



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 12/12/2019

Country:

Description of the assignment: Djibouti transformation strategy for the Development of Digital Economy – Lead Expert

Project name: 00116539 - Djibouti, inclusive

Period of assignment/services (if applicable): 70 working days between (Sep to Dec 2019)

Timeline, total number of working days, duty station:

- Timeline: Jan. 2020 – April 2020
- Total Number of Working Days for Assignment: up to 70 working days during 4 months with at least 40 days in the duty station
- Duty station: Djibouti, Djibouti

Proposal should be submitted by email to the following email:

tayeb.sunhour@undp.org

Any request for clarification must be sent in writing, by e-mail : tayeb.sunhour@undp.org

UNDP Djibouti Procurement will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

1. BACKGROUND

The Republic of Djibouti is a small multi-ethnic nation of 940,000 inhabitants. The country has experienced exceptional economic growth in recent years. The country has experienced exceptional economic growth in recent years by leveraging the country strategic location near the world's busiest shipping lanes and close to Arabian oilfields. The member of the League of Arab States (Arab League) and the Common Market for Eastern and Southern Africa (COMESA) is among the top 10 performers in the GDP growth. GDP growth in 2018 is estimated at 7 percent reflecting an acceleration from the estimated 6.5 percent in 2016.

Djibouti has a mixed economic system which includes a variety of private freedom, combined with centralized economic planning and government regulation. The economy has a dual aspect: on the one hand, it has a modern sector based on revenues from ports and military bases leased by foreign countries; on the other hand, it has a large informal sector.

Growth is mainly driven by construction and rising transit trade and transshipment for Ethiopia with improved port, transport infrastructure, the China Silk Road and military bases (China, France, Italy, Japan, and the United States)

The Djiboutian authorities' strategy of investing in infrastructure to transform the economy and position the country as a logistics and commercial hub offers great opportunities for economic growth and development.

In April 2016, authorities began to implement the code of good governance for public enterprises, which also include, beginning preparing performance contracts for at least five public enterprises (Djibouti Telecom, Electricité de Djibouti, Fonds de l'Habitat, ONEAD and SID) with the aim to have these contracts formalized by 2020. The country's development requires in-depth reforms to improve the governance model, but also to open and diversify the private sector to fully exploit its potential and become a logistical and commercial hub for the entire Horn of Africa, as stated in the Vision 2035.

The Government of Djibouti has engaged into an ambitious reforms program and significant progress has been made in recent years to improve the business climate. Djibouti saw a rise of 55 ranks in the World Bank World Bank's Ease of Doing Business global rankings for 2019, sitting at 99th globally. Major improvements have been observed in the regulatory framework for credit reporting, minority investor protections, corporate transparency requirements legislation, clarification of corporate governance, ownership and control structures, affordability of starting businesses, increased transparency of information, the creation of a credit information system, among others.

Also, the deployment of eGovernment services requires considerable effort in the field of digital administration, and also involves extending the coverage of broadband internet and facilitating internet access. Djibouti has made significant investments to install eight submarine telecommunications cables and has a major advantage in telecommunications. The country plans to take advantage of increased bandwidth to become a hub for ICT development and a platform for digital exchanges.

The Government of Djibouti intends to strengthen the development of electronic communications infrastructure by ensuring appropriate governance, characterized by the establishment of an environment favorable to the convergence and development of the digital economy.

While the government responded to the demand for improving services to members of the public by bringing new dimensions in terms of quality, convenience and cost, the Government created in 2015 an agency called the National Agency of State Information Systems (ANSIE). Nonetheless, Djibouti government is determined unleash the digital technology to enhance the private sector growth and improve the financial services availability. This include areas of development for mobile money transfer and payments that will support financial inclusion of the population in the fast-developing economy.

Against this backdrop, UNDP is providing support to the Government of Djibouti to develop strategy for "Djibouti transformation strategy for the Development of Digital Economy":

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

1. Situational assessment "exploring the potential of Djibouti Digital economy":

Development of a measurement approaches to assess Djibouti digital economy potential. This include but limited to examine infrastructure, legal and regulatory framework, human resources and national economic policies. The data and measurement tools identified will support evidence-based policymaking, diagnoses the challenges and opportunities of the digital economy. The situation

analysis will support the development of the national framework for monitoring the future growth of the digital economy.

