

REQUEST FOR PROPOSAL

Public – Private Policy Dialogue Expert - ECF
003

Under

ECF- Euromed Cluster Forward

Funded By

EU (European commission, European Neighborhood Policy and Enlargement
Negotiations (DG NEAR))

RFP Release Date:	14 November 2023
Performance Period:	1 Year
Proposal Submission Deadline:	3 December 2023
Question/ Inquiry Submission Deadline:	23 November 2023



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I. INTRODUCTION

A. COMPANY 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.

B. PROGRAM BACKGROUND

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

II. PURPOSE

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. 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.

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.

A. 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:
 - o Build on the benchmark study on clusters policy frameworks and map-out the public sector entities and stakeholders with direct connection to clusters.
 - o Assess the status and the needs of all related business, labor, and cluster laws & regulations (where applicable).
 - o 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:
 - o 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:
 - o Build on the mapping of all members and potential members in the clusters per country, provided by the project team.
 - o 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...).

- o Organize the influence management (including using the Power/interest matrix).
- o 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:
 - o Build on the clusters needs assessments and requirements, provided by the project team to come up with a simplified gap analysis.
 - o Gather any recent study conducted at national level which can feed a cluster policy roadmap with concrete recommendations.
 - o Gather and present a selection of direct related best practices, implemented in similar context in order to inspire the identified audience.
 - o Select a focus-group (stratified sampling is recommended).
 - o 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:
 - o Prepare a memo on clusters requirements vs. current gaps in the system.
 - o 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:
 - o Present to all the parties a well-defined strategy including recommended actions and milestones and refine/ validate it collectively.
 - o 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:
 - o 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.
 - o 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.

B. DELIVERABLES

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

- Understanding the institutional environment
 - o Directory of the main institutional strategies, plans, actors
- Identify the right interlocutors
 - o Qualified directory of public body persons directly involved in cluster regulations
- Mobilize and board the cluster ecosystem
 - o Stakeholders database
 - o Power/interest matrix
- Collection of materials
 - o Survey report
 - o Simplified gap analysis
 - o Benchmark of best practices
- Presentation of the status quo
 - o 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
 - o Work plan with timeframe and milestones
- Implementation of the policy dialogue action plan
 - o Agenda for each meeting
 - o Meeting Reports / memo after each bilateral meetings and a final report compiling all outcomes for the bilateral meetings
 - o 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
- o ToR for technical assistance mission
- o Commitment letters signed by authorities



III. CONTRACT MECHANISM & TERMS OF PAYMENT

Berytech anticipates issuing a *Consultancy agreement* to an Offeror.

IV. PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS

A. INSTRUCTIONS FOR PROPOSAL PREPARATION

The selection committee will evaluate the Offerors based upon their written technical and cost proposals. Each section will be evaluated according to the criteria for evaluations in Section V. Offerors are expected to examine the specifications and all instructions in the RFP. Failure to do so is at the Offeror's risk. Interested Offerors must provide the following:

1. CAPABILITY AND TECHNICAL EXPERIENCE STATEMENT

Demonstrate capabilities and technical experience by providing the following: (*Illustrative only; insert detail and page numbers for any item selected [see instructions]*)

- a. Organization Overview
- b. Legal Corporate Documents
- c. Copy of ID (if individual)
- d. Copy of CVs
- e. Partner/Subcontractor (If applicable)
- f. Website (If applicable)
- **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.)
- g.
- h. **Financial Proposal**

2. PROJECT STAFFING

Identify the project staffing and the percentage of the time each will spend on this activity. Include no more than a half-page bio sketch for each individual considered essential for the successful implementation of this contract.

- 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.
 - 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.



- 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.

3. COST PROPOSAL

Offerors will submit a proposed budget with their proposals in a separate, sealed envelope (or separate file, if submitting via email) labeled “Budget Proposal.” The proposed budget will have sufficient detail to allow evaluation of elements of costs proposed. Budgets should be submitted in the currency in which your organization is located and will be paid; please label your budget with the name of the currency. The organization reserves the right to request any additional information to support detailed cost and price.

*A financial offer including all the costs (**in man-days**) and a breakdown per deliverable. Financial offer must be sent in **EUR**.*

4. REFERENCES

Please include three client references and contact information. References should have worked with your organization within the past two years in connection with the countries or regions (and if possible, subject matter) applicable to this RFP.

