



**VACANCY ANNOUNCEMENT  
No. 2009 –20**

<b>Post Title:</b>	<b>National Project Manager</b>
<b>Project Title :</b>	<b>SCORE, Sustainability through Competitive and Responsible Enterprises ( 3 years project)</b>
<b>Executing Agency:</b>	<b>International Labour Organization</b>
<b>Duration:</b>	<b>12 months with possibility of extension</b>
<b>Duty Station:</b>	<b>Jakarta, with regular in-country travel</b>
<b>Grade:</b>	<b>NO.B</b>
<b>Starting date:</b>	<b>1 September 2009</b>

**A. BACKGROUND AND RATIONALE**

1. Small and Medium Enterprises (SMEs) in developing countries have been finding it difficult to sustain operations due to the global financial crisis and the quality of their jobs are being compromised in the process. The large majority of employment for both women and men is found in SMEs and the key to sustainable equitable growth that leads to effective poverty reduction therefore lies in competitive and growing SMEs. Current research is showing that innovations in work organization, continuous workplace learning, good labour-management relations, and respect for workers' rights are important ways of raising productivity while also promoting decent work. The broad problem that this project will address is how to foster the adoption of responsible and thus sustainable workplace practices – economic, social and environmental – in SMEs in order to improve their productivity and competitiveness in a manner that contributes to sustainable and equitable economic development.
2. The development objective of SCORE is that SMEs are more sustainable through being cleaner, more productive and competitive and provide more sustainable and decent employment. To achieve this, the project is expected to have achieved the following concrete outcomes by the end of the two year project:
  - a) Industry associations can market and coordinate enterprise upgrading services to their local members.
  - b) Service providers can effectively deliver training and advisory services for workplace upgrading on a commercially sustainable basis.
  - c) Labour inspectorate services work with mass media to disseminate progressive workplace practices.
3. SCORE will be implemented in six countries, Colombia, Ghana, South Africa, Indonesia, India and China. The approach of the project is to, on the micro level through service providers provide training, counselling to upgrade enterprise competitiveness through good workplace practices; on the meso level build the capacity among service providers and associations to deliver commercially viable upgrading services, on the macro level

demonstrate that the approach is replicable on a national scale to other sectors and locations and on the meta level, finally, through mass media influence the behaviour of enterprise level practices. The project will work in sectors with high potential for employment creation. Focus will be on capacity building at the meso level rather than direct subsidies of enterprise training. A global component will coordinate the project and be responsible for knowledge sharing, global advocacy and introduction of the programme in new countries.

4. Each country will implement the programme in minimum one sub sector and at least two clusters targeting 10-15 enterprises in each cluster. Some countries such as India and China are expected to go substantially beyond this outreach level as a result of prior pilot projects. Based on the historic performance of SCoRE's predecessor the Factory Improvement Programme, FIP, the following overall impact is expected in participating enterprises:
  - Business growth as a result of improved competitiveness and better access to markets
  - Overall improvement in the culture of worker-management collaboration leading to continuous improvement as well as reduced labour absenteeism and turnover
  - Improved quality in terms of reduced defects and improved on time delivery
  - Improved productivity through better environmental management (reduced waste and energy consumption) and better workplace management (reduced labour accidents and sick leave)
5. The project will work with UNIDO to revise and implement the capacity building interventions on productivity and environmental management. ITCILO will be the main partner for manual development and training of policy makers on the promotion of sustainable enterprises and the labour dimension of CSR both in the project countries and in Turin. In each implementation country the project will work with the appropriate Ministry and national sector associations for replication. On the local level industry associations and service providers will be capacitated to promote and deliver services on a commercial basis to build responsible competitiveness among SMEs. The project has a sustainability strategy, but acknowledges that the timeframe is limited to ensure a sustainable business service programme. The project will be advised by a Tripartite Advisory Committee at the national and global level.

## **B. DUTIES AND RESPONSIBILITIES:**

The project manager will report to and be supervised by the Director of the ILO Office in Indonesia and coordinate the execution of this project with all concerned parties to ensure the effective provision of inputs and delivery of outputs.

Technical guidance will be provided by Chief Technical Advisor of SCORE and the sub regional enterprise specialist based in Bangkok. The project manager will be responsible for the management and execution of the project, i.e. s/he will be responsible for successful operation and implementation of the programme, its administration, monitoring and co-ordination of the project activities.

Specific responsibilities include the following:

### **Project management**

1. Ensure effective implementation of the project and work plan through timely provision of inputs, effective backstopping, timely and efficient delivery of outputs; monitoring, reporting, and evaluation of the project activities in conformity with ILO policies and programme strategies as laid down in the project document, and in accordance with ILO programming guidelines and administrative and financial procedures.
2. Guide and supervise the work of the staff required under the project and ensure effective coordination and collaboration between the various project components.

