



INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date 28.02.2020

Consultancy Title: Lead SME Business Expert

Project name: Entrepreneurship Platform

Description of the assignment: Substantive and operational management of the country Youth Entrepreneurship Platform and its business incubators/accelerators.

Duty station: Sao Tome, Sao Tome and Principe

Period of assignment/services (if applicable): 12 months

Proposal should be submitted at the following address to procurement.st@undp.org no later than 15 mars 2020 at 22h00 GMT

Any request for clarification must be sent by standard electronic communication to the address or e-mail indicated above. The procuring UNDP entity 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

São Tomé and Príncipe is confronted with several economic and financial related challenges. Despite an average GDP growth of over 4 per cent since 2012, poverty has not declined significantly. Access to economic opportunities is difficult and uneven, as shown by the unemployment rates of 19.7 per cent for women and 9.3 per cent for men¹ and the economic activity rate of 51 per cent for women and 75 per cent for men.² The youth in particular face multiple challenges, as the economy remains largely undiversified and there is a gap between the education provided and the market needs, thus resulting in an economy that it is not capable of absorbing a growing number of formally educated youngsters.

As consequence, the employment market remains characterized by precarity, informality, underemployment and low salaries that are insufficient to meet the subsistence needs of households

¹ Population Census National Statistics Institute (INE) 2015.

² Institut National de la Statistique Profil de la Pauvreté 2012.

and lift enough people out of poverty. This is reflected by unemployment rate among young people aged 15-24 that is 23 per cent whereas the global average is 13 per cent (2015 data).

The Government has called for urgent actions to be taken toward youth entrepreneurship and private sector development, seen as the most viable channel to alleviate poverty, in-line with SDG 1. The Entrepreneurship Platform is a new initiative designed by UNDP to scale-up the experience attained by the Youth Social Entrepreneurship Project funded by UNDP's Investment Facility in 2019. That initiative attracted the application of some 400 youth, of which 150 were selected and received training. Out of this group some 30 social business proposals were prepared and through a competitive process 15 proposals were funded through grants. This initiative was considered highly successful and directly championed by the Prime Minister, and encouraged the country to become involved in the African regional platform "YouthConnekt" thus providing for invaluable links and knowledge sharing with similar initiatives in neighboring countries.

In alignment with the UNDP's Investment Facility objective, the Entrepreneurship Platform is meant to further contribute to address - in an accelerated way- youth unemployment challenges, building resilience of local communities to climate and economic shocks and promoting local economic development. This new initiative is expected to have a higher-impact vis a vis the previous initiative, further maximizing UNDP's unique integrator role and capacity to convene, engage and leverage stakeholders.

The strategy will include the establishment of an Entrepreneurship Platform for dialogue among youth entrepreneurs, civil society organizations (CSOs), Government ministries, the private sector, and locally represented development partners, to identify key challenges and elicit competitive and innovative solution proposals. Through this platform UNDP will also support the government in the identification of the blockages and challenges that prevents the Sao Tomean diaspora to invest in the country and develop new policies to unblock this important investment source.

The Entrepreneurship Platform will then aim at translating selected proposals into concrete youth-led micro/small business ventures, with reduced barriers and risks, by pooling support resources and expertise, technical capacity development and training, as well as facilitating access to startup finance and business intelligence for on-shore and off-shore market positions. The platform will also identify successful existing businesses projects implemented by youth entrepreneurship in the country, particularly those funded through the Youth Social Entrepreneurship Project, to invest for scale up, improve the quality of services and products offered, open markets and management capacity strengthening, including connecting them to financing offered by the local commercial banks. The funding of the youth entrepreneurs will thus follow two approaches. For the startups, the project will provide grants in a limited amount for business installation and running. For the existing businesses upgrading and scale-up, the project will use a matching grant facility as the funding mechanism thus leveraging additional resources.

The Entrepreneurship Platform will have an online portal that will connect all partners. The portal will be used to map out existing businesses in Sao Tome e Principe and in the diaspora while also providing youth with an online resource where looking for advice with regard to their business ideas and innovative solutions among partners.

To achieve the Entrepreneurship Platform's goals, this project will establish four business incubators to ensure equitable access across the country's two islands, which will be linked via Internet for sharing digital resources such as the online training facilities. These incubators will rely on a network of Mentors

and Role Models from various sectors, including private sector, government, NGOs and the diaspora that are expected to play an important role to incentivize and build the confidence of youth entrepreneurs, identify and stimulate knowledge and competences, while encouraging creativity and innovation. It is the expectation of this project that these physical structures will be able to attract youth through innovative events and be seen as innovation hubs.

It is within this context that UNDP is looking for one (1) qualified independent contractor (IC) who will lead and manage, both substantively and operationally, this project and the effective development and implementation of the Entrepreneurship Platform and its business incubators for an initial period of 12-months. The substantive support will include the identification, conceptual design and delivery of the advisory business services for the local mentors and the youth entrepreneurs' beneficiaries of this project, especially on the training, as well as on the establishment of the platform and business incubators. In doing so the lead IC will be supported by a SME Development Expert as the "doer" in the actual delivery and management of these services and with whom he will share this responsibility.

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

As mentioned, the selected Lead IC should take the overall leadership in managing and make effective the functioning of the platform as well as of the 4 business incubators/accelerators.

The previous projects on youth entrepreneurship showed high levels of interest, and 30 local mentors were successfully trained to support the beneficiaries of that project. By building on this, the Entrepreneurship Platform will develop a more professional framework for business development for young entrepreneurs and start-ups whilst continuing in enhancing the capacities of the mentors.

The Lead IC has the main responsibility of designing and lead the Entrepreneurship Platform, whose online version will be developed by a private company, and developing the business services for the incubators, by building and upholding the necessary contact network and dialogue (among the private businesses, banks, stakeholders and government entities, donors, etc.), providing the necessary substantive material for the development of the training curriculum and other advisory services while supervising and reporting over their overall functioning and results.

The Lead IC is expected to report to the project manager and ultimately to the UNDP resident representative. As the Lead and more experienced IC, he/she will be entrusted with more responsibilities, especially on the design of the training and advisory services linked to the platform and incubators, though being supported in the implementation by another IC who will also be recruited to this end.

Given the evolving nature of this pivotal work that is characterized by a degree of innovation and testing, it is expected that both recruited ICs will be flexible, positive and open minded, active team members, and with a demonstrated capability to collaborate and capacity to adjust in an evolving context thus maximize the impact in those areas of interventions in which the IC can contribute the most.

Specific tasks include:

- Lead the substantive support of the Youth Entrepreneurship initiative
- Close engagement with communities for problems and challenges identification and respective solutions
- Strong advocacy and outreach for partnerships, resources mobilization and diaspora engagement
- Design of the training curriculum of the business incubators
- Define the advisory services to be provided to youth entrepreneurs
- Develop further the substantive capacity of the existing teams of local mentors empowering them to become actors of change
- Lead the design and establishment of rigorous and transparent protocols/criteria and selection governance for selecting project beneficiaries and grants allocation
- Responsible for due diligence and required to show highest standard of integrity and transparency in managing the selection process
- Provide final quality control in the bankable projects developed by the incubators and identify further business advisory services to enhance the chance of success
- Provide top-notch advisory support services including in terms of financing and marketing to existing businesses with market research, reviews of existing business plans and organizational design
- Lead knowledge building and knowledge sharing
- Lead the support to national and local policy dialogues envisaged by this program on developing local business and Industrial economics
- Timely inform and advice UNDP on problems and possible solutions/interventions
- Provide guidance and advice to clients/beneficiaries for the mobilization of additional funds and/or partnerships with other relevant actors
- Engage professional relationships with relevant private sector representations, women and youth associations, national and international partner agencies, relevant developing programmes/projects
- Lead the preparation of regular reports on key project activities, issues and required action points as planned, including annual review report on the progress and results achieved by the incubators as needed

Main Deliverables/Results;

- The Entrepreneurship Platform is designed and a first dialogue takes place
- 4 incubators designed and established
- Training courses curriculum designed for the youth entrepreneurs' beneficiaries of this project
- Top mentoring and coaching of mentors ensured
- Platform of youth entrepreneurship established and meeting regularly with most of the key stakeholders participating
- Partnerships with financial institutions for youth micro-small businesses investment established
- Diaspora sensitized and incentivized to invest with local youth partners
- Partnership with private sector and banks for additional credit guarantee achieved

- A number of youth events on innovation organized
- Beneficiaries entrepreneurs for the incubators selected
- Beneficiaries of the grants (starts up) and matching grants (existing businesses) selected
- Youth employment opportunities expanded
- Innovative business opportunities identified and implemented
- A database and tracking system of all projects designed, financed and created
- Monthly updates/short reports plus an annual report prepared

Ultimately, to contribute to the enhancement of the capacity of communities to respond to economic and environmental shocks will be strengthened while increasing the engagement of São Tome and Principe diaspora into the country sustainable development.

