



## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: 19 July 2021

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**Country: Jordan**

**Description of the assignment: Individual National Consultant to support the establishment of startups and micro entrepreneurial initiatives within the framework of the project “Enhancing SelfReliance and Inclusion Prospect for Displaced-Affected Communities (Vulnerable Iraqi and Host Communities)”**

**Project name: “Enhancing Self-Reliance and Inclusion Prospect for Displaced-Affected Communities (Vulnerable Iraqi and Host Communities)”**

**Period of assignment/services (if applicable):** This assignment is to be implemented over a period of 6 months starting 22<sup>nd</sup> August.

Proposal should be submitted at the following email [ic.jo@undp.org](mailto:ic.jo@undp.org) no later than 7 August 2021.

Any request for clarification must be sent in writing, or 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.

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### 1. BACKGROUND

Sustainable Development Goals (SDGs), aim at improving and building resilience of the lives and livelihoods of people around the world. They represent ambitious, yet realistic, targets to end poverty in all forms and dimensions, create enough decent jobs, promote inclusive income generating opportunities and gender equality in labor market participation, among other priority objectives. SDGs also emphasize the concept of “no lost generation” ensuring the inclusion of the most vulnerable, increasing access to basic resources and services, and supporting communities affected by conflict and forced migration. UNDP Jordan applies the Sustainable Development Goals (SDGs) as a baseline for this project with a special focus on: SDG 1: No Poverty, SDG 5: Gender Equality, SDG 8: Decent Work and Economic Growth, SDG 10: Reduced Inequalities and SDG 11: Sustainable Cities and Communities.

Inclusive economic growth and resilience continue to be an important thematic area for Jordan’s Country Programme that aims at addressing vulnerabilities at individual, community, local authority and

national institutional levels by supporting initiatives that foster a socio-economic inclusive enabling environment for livelihoods and job creation for all, especially among vulnerable Jordanian, Syrian and non-Syrian refugees and migrant, with a particular focus on youth and women in crisis-affected areas.

The project **“Enhancing Self-Reliance and Inclusion Prospect for Displaced-Affected Communities (Vulnerable Iraqi and Host Communities)”**, is part of a mid to long term strategy to support refugees and host-communities to become self-reliant. The project supports the Greater Amman Municipality in implementing Amman Resilience Strategy that consists on the economic inclusion of refugees and inclusive socio-economic resilience building, by strengthening operationalization of the HumanitarianDevelopment-Peace (HDP) Nexus and linking human security with social cohesion. Iraqi refugees and migrants are largely excluded from the economic and income generating opportunities and hence they feel deprived and isolated from the community as whole.

The overall goal of this project is to support the stabilization and resilience-building of Jordanian and displacement affected Iraqi communities through a comprehensive approach that tackles identified root causes of poverty, employment and socio-economic exclusion.

In particular, this project supports the most vulnerable and marginalized women and young people in downtown Amman and surrounding neighborhoods through facilitating access to sustainable livelihoods and inclusive participation opportunities; promotes collaboration between community members, local government and civil society organizations through empowering and building economically resilient communities; and promotes self-employment opportunities and community led solutions through providing women and men with the knowledge and tools to become active members in the development of their communities.

The project is embraces two inter-linked components as follows:

- 1) Community organizing, advocacy and psychosocial support coupled with urban renovation activities to advocate for the needs of the community, trigger social cohesion and enhance the local economy;
- 2) Support to viable and sustainable livelihood pathways for Iraqi refugees and migrants as well as vulnerable local communities through two approaches: a) vocational education training and apprenticeship/on the job training b) entrepreneurship and start-up support.

The project is implemented in three specific areas identified during the project inception phase:

1. Al Madina District (focusing on Down-Town and Al Hashimi Al Shamali areas);
2. Al Yarmouk District (focusing on Asharafieh and Al Misdar areas);
3. Jabal Amman and Jabal al Webdeh.

The object of this call is to implement the entrepreneurship and start-up support component in order to enable viable and sustainable livelihood pathways (approach b).

UNDP has conducted a rapid “Labour and Self Employment Market Assessment” to identify the most viable market sectors and entry points for employment and freelancing opportunities for Iraqi and vulnerable Jordanian communities. The results and recommendations of the assessment will inform the implementation of the second component of the project. The assessment has highlighted the following relevant points:

- Due to the challenging legal status of Iraqis in Jordan, it is recommended to support home-based businesses or self-employment livelihoods pathways.



- Due to the temporary nature of their stay for many (ongoing administrative process for resettlement or immigration to another country), it is recommended to support them in acquiring transferrable skills (especially English and digital literacy) and, for people with secondary education and below, strengthening the employability and skill sets in support employment opportunities in the receiving countries (e.g. handmade craft, construction, food preparation, hospitality). The segment of population who achieved secondary education and above could benefit from ICT related professions such as coding, e-marketing, etc.
- Both Iraqi and Jordanians in the targeted areas, with secondary education and below aspire for employment rather than business creation in areas such as: food production, construction related professions, instalment and maintenance of energy, electrical and mobile devices, hospitality among other (men); wood work, mosaic, sewing, hospitality and food production (women).
- Beneficiaries from both Iraqi and Jordanian communities, who completed secondary education and above, are found to be well suited for digital economy and computer related professions such as programming and coding, e-marketing, social media development, information management, website development, photo shooting, graphic design, 3D modeling, gaming animation, etc.
- For both groups it is recommended to build upon their existing assets, skills and professional experience to promote entrepreneurship and the creation of startup projects.

The results of this assessment will be made available to the selected individual consultant, for additional information and reference. Another assessment is underway for assessment of digital skills in demand and will be shared with the selected individual consultant in due course.

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

UNDP Jordan developed this TORs to identify an Individual Consultant to support the implementation of the second component of the project **“Enhancing Self-Reliance and Inclusion Prospect for DisplacedAffected Communities (Vulnerable Iraqi and Host Communities)”**. The Consultant will support UNDP project manager and team to implement the entrepreneurship and start-up support approach to economically empower Iraqi and Jordanian host community women and youth through intensive entrepreneurship programs (how to start a business, core business skills, financial management, proposal writing, etc.) and start-ups establishment mentorship in conducive economic sector such as social entrepreneurship, digital economy, Information Technology and Communication (ICT) and inclusive digital livelihoods etc. The activities will be tailored based on the results of the Labor and Self Employment market assessment.

### Description of the Assignment and Methodology:

Under the overall supervision of the UNDP’s Inclusive Growth and Sustainable Livelihoods Pillar and close coordination and involvement of the relevant UNDP team and project manager, the Individual

Consultant is expected to implement the below-expected activities and deliverables before the end of the project in March 2022.

The selected Individual Consultant will be responsible for undertaking the following activities:

- Organize, supervise and manage a competitive process for the selection of 47 start-up entrepreneurs from the targeted areas in accordance with the following criteria: 50% Iraqi and 50% Jordanians, with at least 50% women participation and 5% persons with disabilities. The competitive selection will be done following clear and defined criteria and based on the feasibility and sustainability of submitted business proposals in cooperation with UNDP.
- Organize and implement an intensive 12-day entrepreneurship training/bootcamp for the 47 selected project participants to develop entrepreneurship and startup business development skills.
- Support the start-up entrepreneurship in the development and establishment of their micro and small enterprises, self-employment ventures, social enterprises, and home based business through the review and approval of their business ideas and action plans as well as with the preparation and the supervision of a disbursement plan for the financial support that will be provided by UNDP to the start-ups. Each of the 47 start-ups will receive a seed grant of 4500USD (this amount will be covered by UNDP).
- Provide 3 months mentorship support for the establishment of micro-business, ensuring regular visits and follow-up with each the 47 start-up entrepreneurs in line with their business road map and milestones to be achieved.
- Select 6 Iraqi start-up entrepreneurs with high impact potential, possessing “champion for change” (leadership) qualities to be awarded with a financial contribution for a scholarship to participate in Leadership Program and/or the innovation and Digital skills building and programming bootcamp program for a duration of 6-9 months at a reputable academic institution.
- Facilitate seed capital grant management, grant manual and disbursement through e-wallet or similar applications in partnership with relevant MFI or a fintech company/cash transfer service provider. Each start-up entrepreneur will receive a grant of \$4500 as a seed capital directed to build digital economy assets, IT hardware, software, applications, online portals and certified learning