B. INSTRUCTIONS FOR SUBMISSION OF PROPOSAL

1. The technical and price proposals shall be separately bound and identified as such (or sent via email). Each volume shall be clearly identified with the RFP number and the Offeror’s name.
2. All responses to this RFP must be received no later than the submission deadline on the cover page of this RFP via Email ~~attachements~~[attachements](mailto:attachements@berytech.org) locked with a password. The Password shall be sent separately to: Procurement@berytech.org with the subject “ECF – Public-Private Policy Dialogue in Lebanon and/or Egypt.
3. All inquiries and requests for information regarding this RFP must be submitted by email to the following individuals no later than the question/inquiry submission deadline on the cover page of this RFP. Reference the RFP number in all questions/inquiries.

(ORGANIZATION NAME)	
(Insert address here)	
Attention:	Procurement Team
Email:	procurement@berytech.org



4. Berytech will not compensate Offerors for their preparation of responses to this RFP.

V. CRITERIA FOR EVALUATION

Berytech will evaluate proposals based on a best-value determination; Offerors should submit their most competitive price proposal. Proposals will be evaluated using the following criteria:

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

The evaluation committee will review the technical proposal based upon the technical criteria listed above. The cost proposals will be reviewed to ensure they are complete and free of computational errors. The committee will also assess the reasonableness of costs and the cost-effectiveness of the budget and will determine whether the costs reflect a clear understanding of project requirements. A contract/Purchase Order will be offered to the responsible Offeror whose proposal follows the RFP instructions and is judged to be the most advantageous to Berytech Foundation.

VI. TERMS AND CONDITIONS

A. LATE SUBMISSIONS

Proposals received after the submission deadline stated in the cover page of this RFP may not be considered. Offerors will be held responsible for ensuring their quotations are received according to the instructions stated herein. A late offer will be considered if the cause was attributable to Berytech Foundation or its employees/agents, or if it is in the best interest of Berytech Foundation.

B. MODIFICATION OF RFP REQUIREMENTS

Berytech Foundation retains the right to terminate the RFP or modify the requirements upon notification to Offerors.

C. WITHDRAWALS OF PROPOSALS

Proposals may be withdrawn by written notice via email at any time before award. Proposals may be withdrawn in person by an Offeror or authorized representative if the representative's identity is made known and the representative signs a receipt for the proposal before award.

D. RIGHT OF NEGOTIATION AND ACCEPTANCE OF PROPOSAL

This RFP represents a definition of requirements and is an invitation for submission of proposals. Berytech Foundation reserves the right to fund/award any or none of the submitted proposals. No commitment is made, either expressed or implied, to compensate Offerors for costs incurred in the preparation and submission of their proposal.



Berytech Foundation may reject any proposal that is nonresponsive. A responsive proposal is one that complies with all terms and conditions of the RFP. A proposal must be complete, signed by an authorized signatory, and delivered no later than the submission time and date indicated on the cover sheet of this RFP. Berytech Foundation may reserve the right to waive any minor discrepancies in a proposal.

Berytech Foundation reserves the right to issue an award based on the initial evaluation of proposals without discussion. Berytech Foundation also reserves the right to enter into best and final negotiations with any responsive Offerors for all or part of the proposed scope.

E. VALIDITY OF PROPOSAL

Proposals submitted shall remain open for acceptance for *60 days* from the last date specified for receipt of proposals. This includes, but is not limited to, pricing, terms and conditions, service levels, and all other information. If your organization is awarded the contract, all information in the RFP and negotiation process is contractually binding.

F. MINIMUM OFFEROR QUALIFICATIONS

Offerors submitting proposals must (1) be officially licensed to do such business in Lebanon / Egypt, (2) be able to receive funds and (3) not have been identified as a terrorist. In addition, Offeror may be required to provide the following information:

- Documentation to verify licensure (e.g., tax id, registration certificate, etc.)
- Demonstration of adequate management and financial resources to perform the contract
- Satisfactory records of performance history, integrity, and business ethics

G. INTELLECTUAL PROPERTY RIGHTS

All tangible or intangible property created or acquired under this contract shall be the exclusive property of Berytech Foundation and the donor. The term “property” includes all data and reports associated with this engagement. Reference is made to Sections 12 and 13 in the business terms and conditions attached in Appendix A.