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

I. Academic Qualifications:

Holds a master's degree or higher related to Economics, Business administration, Finance, Management, or other related field. A graduate degree with at least 3 years of additional relevant experience in the same academic fields will also be considered.

II. Years of experience:

At least 7 years working experience in business management, private sector development, business operation, business consulting and training, research and empirical work on value added chains, trade, marketing, social business, incubator management. Working experience in Portuguese Speaking Countries (CPLP) or elsewhere Africa and Latin America, is considered an advantaged. Preferably a combination of academic and technical experience in both social and economic fields.

III. Competencies:

Expert knowledge and experience with conducting Business Strategy research and analysis.

Expert knowledge and experience with developing Business Plans for local small business.

Excellent communication and consultation skills to liaise with a range of stakeholders including district authorities, local communities, banks etc., and ability and experience to conduct training.

Wealth of business incubator related experience

Expert capacity in project development and management

Expert experience in training and upskilling workers

Expert knowledge of -and experience working in- LDC/SIDS business environment

Expert knowledge of Small Island Developing Country (SIDS) opportunities, problems and limitations

Ability to lead and work with local teams to achieve quality outputs under tight timelines.

Ability and willingness to travel.

Excellent working knowledge of written and spoken Portuguese is required; ability to write and speak English and/or French is considered an advantage.

Knowledge of UNDP and the UN system is considered an advantage.

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) Personal CV including past experience in similar projects and at least 3 references
- (IV) Annex 1- Offeror's letter to UNDP confirming interest and availability

2. Financial proposal

- (i) Annex 2- Breakdown of Costs Supporting the All-Inclusive Financial Proposal

5. FINANCIAL PROPOSAL

- **Contracts based on daily fee**

The financial proposal will specify the daily fee, travel expenses and per diems quoted in separate line items, and payments are made to the Individual Consultant based on the number of days worked.

Travel;

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed

6. EVALUATION

Individual consultants will be evaluated based on the following methodologies:

1. Cumulative analysis

When using this weighted scoring method, 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%*

** Financial Criteria weight; 30%*

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

Criteria	Weight	Max. Point
<u>Technical</u>	70%	70
Relevant working experience in business management, private sector development, business operation, business consulting and training, research and empirical work on value added chains, trade, marketing, social business, incubator management. Working experience in Portuguese Speaking Countries (CPLP) or elsewhere Africa and Latin America, is considered an advantaged. Preferably a combination of academic and technical experience in both social and economic fields.	20%	20
Relevant knowledge and experience with conducting Business Strategy research and analysis. Relevant knowledge and experience with developing Business Plans for local small business. Proved communication and consultation skills to liaise with a range of stakeholders including district authorities, local communities, banks etc., and ability and experience to conduct training. Wealth of business incubator related experience	10%	10
Experience in project development and management and knowledge of UNDP and the UN system and procedures is considered an advantage.	10%	10

Proposed methodological and approach	30%	30
<i>Financial</i>	30%	30

ANNEX

ANNEX 1- OFFEROR'S LETTER TO UNDP CONFIRMING INTEREST AND AVAILABILITY

ANNEX 2- BREAKDOWN OF COSTS SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL

ANNEX 3- INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS

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

Date _____

Katarzyna Wawiernia
United Nations Development Programme
São Tomé, São Tomé and Príncipe

Dear Sir/Madam:

I hereby declare that:

- A) I have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities of [*indicate title of assignment*] under the [*state project title*];
- B) I have also read, understood and hereby accept UNDP's General Conditions of Contract for the Services of the Individual Contractors;
- C) I hereby propose my services and I confirm my interest in performing the assignment through the submission of my CV which I have duly signed and attached hereto as Annex 1;
- D) In compliance with the requirements of the Terms of Reference, I hereby confirm that I am available for the entire duration of the assignment, and I shall perform the services in the manner described in my proposed approach/methodology which I have attached hereto as Annex 3 [*delete this item if the TOR does not require submission of this document*];
- E) I hereby propose to complete the services based on the following payment rate: [*please check the box corresponding to the preferred option*]:
- ☐ An all-inclusive daily fee of [*state amount in words and in numbers indicating currency*]
- ☐ A total lump sum of [*state amount in words and in numbers, indicating exact currency*], payable in the manner described in the Terms of Reference.
- F) For your evaluation, the breakdown of the abovementioned all-inclusive amount is attached hereto as Annex 2;
- G) I recognize that the payment of the abovementioned amounts due to me shall be based on my delivery of outputs within the timeframe specified in the TOR, which shall be subject to UNDP's review, acceptance and payment certification procedures;
- H) This offer shall remain valid for a total period of _____ days [*minimum of 90 days*] after the submission deadline;
- I) I confirm that I have no first degree relative (mother, father, son, daughter, spouse/partner, brother or sister) currently employed with any UN agency or office [*disclose the name of the relative, the UN office employing the relative, and the relationship if, any such relationship exists*];
- J) If I am selected for this assignment, I shall [*please check the appropriate box*]:

- ☐ Sign an Individual Contract with UNDP;
- ☐ Request my employer *[state name of company/organization/institution]* to sign with UNDP a Reimbursable Loan Agreement (RLA), for and on my behalf. The contact person and details of my employer for this purpose are as follows:

K) I hereby confirm that *[check all that applies]*:

- ☐ At the time of this submission, I have no active Individual Contract or any form of engagement with any Business Unit of UNDP;
- ☐ I am currently engaged with UNDP and/or other entities for the following work:

Assignment	Contract Type	UNDP Business Unit / Name of Institution/Company	Contract Duration	Contract Amount

- ☐ I am also anticipating conclusion of the following work from UNDP and/or other entities for which I have submitted a proposal:

Assignment	Contract Type	Name of Institution/ Company	Contract Duration	Contract Amount

- L) I fully understand and recognize that UNDP is not bound to accept this proposal, and I also understand and accept that I shall bear all costs associated with its preparation and submission and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the selection process.
- M) ***If you are a former staff member of the United Nations recently separated, please add this section to your letter:*** I hereby confirm that I have complied with the minimum break in service required before I can be eligible for an Individual Contract.
- N) I also fully understand that, if I am engaged as an Individual Contractor, I have no expectations nor entitlements whatsoever to be re-instated or re-employed as a staff member.

O) Are any of your relatives employed by UNDP, any other UN organization or any other public international organization?

YES ☐ NO ☐ If the answer is "yes", give the following information:

Name	Relationship	Name of International Organization

P) Do you have any objections to our making enquiries of your present employer?

YES ☐ NO ☐

Q) Are you now, or have you ever been a permanent civil servant in your government's employ?

YES ☐ NO ☐ If answer is "yes", WHEN?

R) REFERENCES: List three persons, not related to you, who are familiar with your character and qualifications.

Full Name	Full Address	Business or Occupation

S) Have you been arrested, indicted, or summoned into court as a defendant in a criminal proceeding, or convicted, fined or imprisoned for the violation of any law (excluding minor traffic violations)?

YES ☐ NO ☐ If "yes", give full particulars of each case in an attached statement.

I certify that the statements made by me in answer to the foregoing questions are true, complete and correct to the best of my knowledge and belief. I understand that any misrepresentation or material omission made on a Personal History form or other document requested by the Organization may result in the termination of the service contract or special services agreement without notice.

DATE: _____

SIGNATURE: _____

NB. You will be requested to supply documentary evidence which support the statements you have made above. Do not, however, send any documentary evidence until you have been asked to do so and, in any event, do not submit the original texts of references or testimonials unless they have been obtained for the sole use of UNDP.

Annexes *[please check all that applies]:*

- ☐ CV shall include Education/Qualification, Professional Certification, Employment Records /Experience
- ☐ Breakdown of Costs Supporting the Final All-Inclusive Price as per Template
- ☐ Brief Description of Approach to Work (if required by the TOR)

BREAKDOWN OF COSTS³
SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL

A) **Breakdown of Cost by Components:**

Cost Components	Unit Cost	Quantity	Total Rate for the Contract Duration
I. Personnel Costs			
Professional Fees			
Life Insurance			
Medical Insurance			
Communications			
Land Transportation			
Others (pls. specify)			
II. Travel⁴ Expenses to Join duty station			
Round Trip Airfares to and from duty station			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			
III. Duty Travel			
Round Trip Airfares			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			

³ The costs should only cover the requirements identified in the Terms of Reference (TOR)

⁴ Travel expenses are not required if the consultant will be working from home.