Some of the targeted sectors and project participants for this assignment, as highlighted by the “Labor and Self Employment Market Assessment” are summarized in the table below:

| Topic | Program | Category of Beneficiaries |
|-------|---------|---------------------------|
|       |         |                           |

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|--|--|---|
| <b>Information and Communication Technology –ICT- sector</b> | <ul style="list-style-type: none"><li>• Programming and coding;</li><li>• E-marketing</li><li>• Social media development and management;</li><li>• Website development and management;</li></ul> | Beneficiaries who completed secondary education and above from both the Iraqi and Jordanian target groups |
|--|--|---|

|   |   |  |
|---|---|--|
|   | <ul style="list-style-type: none"> <li>• Translation (Digital Photo shooting and photo and video editing)</li> <li>• Graphic design and 3D modelling</li> <li>• Animation and gaming</li> <li>• Cyber security</li> </ul> |  |
| <b>Home Cooking/Household-Based Food Production</b> | <input type="checkbox"/> Food and beverage production, healthy meal and nutrition (or similar...)   | <ul style="list-style-type: none"> <li>• Both Iraqi male and female</li> <li>• Both Jordanian male and female</li> </ul> |
| <b>Maintenance Services for Devices</b>             | <ul style="list-style-type: none"> <li>• Electronic Devices</li> <li>• Mobiles</li> <li>• Laptops and tablets</li> </ul>  | <input type="checkbox"/> Iraqi male  |
| <b>Life/Soft Skills</b>                             | <ul style="list-style-type: none"> <li>• Business English Language</li> <li>• Customer service</li> <li>• Communication Skills</li> <li>• Dealing with Others</li> <li>• Work Ethics</li> </ul>                           | <ul style="list-style-type: none"> <li>• Both Iraqi male and female</li> <li>• Both Jordanian male and female</li> </ul> |
| <b>Start-ups projects</b>                           | Many Types of Projects: business start-ups will be selected based on viability business proposals matching market demand and niche opportunities as guided by market assessment.  | <ul style="list-style-type: none"> <li>• Both Iraqi male and female</li> <li>• Both Jordanian male and female</li> </ul> |

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**Expected Activities and Outputs:**

Under the overall guidance of the Inclusive Growth and Sustainable Livelihoods and Resilience Team Leader, and the direct supervision of the project manager, the Individual Consultant is expected to implement the project according to the following stages and indicative activities:

**Stage (I): Preparation and Planning and project participants' selection (mid-August- mid-October 2021)**

- Develop a detailed implementation plan based on best practice examples with a clear timeline, milestones, and responsibilities, including partners, if any – **should be annexed to the technical offer**.
- In cooperation with UNDP project team, define the criteria for the competitive selection of the 47 start-up entrepreneurs - 50% Iraqi and 50% Jordanians, with at least 50% women participation and 5% persons with disabilities – based on the project selection criteria as well as the submission of a feasible and sustainable business plan by all the applicants.
  - Develop an outreach strategy for the selection of the 47 start-up entrepreneurs in cooperation with UNDP (**initial proposal to be included in the technical offer**)
  - In close cooperation with UNDP, organize selection panels for in-person interviews of the 47 startup entrepreneurs. The selection methodology will have to be discussed, agreed upon and implemented with UNDP.
- Review and understand the already developed business plans from UNDP's Heart of Amman II programme participants to identify strengths and weaknesses and consequently inform the design of the materials for the entrepreneurship skills development training support and mentorship support. (**preliminary examples of training material and implementation methodology should be included in the technical offer**).

#### **Stage (I) Key Deliverables**

| Deliverables  | Timeline                               |
|---|--|
| A detailed implementation plan with clear milestones and timeline Submitted.  | Annexed to Technical Offer             |
| Organize Inception and Kick Off meeting in partnership with UNDP project management team  | 2 <sup>nd</sup> Week                   |
| Develop an outreach strategy for the selection of the 47 start-up entrepreneurs in cooperation with UNDP (preliminary proposal already included in the technical offer) | 3 <sup>rd</sup> week                   |
| Submission of inception report  | 3 <sup>rd</sup> week                   |
| Implementation of outreach campaign – applications received   | 4 <sup>th</sup> -7 <sup>th</sup> week  |
| Selection of 47 start-up entrepreneurs  | 8 <sup>th</sup> - 9 <sup>th</sup> week |
| Submission of report on the selection procedures, methodologies and criteria, including justification of selection or exclusion of participants.                        | 3 <sup>rd</sup> month                  |

#### **Stage (II): Implementation of intensive entrepreneurship bootcamp (mid-October to mid-November 2021)**

- Finalize and submit to UNDP for approval training material on business creation, small business registration and licensing, small business management, financial management, marketing, access to finance, networking, technology enabled startups, achieving SDGs, social impact, targeting sectors of inclusive social enterprise, digital economy, clean technologies and gig economy.

