
3. Respect for diversity

### ***Core competencies:***

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

## **MINIMUM ORGANIZATIONAL REQUIREMENTS**

**Education:** Advanced university degree in economics, business administration, agriculture and fishery science or related fields.

### **Technical and Functional Experience:**

At least 5 years of professional experience in milk transformation  
Excellent computer skills  
Knowledge of cluster methodology is required  
Knowledge of the value chain analysis is required  
Experience in the natural resources sector of Cabo Verde is an asset

**Languages:** Fluency in written and spoken English is required. Fluency in written and spoken Portuguese and/or Cape Verdean Creole is an asset. Knowledge of another UN language is an asset.