2. Identify the pillars of Djibouti Digital economy:

Examine the possible pillars that can contribute to the establishment and growth of a digital economy. Develop key intervention and approaches to develop these pillars.

3. Develop the strategy for transforming the digital economy eco-systems:

Conduct horizon scan of the various policies and regulations that contribute and affect the digital economy evolution and growth

4. Develop multi-year road map for Djibouti digital economy transformation strategy implementation.

Following a wide consultation with key stakeholders in digital economy propose transformational strategy for digital economy in Djibouti

5. Design monitoring system for the digital economy growth and revenue in Djibouti

In order to monitor the progress of digital economy and its contribution to the national economy and GDP a clear set of indicators and monitoring mechanism

Deliverables:

- 1. Digital economy situation analysis and ecosystem**
- 2. Digital economy ecosystem development plan**
- 3. Djibouti digital economy transformation strategy**
- 4. Implementation plan for the digital strategy**
- 5. Digital economy monitoring and evaluation mechanism**

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

I. Academic Qualifications:

- Master's degree or above in either economics, public policy, business administration, international development, digital development, etc.

II. Years of experience:

- Minimum 10 years' experience in progressively more responsible or leadership position in financial sector public policies, digital economy, internet-based companies, innovation hubs, technology/service sector, or others is mandatory;
- At least 5 years' experience in managing and working with key stakeholder relationships vis regulator, government, C level executives, board level management and so on;
- At least 2 years' experience working in space of digital economy in developing countries

III. Competencies:

- Leadership: Inspires organization to take on new challenges, reach higher performance:
 - Inspires others to reach new heights
 - Conveys a vision that staff and clients can see and charts a clear course to achievement

- Positions the organization as a center of expertise and influence
- Innovation: Transforms and Inspires Action:
 - Expands understanding of subject by clients and in- spires action
 - Influence critics to change strategic positions
 - Models integration of highest standards with highest levels of performance and achievement.
 - Creates a breakthrough strategy that transforms organizations in the long term.
- Communication: Advocates, able to change mind of self, peers and partners:
 - Guides substantive specialists.
 - Persuades others to embrace new ideas, even when controversial.
 - Empathizes with client perspectives and needs.
 - Prepares and presents authoritative advice.
 - Represents team in formal settings.
 - Expands expertise of team through sharing expertise.
 - Shows others how their objectives align with own, getting past individual bias.
 - Actively contributes to the broader organization or team, compromising on own preference where necessary
- Delivery: Creates new standards of work.
 - Creates new and better services.
 - Creates an environment that fosters excitement for work.
 - Sets strategic goals and builds the means to achieve.
 - Delivers performance that stands out in the field of work.
 - Energized by creating better ways of doing things, so that higher levels of performance are possible

4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Proposal:

- (i) Explaining why they are the most suitable for the work
- (ii) Provide a brief methodology on how they will approach and conduct the work (if applicable)
- (iii) Offeror's letter to UNDP confirming interest and availability for the individual contractor (ic) assignment. **Annex 1**

2. Financial proposal **(Annex1)**

3. Personal CV including past experience in similar projects and at least 3 references

5. FINANCIAL PROPOSAL

- **Lump sum contracts**

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or

upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days). **Please use Annex 1**

6. EVALUATION

Individual consultants will be evaluated based on the following methodologies:

Cumulative analysis

The award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

** Technical Criteria weight; 70 points*

- Criteria A : Academic Qualification
- Criteria B ; Years of experience with relevant to the scope of works and required competencies.
- Criterial C: The brief methodology.
- Criteria D: compliance with language requirement (Excellent written and oral command in English language is mandatory. Ability to read and write in French is an asset)
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** Financial Criteria weight; 30 points*

Only candidates obtaining a minimum of 49 point would be considered for the Financial Evaluation

Criteria	Weight	Max. Point
<u>Technical</u>		<i>Max 70 point</i>
• Criteria A	25%	25
• Criteria B	30%	30
• Criteria C	10%	10
• Criteria D	5%	5
<u>Financial</u>	30%	30

ANNEX

ANNEX 1- OFFEROR'S LETTER TO UNDP CONFIRMING INTEREST AND AVAILABILITY FOR THE INDIVIDUAL CONTRACTOR (IC) ASSIGNMENT

ANNEX 2- INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS