

United Nations Development Programme

Programme of Assistance to the Palestinian People

برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني



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IC-PAL-0000058562

INDIVIDUAL CONSULTANCY SERVICES

Jerusalem, 24 January 2019
Reference: IC-PAL-0000058562

Country: Occupied Palestinian Territory (oPt)

Title of Consultancy Job: A Proposed Study for PICDEC O&M Business Model Consideration

Type of Consultancy: International and National

Project name: Construction and Equipping of Two Additional Floors to the JAIP Administration Building in Jericho and empowerment of JAIP business to access and penetrate regional markets

Period of assignment: 35 working days over a period of five (5) months

Duty Station: Jericho with possible travel within the West Bank and Jerusalem

Dear Bidder,

Please note that this procurement process is being conducted through the online tendering system of UNDP. Bidders who wish to submit an offer must be registered in the system. Visit this page for system user guides and videos in different languages:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/>

If already registered, go to <https://etendering.partneragencies.org> and sign in using your username and password.

Use "Forgotten password" link if you do not remember your password. Do not create a new profile.

If you have never registered in the system before, you can register by visiting the link below and follow the instructions in the user guide (attached):

<https://etendering.partneragencies.org>

•**Username:** event.guest

•**Password:** why2change

It is strongly recommended to create a username with two parts: your first name and last name separated by a ".", (similar to the one shown above). Once registered you will receive a valid password to the registered email address which you can use for signing in and changing your password.

Please note that your new password should meet the following criteria:

- Minimum 8 characters
- At least one UPPERCASE LETTER
- At least one lowercase letter
- At least one number

You can view and download tender documents with the guest account as per the above username and password,

However, if you are interested to participate, you must

You can view and download tender documents with the guest account as per the above username and password,

However, if you are interested to participate, you must register in the system and subscribe to this tender to be notified when amendments are made.

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Yours sincerely,

Shehadeh A. Habash
Head of Procurement
UNDP/PAPP



ANNEX I

TERMS OF REFERENCE (ToR)

1. BACKGROUND

Jericho Agro Industrial Park (JAIP) is a flagship project of the "Corridor for Peace and Prosperity" initiative which was launched by Japan. In December 2017, the Foreign Minister of the Government of Japan (GoJ) announced the commitment to upgrade of the "Corridor for Peace and Prosperity" initiative. It includes the expansion of the scope of Japanese contribution and extend support to the ICT sector. The proposed new project is to build an industrial capacity development center in JAIP and open an ICT entrepreneur desk (if feasible) in order to support Palestinian entrepreneurs in the ICT sector as well as other industrial sectors. The announcement also included the further enhancement of cooperation with the Palestinian private sector including Birzeit University, Al-Quds University and the Palestinian Information and Technology Association for Companies (PITA/PICTI). In addition, GoJ intends to extend cooperation for education and capacity building in the ICT sector.

In line with this commitment, the Representative Office of Japan in Palestine (RoJ) requested United Nations Development Programme (UNDP) to implement the project to renovate the existing administration building at JAIP by adding two building floors and establish Palestinian Industrial Capacity Development Center (PICDEC) at its second floor. The construction work of renovation and necessary ICT related equipment procurement are scheduled its completion by the end of CY 2019.

With these given background and situation, this study is aimed to prepare business model options of the PICDEC's operation and maintenance under JAIPCo property Management after the construction work completed, for RoJ, JAIPCo and relevant officials from Palestine Authority (PA) to consider the best scenario for mutual interests.

2. THE SPECIFIC OBJECTIVE OF THE ASSIGNMENT:

The objective of the qualitative survey is as follows:

- Prepare business model options of the PICDEC's Operation and Maintenance (O&M) under PIEFZA property Management in careful consideration with the actual Palestinian circumstances and GoJ's accumulative commitment. The options for the Business Model should include, but not limited, to the following elements:
 - o Descriptions of the Value Proposition (Products and Services)
 - o Description of the Target Segments who can benefit from PICDEC as clients
 - o Description of Channels to Markets and Customer Relationship
 - o Description of PICDEC's Activities
 - o Description of Potential Partners
 - o Describe and proposed a marketing plan
 - o Description of Resources (Non-Management) Needed
 - o Descriptions of a Sustainability Models and Generating Revenues



- Propose possible management entity options for PICDEC and their Governance Structure, in order to ensure good governance and mitigate conflict of interest as well as describe the roles and responsibilities of the Governance Structure including Advisory Board Members, if any;
- Propose the required Terms of References (TOR) for PICDEC executive management team based on the prepared options and describe the organization structure and its relations to the governing body; and,
- Estimate the required O&M cost including the management team's wages based on the prepared options.

2.1. METHODOLOGY, SCOPE AND ELEMENTS OF THE LITERATURE REVIEW

- Study the good practice stories of 1) Incubator and 2) Industrial Capacity Development Center in Palestine and other international examples (e.g. What types of services are provided in the centers? By whom and how the centers are operated and managed? What are the key factors leading to success, etc.);
- Mapping exercise of existing Incubators and Industrial Capacity Development Centers in Palestine. This is to understand 1) who is providing 2) what type of services 3) in which location; and,
- Conduct needs assessments and market analysis study for Incubators and Industrial Capacity Development Centers.

2.2. INTERVIEW WITH KEY STAKEHOLDERS

- Prepare a Qualitative Survey
- Conduct interviews with key stakeholders (government, private sector, universities, incubators / accelerators, innovation centers, center of excellence, etc.) on their view on the function of the center and the way of sustainable O&M.
- Focus group discussion can be conducted where necessary.
- Note: Relevant past discussion records / notes that is available at JICA Palestine Office should be appropriately obtained and reviewed prior to conducting the interview.

2.3. SWOT ANALYSIS

- Develop the Strengths, Weaknesses, Opportunities and Threats Matrix for PICDEC
- Develop a Risk Matrix and Proposed Mitigation Action
- Summarize the analysis of the results of review work and interviews into the SWOT analysis
- Discuss with UNDP, ROJ, PIEFZA, JAIPCo and JICA and relevant PA officials to draft possible options for sustainable O&M structure including the proposed structure of management team
- Draft the Final Report.



2.4. DRAFT FINAL REPORT

- Should include the following, but not limited to the following Table of Content:
 - Executive Summary
 - Introduction
 - Literature Review
 - Qualitative Survey
 - ✧ Methodology of Qualitative Survey
 - ✧ Survey Design
 - ✧ Results of Interviews
 - ✧ SWOT analysis, Risk Matrix and Risk Mitigation Plan
 - PICDEC Business Model Options
 - ✧ PICDEC Value Proposition (Products and Services)
 - ✧ Target Segments / Clients
 - ✧ Channels to Markets
 - ✧ Customer Relationship
 - PICDEC's Activities
 - ✧ Potential Partners and their roles and responsibilities
 - ✧ Resources (Non-Management) Needed
 - ✧ Sustainability Models and Generating Revenues
 - Possible Management Entity Options for PICDEC and their Governance Structure Executive Management Team Structure and TOR
 - Proposed O&M Cost Structure
 - Proposed Implementation Plan clearly detailing tasks and responsibilities of each actor within the systems

2.5. CONSULTATION MEETING

- Conduct the closed workshop(s) for the review of the Draft Final Report (DFR) with relevant stakeholders which should be carefully consulted by UNDP, ROJ, PIEFZA, JAIPCo and JICA.
- Reflect the collected feedbacks into the DFR and finalize the Final Report.

3. RESPONSIBILITIES:

[All UNDP inputs and any support services to be provided by UNDP and partners]

4. DELIVERABLES:

The Consultant shall submit the following reports to UNDP, ROJ, PIEFZA, JAIPCo and JICA:

- a) Inception Report (including reconciliation of review outputs/ draft review matrix with the project design document, progress reports, etc) to be submitted on April 15th, 2019.
- b) Draft Final Report with its conclusions and recommendations to be submitted on July 15th, 2019.

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- c) Final Report to be submitted on August 15th, 2019.