3. Represent the project, organize ownership exercises, identify and train partner agencies to assist them in the design of interventions; monitor, backstop, evaluate, and adapt them when appropriate.
4. Contribute to regular review of progress towards achieving objectives, monitoring of project interventions, evaluations, assessments and documentation of impact, and guide the national counterpart in ensuring agreed objectives, outputs, budgets and time frames;
5. Establish and develop continuous public relations with mass media and concerned media groups in order to increase the impact of the project in society as a whole.
6. Prepare timely periodical and terminal reports of the project implementation;
7. Participate in and report to the national advisory committee, and if necessary make recommendations for changes in the project strategy and approaches;
8. Promote a working environment which encourages team work, and an understanding of ILO and UNIDO's strategies and objectives;
9. Contribute to the monitoring of national and international consultants in close consultation with the ILO Office and UNIDO;
10. Perform any other related duties required for the programme's satisfactory progress and delivery

#### **Technical delivery**

- Identify and contract with national and international subject specialists to ensure that capacity building and technical guidance is provided as required to the direct and ultimate beneficiaries.
- Conduct training seminars, workshops and technical meetings at the national level.
- Establish innovative service delivery modalities and capacities including the required specialised technical expertise to deliver the SCORE project.
- Develop agreements with service providers that regulate the support the programme will provide in terms of tools, capacity and market development, as well as the implementation of such agreements.
- Document good practices and lessons to be learnt and how, and present the programme's experience and good practices at national forums.
- Oversee the development of a social marketing campaign.
- Participate, where possible, in government and social partners advocacy meetings and provide, as appropriate, technical advice for the formulation and implementation of national policies that contribute in enhancing the impact of responsible workplace practices in the country;
- Promote, as appropriate, the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) and relevant ILO Conventions.
- Ensure coordination of activities with other ILO and UN country interventions, as well as maximum sharing of information and experiences between the SCORE project countries.
- Mobilize private sector contributions (financial and in-kind) to ensure sustainability and expansion of third party service delivery and dissemination of good practices;

#### **C. QUALIFICATIONS AND EXPERIENCE**

**Education:** A Master's degree preferably in business management, engineering and/or economics

**Experience:**

- A minimum of six years of relevant experience with project management and implementation in the area of responsible and productive workplace practices with focus on change management, quality management including certification systems, productivity management, HRM and OSH
- Knowledge and experience of dialogue driven enterprise upgrading
- Broad knowledge and experience in small and medium enterprise development and in particular market based business development services
- Work experience with the ILO and/or experience related to labour compliance would be assets.
- Demonstrated capacity to initiate and implement technical co-operation programmes and activities. Familiarity with UN procedures would be an advantage. At least 5 years of operational management experience in enterprise.

**Competencies:**

- High standards of integrity, professionalism, personal discipline and impartiality;
- Results-oriented;
- Demonstrated ability to implement and manage technical co-operation projects of international organizations, including negotiations with governments, and social partners;
- Adult training and business counselling skills;
- Material development skills;
- Interpersonal skills, ability to influence decision makers;
- Management skills: ability to manage in a coherent manner and monitor several activities, budgets and work plans at the same time;
- Ability to work in a multicultural team and drive work forward independently;
- Good communication skills, both written and verbal;
- Ability to work under time pressure and meet deadlines;
- Ability to participate effectively in technical missions and capacity to provide first-line technical advice regarding small business management training;
- Ability to design research techniques and analyze practices and data sets covering a wide range of issues in relation to workplace practices and competitiveness;
- Ability to work independently with a minimum of supervision;
- Ability to train and guide personnel;
- Capability to guide and co-ordinate the work of general service staff, external collaborators and national counterparts;
- Ability to prepare reports and publications of a high quality, technically sound with conclusions leading to an action plan and programme development;
- Commitment to gender equity;
- Proficient in basic computer software (Word, Powerpoint, Excel)

**Competencies on Knowledge Management:**

- Assimilating and applying new job related information in a timely manner.
- Continuously developing and updating professional knowledge base; actively participates in learning activities, quickly gains knowledge or skill, maximises learning, takes risks in learning, and applies knowledge or skill

**Language :**

- Proficiency and ability to draft quickly and clearly in English
- Fluent in the national language

**D. REMUNERATION**

NO-B of the UN common remuneration system and/or commensurate with the qualifications and competency of the selected candidate.

**E. WRITTEN EXAMINATION & INTERVIEW**

Prospective candidates will be required to sit a written examination and take part in an interview.

**F. APPLICATION**

Qualified women and men are encouraged to apply and submit their application along with CV and 3 (three) references addressed to:

**The Director, ILO Jakarta**  
**Attn: ILO EAST Programme**  
**Email: [hrdikt@ilo.org](mailto:hrdikt@ilo.org)**  
**Fax : (62-21) 3100766**

**Closing date: 14 August 2009**

*The ILO promotes opportunities for women and men to obtain decent and productive employment in conditions of freedom, equity, security and human dignity*