- Organize and implement 12-day in person intensive entrepreneurship training/bootcamp for the 47





selected start-up entrepreneurs to develop entrepreneurship and business creations skills.

- Support UNDP in documenting transformative changes among the project participants.
- Take attendance on daily basis during the 12-working days training programme and provide it to UNDP in an excel sheet format.
- Perform an assessment of the progress and the results achieved during the training, including participants self-assessment.
- For each start-up, work with the entrepreneurs to prepare a feasible workplan for its establishment including budgetary milestones linked to the 4,500 USD seed capital disbursement plan for each beneficiary.
- Coordinate with UNDP's field officers daily to ensure the smooth implementation of the project and respond to any emerging challenges.

### **Stage (II) Key Deliverables**

| Deliverables   | Timeline                 |
|--|--------------------------|
| Implementation of 12 days in person intensive entrepreneurship training/bootcamp for 47 start-up entrepreneurs | 3 <sup>rd</sup> month    |
| Grant management manual, criteria and report   | 3 <sup>rd</sup> month    |
| Send participants attendance lists   | Upon training completion |
| Submission of final report on intensive training, including evaluation/assessment                              | Upon completion          |

### **Stage (III): establishment of start-ups and mentorship support (mid-November to mid-February) - 3 months**

- Indicate to UNDP the eligibility of the seed capital installments according to the progress and achievement of microbusiness established milestones. The eligibility for each seed capital installment per each microbusiness should be indicated based on visits to the location of each microbusiness to ensure physical verification of the procured equipment and other expenses and collection collect receipts.
- Provide mentorship support service using accessible tools, mainly; i) Hot Lines (upon entrepreneurs' needs) and Weekly Calls (scheduled) ii) Bi-Monthly visits to each microbusiness for 3 months, and iii) Monthly Group Mentoring Sessions (by sector) in order to help each entrepreneur in improving his or her microbusiness, and ensure its sustainability. **The technical proposal should describe in detail mentorship services, including the methodologies and outlines.**
  - Provide monthly report on progress and shortcomings for each of the 47 start-ups.
- At the end of the three months provide a final report on the start-up's establishment, including an assessment on sustainability, challenges and recommendations for follow-up steps.

- Coordinate with UNDP field officer bi-weekly to ensure the smooth implementation of the project and respond to any emerging challenges.
- Select and propose to UNDP 6 Iraqi project participants with high potential and “champion for change” qualities to be awarded by UNDP with a contribution for a scholarship to participate in

Leadership Program and/or the innovation and Digital Economy coding and programming bootcamp program for a duration of 6-9 months at a reputable academic institution.

### Stage (III) Deliverables

| Deliverables   | Timeline                                  |
|--|---|
| Submit work plan for establishment of start-ups, including budgetary milestones  | 3 <sup>rd</sup> month                     |
| Provide documentation for the approval of the disbursement of the different instalments of the seed capitals to UNDP (after grantees technical and financial reports' assessment)  | 4 <sup>th</sup> to 6 <sup>th</sup> months |
| Perform field visits   | 3 <sup>rd</sup> to 6 <sup>th</sup> months |
| Submit progress report for each of 47 start-ups  | Monthly                                   |
| <ul style="list-style-type: none"> <li>- Submit final report on the mentorship exercise including an assessment on sustainability, challenges and recommendations for follow-up steps.</li> <li>- A closing/awarding event is also expected to be held. All relevant preparations and arrangements should be closely coordinated with UNDP Livelihoods and Communication Teams.</li> </ul> | Upon completion/6 <sup>th</sup> month     |

### Schedule of payments

The payments will be effective to the Individual Consultant upon the achievement of the corresponding milestones and for the following amounts:

| Percentage | Description  |
|------------|--|
| 20%        | Upon submission of a satisfactory inception report   |
| 20%        | Upon satisfactory completion of stage I – report     |
| 15%        | Upon satisfactory completion of Stage II – report    |
| 15%        | Upon satisfactory completion of stage III – report   |
| 30%        | Upon satisfactory closure of the assignment - report |

**Duration:** The duration of this assignment is 136 working days (6 months).

### Contractual arrangements and supervision:

The Contractor will be hired under UNDP terms of contract and supervised by the Project Team solely for the purpose of delivering the above outputs, within the agreed time frame. UNDP as the Client shall provide necessary support and approval to the Contractor.