5. PAYMENT TERMS:

Payments are based upon output, i.e. upon delivery of the services specified in the TOR:

| Milestone | % Payment | Target Date |
|---|-----------|--------------------------------|
| Completion and acceptance of inception report | 25% | April 15 th , 2019 |
| Completion and acceptance of draft final report | 25% | July 15 th , 2019 |
| Completion and acceptance of final report | 50% | August 15 th , 2019 |

All payments will be issued upon certification of UNDP project Manager

6. OTHERS:

Annex: Possible Management Entity Options for PICDEC

- 1) Government (Ex. MONE, PIEFZA etc.) or PLO Organization (Ex. HCIE)
- 2) Private Sector (Ex. JAIPCo, PFI, PITA/PICTI etc.)
- 3) Universities (Ex. Consortium of several universities)
- 4) Combination of above-mentioned entities
- 5) A newly established non-profit organization with a steering committee consisted of several stakeholders

* Remarks

When considering possible Management Entity options for PICDEC, ①Sustainability of the O&M model and ②Capacity and Experience of the Organization are the crucial factors to be considered. It is necessary to evaluate these 2 factors for each option and propose the best option.

① Sustainability of the O&M Model

For example, if government or other organization is to operate and manage PICDEC, operational budget has to be secured within their organization or by funding from outside to implement programs at PICDEC. If private sector is to operate and manage PICDEC, there has to be a feasible business plan to make profits by implementing programs and cover the operational costs.

② Capacity and Experience of the Organization

It is important to see if the candidate organization has appropriate human resources and experiences to run the similar program for incubation or capacity development (mentoring, providing trainings and organizing various events etc.).

Taking into considerations that the management entity must have experience in the ICT/business Innovation lifecycle – idea concept development, idealization, innovation acceleration, business incubation, marketing and business/enterprise development in addition to Project Planning and Management, specifically the entity should have experience in:



- Designing and implementing programmes for identifying and developing ICT/business innovators from inception of the idea all the way to commercialization.
- Mentoring and training innovators in both technical and soft skills required for commercialization including training in developing leadership, entrepreneurship, communication, management and team-building skills.
- Connecting the ICT/business Innovators with global companies and ensuring that local innovation ecosystem will be exposed to world-class experiences.

7. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

I. Academic Qualifications:

Advanced university degree in computer science, business or any other relevant field (**this is an in-out criteria**)

II. Years of experience:

- At least 5-7 years of prior work experience in in the field of business development, making business models and strategies (**this is an in-out criteria**);
- In-depth knowledge and understanding of the ICT and its application for economic development;
- Proven experience in implementation of min. two (2) projects of similar nature (**this is an in-out criteria**); and,
- Experience in conducting similar surveys in Palestine or the region.

III. Communications skills

- Fluency in written and spoken English;
- Arabic knowledge is an asset; and,
- Very good report writing and presentation skills.

IV. Competencies:

- Corporate Competencies
 - Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
 - Treats all people fairly without favouritism
 - Excellent analytical and organisational skills
- Technology Skills
 - Good working knowledge of the modern internet technologies
- Personal Skills
 - Ability to synthesize complex inputs into clear reports.
 - Ability to analyze and summarize, efficient communication, team work
 - Effective planning and management skills
 - Able to communicate with diverse audiences
 - Effective training, facilitation and presentation skills
 - Strong inter-personal and teamwork ability

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UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.



ANNEX II

INSTRUCTIONS TO APPLICANTS

1. Introduction

UNDP/PAPP seeks technical and financial proposals from qualified individual consultants for the services under subject as outlined in the Terms of Reference (Annex I).

2. Documents comprising the Technical and Financial Proposals

Interested individual consultant must submit the following documents/information, which comprises the Technical & Financial Proposals:

- (i) Provide personal CV including all qualifications and past experience in similar projects;
- (ii) Submit at least two (2) up-to-date recommendation letters;
- (iii) Explain why you are the most suitable for the work;
- (iv) Provide a brief methodology and/or work-plan on how you will approach and conduct the work;
- (v) Submit sample report/project document or relevant deliverables; and,
- (vi) Completed financial proposal form, found under Annex III.

3. Evaluation

UNDP/PAPP will examine the Proposals to determine whether they are complete, and whether they are substantially responsive to the below minimum requirements. A Proposal determined as not substantially responsive will be rejected by UNDP/PAPP and may not subsequently be made responsive by the Applicant by correction of the non-conformity.

Pre-evaluation Stage (PASS/FAIL)

The minimum qualifying criteria:

- (1) International Candidate;
- (2) Advanced university degree in computer science, business or any other relevant field;
- (3) Minimum (5) years of experience; and,
- (4) Minimum (2) projects of similar nature, size and complexity.

