



Terms of Reference for Public – Private Policy Dialogue Expert in Lebanon/ Egypt

Project	ECF (Euromed Cluster Forward)
Position Title:	Public – Private Policy Dialogue Expert
ToR Number (Please refer to it when applying)	
Contract Duration	Jan. 2024 – Dec. 2024
Location:	Lebanon Egypt
Date of Announcement	November 13, 2023

1. Background

[Berytech](#), the leading entrepreneurship institution in Lebanon and a key regional player, brings 20 years of experience and successful local and regional track records in building and managing a dynamic entrepreneurship ecosystem for the creation and development of novel businesses. Berytech has a current portfolio of more than 30 pioneer innovation programs ranging from competitions to capacity building, acceleration, incubation, access to finance, and access to markets in addition to initiatives to empower ecosystems, on a local and regional scale, in various sectors such as agriculture and food, water, energy, clean technology, green entrepreneurship and circular economy, and social entrepreneurship, all involving ICT and new technologies.

Berytech is the Lebanese partner of the European Union funded **Euromed Clusters Forward project**. The overall objective of Euromed Clusters Forward is to empower clusters to promote inclusive innovation and competitiveness in the South Neighbourhood region to enhance growth, economic diversification, sustainable development, and employment. The project is conducted by a consortium of partners, led by ANIMA Investment Network (France), and including Berytech (Lebanon), Leaders International (Palestine), Economic Research Forum (Egypt). This specific assignment falls under Fostering policies for clusters development and collaboration, with the aim of improving the clusters regulatory framework and the incentives of collaboration among the quintuple innovation helix stakeholders to enhance the firms' performances and their competitiveness.

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competitiveness. Countries of focus: Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia.

This ToR is intended for consulting firms, consultants, and experts specializing in the areas of advocacy and policymaking for clusters in 1 or 2 of the following countries:

- Component 1: Lebanon
- Component 2: Egypt

Public-private dialogue context:

Euromed Clusters Forward intends to conduct in each of the 7 ECF eligible countries a **public-private dialogue** associating all the stakeholders involved in Cluster subject and leading to the adoption of specific provisions at public authorities' level including concrete mechanisms to support clusters and collaborative projects.

Before launching such dynamics of advocacy for cluster-oriented action in each partner country of the project, Euromed Clusters Forward conducted the following:

- A mapping of south Mediterranean clusters as well as their performance assessment
- Diagnostic survey: "Clusters in the MENA Region: Overview, Challenges and Opportunities", leading to a series of recommendations for contribution to technology, innovation and economic development.
- A study benchmarking cluster institutional frameworks "MENA policies for clusters creation and performance."
- Creation of a methodology and a set of tools to conduct policy dialogue in each country "The cluster policy toolbox".

In addition to these resources as preliminary elements for policy dialogue and advocacy action, ECF is preparing 2 regional meetings to present the final outputs of the mapping, diagnostic and the benchmark studies. These meetings will allow to start the national policy dialogue with a common basis of knowledge regarding cluster landscape in the region.

2. Objective

Objectives of the assignment:

- Support the mobilization of the necessary stakeholders to be involved at national level in the public-private policy dialogue on clusters' regulatory framework.
- Help actors involved in public-private dialogue activities by giving them a clear method and guidance, using the Cluster policy toolbox.

- Conduct the public-private dialogue dynamic all along its process, including the organization and animation of several advocacy meetings gathering the stakeholders associated as well as the necessary bilateral meetings.
- Provide recommendations and actions based on the public-private policy dialogue and categorize them according to their feasibility and priority; Suggests national priorities and Key Performance Indicators (KPI) for monitoring.
- Secure the interest of a ministry or public authority to implement the recommended measures; Support the formulation of technical assistance mission's terms of references.

3. Scope of Work

Building on diagnostic, benchmarking and mapping studies, and a series of recommendations prepared during the regional meeting, the expert is expected to prepare and prepare action plan of the national policy dialogue leading to a technical assistance mission on a measure collectively identified as a priority by the stakeholders involved.

This work shall include the following activities and steps:

- **Understand & assess the institutional environment:**
 - Build on the benchmark study on clusters policy frameworks and map-out the public sector entities and stakeholders with direct connection to clusters.
 - Assess the status and the needs of all related business, labor, and cluster laws & regulations (where applicable).
 - Identify the strategy, sectoral plan, related laws at national level in which a cluster roadmap should be included.
- **Identify the key policy and advocacy players:**
 - Identify and find the right ministry, department, agency...etc. with which to organize the dialogue, as well as the key persons within these organizations with whom the policy dialogue and advocacy mission will be conducted.
- **Mobilize and on-board the cluster ecosystem stakeholders:**
 - Build on the mapping of all members and potential members in the clusters per country, provided by the project team.
 - Define who are the "official" local enablers who must be part of the process and ensure that all the necessary functions are represented (cluster representative, industry emblematic personality, door-opener to access decision making person, academia authority, innovation/tech leader, large network person...).
 - Organize the influence management (including using the Power/interest matrix).

- Help in formulating of a steering committee of 5 to 6 persons that represents the clusters ecosystem in Lebanon and/or Egypt, discuss their interest and propose plans on bi-annual basis.
- **Collection of materials:**
 - Build on the clusters needs assessments and requirements, provided by the project team to come up with a simplified gap analysis.
 - Gather any recent study conducted at national level which can feed a cluster policy roadmap with concrete recommendations.
 - Gather and present a selection of direct related best practices, implemented in similar context in order to inspire the identified audience.
 - Select a focus-group (stratified sampling is recommended).
 - Conduct several focus-group sessions with the identified focus groups to tap into unanswered questions in the previous reports, that will assist in a more coherent PP dialogue.
- **Present the status quo:**
 - Prepare a memo on clusters requirements vs. current gaps in the system.
 - Organize a session for the policy makers to present a diagnostic of the situation and confront the idea of what should be the objective of the roadmap.
- **Build the execution plan:**
 - Present to all the parties a well-defined strategy including recommended actions and milestones and refine/ validate it collectively.
 - Conduct multiple awareness meetings and workshops to present findings and bring all identified stakeholders together.
- **Build the Terms of Reference for Technical Assistance at National Level:**
 - Formulating a ToR at national level to address the most critical weaknesses. The objective of this ToR is to provide technical assistance to relevant local authorities to implement cluster roadmaps, including industry mapping and support the adoption of priority measures and / or implementation of priority actions for improved framework and collaboration of clusters.
 - Present and validate the ToR to stakeholders and ministries.
- Ensure proper communication and monthly reporting to Berytech.

4. The process:

Steering model:

The assignment is due to start in January 2024. The expert/consulting firm will be responsible for the whole process of policy dialogue and is the craftsman of its implementation on the ground.

Throughout the duration of the assignment, the expert/consulting firm will work in close collaboration with Berytech and more broadly, with all the associated players in the national ecosystem.

Ideally, a steering committee is rapidly set up, bringing together the core group of stakeholders involved in the policy dialogue. This steering committee will allow us to monitor the progress of the policy dialogue according to the milestones defined and to steer the work plan.

Reporting:

The expert/consulting firm reports directly to Berytech who coordinates this activity on the program level. The expert organizes internal meetings all along the duration of the assignment according to the governance model that will be agreed during the first management meeting with Berytech.

Status and updates will be presented monthly to Berytech and deliverables will be submitted based on an agreed timeline.

5. Deliverables:

The following deliverables must be submitted, according to each step as below:

- **Understanding the institutional environment**
 - Directory of the main institutional strategies, plans, actors
- **Identify the right interlocutors**
 - Qualified directory of public body persons directly involved in cluster regulations
- **Mobilize and board the cluster ecosystem**
 - Stakeholders database
 - Power/interest matrix
- **Collection of materials**
 - Survey report
 - Simplified gap analysis
 - Benchmark of best practices
- **Presentation of the status quo**
 - Country Summary Presentation for first advocacy panel meeting, to include:
 1. Trends and potential: studies, data
 2. Issues at stake: gaps analysis
 3. Needs analysis from the ground: clusters needs, vision, expectations
 4. First recommendations
 5. Discussion and observations
 6. Benchmark of best practices
- **Build the execution plan**

- Work plan with timeframe and milestones
- **Implementation of the policy dialogue action plan**
 - Agenda for each meeting
 - Meeting Reports / memo after each bilateral meetings and a final report compiling all outcomes for the bilateral meetings
 - Final Report of the policy dialogue including categories recommendations and actions based on their feasibility and priority, and identification national priorities and Key Performance Indicators (KPI) for monitoring
 - ToR for technical assistance mission
 - Commitment letters signed by authorities

6. Timeline:

Deadline to submit the proposals: December 3, 2023.