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### 3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

#### I. Academic Qualifications and Years of experience:

Bachelor's degree in Business Administration; Management; Marketing; Economics; Livelihoods and Employment; Gender Studies; Social Development, or any related field. A master's degree is a plus.

#### **Experience:**

- Over 8 years of working experience as a business development expert.
- Direct experience working with entrepreneurs, start-ups and supporting the scale up of micro and small business.
- Experience in identifying conducting business needs assessment and analysis - Experience in designing and delivering specialized training to start-ups and MSMEs
- Experience in identifying profitable business opportunities and potential partnerships.
- Experience in identifying business opportunities, sales leads and establishing business to business and business to consumer networks.
- Experience to work with a variety of people including refugees and vulnerable community members, in particular entrepreneurs. - Local market knowledge
- Previous experience in conducting market research, pricing and demand, sales projections and data analysis.
- Experience in social entrepreneurship and green-job creation is an asset.
- Previous experience with a multilateral or international organization including NGOs is an asset.
- Strong computer skills.

#### II. Competencies:

- **Leadership:** Actively shares knowledge.
  - **Communication and Relationship Management:** Communicates ideas and positions with command and confidence;
  - **Innovation:** Critically assesses established methods and proposes new and innovative ways of working;
  - **People Management:** Demonstrates behaviors of teamwork, collaboration, knowledge sharing, and maintaining relationships;
  - **Delivery:** Embraces complex challenges and opportunities for getting work done;
  - Works to develop organizational awareness of UNDP's approach to client service delivery and integrity and accountability
- Other Competencies:**
- Excellent communication, presentation, and facilitation skills.
  - A proven ability to provide progress reports in accordance with reporting schedules.
  - Experience and skills in communication (development of communication materials; Communication for Development projects) is an asset.

Language: Proficiency in Arabic language and English language

Nationality: Jordanian

#### 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)

2. Financial proposal

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).

**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:

**Cumulative analysis**

*When using this weighted scoring method, the award of the contract should be made to the individual expert 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 50 point would be considered for the Financial Evaluation

**Shortlisting Criteria:**

| Criteria   | Weight |
|--|--------|
| <input type="checkbox"/> Related Education Field   | 10%    |
| <input type="checkbox"/> More than 10 years of experience and proven track record in conducting feasibility study in the area of urban revitalization/regeneration and tourism development | 30%    |
| <input type="checkbox"/> Solid experience in working in the field of inclusive growth, sustainable livelihoods and areabased development   | 15%    |
| <input type="checkbox"/> All required documents are provided including, but not limited to, a CV, references, and sample publication.  | 15%    |

**Technical Evaluation Criteria:**

| Criteria   | Weight | Max. Point |
|--|--------|------------|
| <u>Technical</u>   | 70%    | 70         |
| <input type="checkbox"/> Experience in similar tasks   |        | 25         |
| <input type="checkbox"/> Technical approach and methodology demonstrating understanding of the job to be done. |        | 30         |


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|---|--|----|
| <input type="checkbox"/> Experience in working with refugees and vulnerable community members, in |  | 15 |
|---|--|----|

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|---|-----|----|
| particular women and youth;<br>government officials, local<br>stakeholders. |     |    |
| <u>Financial</u>  | 30% | 30 |

**DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSAL:**

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)
- 2. Financial proposal
- 3. Personal CV including past experience in similar projects and at least 3 references

| UNDP  | Incumbent (If Applicable) |
|---|---------------------------|
| Sara Ferrer Olivella<br><br>Resident Representative  |                           |

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**ANNEX**

**ANNEX 1- TERMS OF REFERENCES (TOR)**

**ANNEX 2- INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS**

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