Detailed Technical Evaluation Stage

The technical proposals of those candidates who passed the pre-evaluation stage are evaluated on the basis of their responsiveness to the Terms of Reference (TOR). The weight of the technical proposal is 70%.

Below please find the evaluation form for the technical proposals. The obtainable number of points specified for each evaluation criterion indicates the relative significance of weight of the item in the overall evaluation process.

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| <u>Evaluation Criteria</u> | <u>Allocated Points</u> |
|---|-------------------------|
| <p><u>Level of Expertise:</u> <i>Please select the relevant criteria.</i></p> <ul style="list-style-type: none"> - Experience in specific field (five to 7 years – 10 points; 7 to 10 years – 15 points; >10 years– 20 points); - Experience in similar projects of comparable nature, size, complexity and technical specialty (two projects – 10 points; > two projects – 20 points); - Experience in developing countries under comparable conditions (1 to 2 countries – 5; 3 to 5 – 8; > 6 countries – 10 points) OR International experience working for corporate level clients (5 points) - Specialized training in e-marketing and trade promotion (10 points) - Knowledge in Private sector development is an asset (10 points) - Experience and/or knowledge of/in UNDP or UN projects (1 to 2 years – 5; 3 to 5 – 8; > 6 yrs – 10 points); - Knowledge of the region (10 points). | 60 |
| <p><u>Proposed Methodology:</u></p> <ul style="list-style-type: none"> - To what degree does the applicant understand the task? Have the important aspects of the task been addressed? Is the scope of task well defined and does it correspond to the TOR? Is the conceptual framework adopted appropriate for the task? (20 points) - Is the presentation of the work-plan clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? (20 points) | 20 |
| <u>Quality of sample report</u> | 20 |
| TOTAL | 100 |

In the next stage, UNDP/PAPP will open and compare the Financial Proposals received from applicants who attained the minimum technical score of 70% of the obtainable score of 100 points in the evaluation of the technical proposals.

The candidate who submitted the first lowest cost offer amongst the technically responsive candidates _who attained the minimum technical score of 70%_ will be subject to an interview. The interview will be conducted (by video) to validate the competences and profile declared in the offer, and discuss the proposed methodology, and the financial offer.

4. Financial Proposal

The financial proposal shall specify a total lump sum amount. The total lump sum shall be **all-inclusive** and shall take into account various expenses incurred by the Consultant/Contractor during the contract

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period and shall form the amount of the resulted contract between the winning Consultant/Contractor and UNDP. No other entitlements will be considered after submission of financial proposals.

The financial proposal shall include a breakdown of this lump sum amount (number of anticipated working days, all envisaged travel (such as but not limited to all travel to join duty station/repatriation travel), per diems/daily allowances).

Payments are based upon output, i.e. upon delivery of the services specified in the TOR.

5. Award of Individual Contract

The procuring UNDP entity reserves the right to accept or reject any Proposal, and to annul the solicitation process and reject all Proposals at any time prior to award of contract, without incurring any liability to the affected applicant or any obligation to inform the affected applicant or applicants of the ground for the UNDP's action.

The UNDP procuring entity will award the Individual Contract to the First Lowest Technically Responsive Candidate.



ANNEX III
FINANCIAL PROPOSAL FORM

Subject: A Proposed Study for PICDEC O&M Business Model Consideration

Your financial offer in USD shall specify a **lump sum figure all-inclusive** and shall take into account various expenses incurred during the contract period and shall form the amount of the resulted contract between the winning Consultant/Contractor and UNDP. No other entitlements will be considered after submission of financial proposals.

The financial proposal shall include a breakdown of this lump sum amount (number of anticipated working days, all envisaged travel (such as but not limited to all travel to join duty station/repatriation travel), per diems/daily allowances). Fee Breakdown shall be attached under a separate sheet.

| Description | Fee (USD) |
|--|-----------|
| To prepare and deliver/conduct A Proposed Study for PICDEC O&M Business Model Consideration as described in the TOR. This includes Undertaking all the tasks (&completion of all the deliverable) as detailed in the relevant Terms of Reference (TOR) | |
| Total Lump Sum (all inclusive) in USD – in numbers | |
| Total Lump Sum (all inclusive) in USD – in words: | |
| Name & signature of applicant: | |
| Date: | |

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ANNEX IV

INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS

<https://popp.undp.org/SitePages/Template%20and%20Guidelines.aspx>