For more details and Q&A, an info session will be held on November 23, 2024 at 11 AM (Lebanon time). [Register here.](#)

The expert will start the work after the validation of their offer by Berytech and the signature of an agreement. The expert shall also coordinate with Berytech team for the strategy and implementation throughout the whole process for 12 months starting January 2024 and ending in December 2024. Accordingly, the expert is required to submit a detailed timeline relating to the requested deliverables.

7. Budget

The budget allocated for the mission as a whole must include all mission costs, expertise, bilateral meetings logistics and implementation, travel costs. The maximum amount provided for this mission is EUR 40,000 per country.

Berytech will proceed with the payment of the estimated costs according to the defined timetable and the validation of each phase of the mission by the associated deliverables.

8. Eligibility and Selection Process

a. Eligibility

Applicants must fulfill the following requirements:

- Be an individual consultant, academic researcher, firm, or association.
- Be able to comply with national fiscal context and rules for receipt of international funds.

- Partnership and subcontracting are allowed, provided that the legal applicant entity has a substantial role in implementing the assignment. The applicant will be the only legal entity with which the contract relation will be established.

Qualifications

- Master's degree in economics, business administration, law and policy making or equivalent.
- At least 7 years of working on policy dialogue and advocacy and support projects in the MENA region.
- Specific expertise in policy making sectors in Lebanon and/or Egypt.
- Good knowledge of the Lebanese and/or Egyptian national context (institutional and stakeholder ecosystem) related to clusters.
- Excellent communication skills in Arabic and English.

Skills and experience

- Demonstrated experience of working on projects/programs/policies related to industry, local economy and legal contexts.
- Proven experience of facilitating high-level events with public and private sector delegates.
- Ability to mobilize and provide strong leadership.
- Demonstrated experience in conducting surveys, interviews/focus groups and data collection and analysis.

b. How to apply and selection process

Candidates should submit the following documents:

- **Profile:** A detailed curriculum vitae highlighting the experience of the expert(s) in the fields relevant to the consultancy assignment, as well as his/her/their references.
- **Technical Proposal:** A technical proposal including a description of the **methodology** used to achieve the expected results and a **timeline** of activities related to the deliverables and scope of work.
 - Experts/ consulting firms may submit applications for either Lebanon, or Egypt, or both components, provided their expertise covers both countries.
- **Financial Proposal:** A financial offer including all the costs (in man-days) and a breakdown per deliverable. Financial offer must be sent in EUR.

Offers must be sent via Email attachments locked with a password to procurement@berytch.org.

The Password shall be sent separately to: procurement@berytch.org alone, with the subject "ECF – Public-Private Policy Dialogue in Lebanon and/or Egypt", by December 3rd, 2023, at the latest.

Important:

The header of the technical and financial offers must clearly note the candidate information (Name, address, country, telephone, email and fiscal identity number or other official number) and those of the Contractor: Berytech Foundation, Constitution notices 26/AD, MOF #1429230, P.O. Box: 11-7503 Riad el Solh, Beirut, Lebanon.

The maximum amount per offer is EUR 40,000 per country including:

- 75 days of expertise
- 1 Event gathering 40 stakeholders including logistics
- Travel missions when needed

c. Grading

Offers will be assessed according to the following criteria and scores:

Grading	Criteria
Grading /20	Background and experience in policy dialogue, legal and economy sector at national level in addition to the consultant(s) profile.
Grading /20	Proven track record and knowledge in facilitating high-level events with public and private sector delegates.
Grading /10	Proven track record and knowledge in research and interviewing.
Grading /10	Proven knowledge or experience of the Lebanese/ Egyptian national context (institutional and stakeholder ecosystem) related to clusters.
Grading /20	Financial offer.
Grading /20	Quality of the technical offer and references to meet the work objectives.

If you have questions concerning this ToR, please contact: Joelle.elhajjar@berytch.org; and Procurement@berytch.org

9. Selection and payment

The winning candidate will be notified by email. The Consultant will start the work after the validation of their offer by Berytech and the signature of the agreement.



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Payment will be done as below:

- 20% of the payment upon signature of the agreement.
- The rest of the payments upon the submission and approval of each deliverable based on the submitted and approved timeline.

Payments will be made within a period of 30 days after reception and validation of the invoice. Berytech is not responsible for banking costs – transfer fees that might be applied by the consultant bank, nor for changes in currency exchange.