



Terms of Reference Private Sector Development Expert

About Leaders International

Leaders International is an international network of local organizations that plans, manages, and monitors innovation and economic development interventions in the region. Through its offices in Brussels, Amman, and Ramallah, Leaders International provides complete project-management services with a focus on private-sector development, enterprise development, job creation, entrepreneurship, D4D, economic policy dialogue, and tourism value chain development.

Background

As a partner in the CRE@CTIVE project, Leaders International is implementing project activities in Palestine. CRE@CTIVE - Innovation for bringing creativity to activate Traditional Sectors in MED area, is financed by the European Union's ENI CBC Med Programme and implemented in Spain, Jordan, Palestine, Tunisia, Egypt, and Italy. CRE@CTIVE is designed to boost creativity and innovation by connecting traditional sectors with creative industries that encompass crafts, design, and culture. Creative innovation will help upgrade products of these sectors, improve their positioning, and enhance their competitiveness in the global market. The project will additionally create new job opportunities, drive efficient resource use, and accelerate innovation in the region.

Objective

To identify the needs, resources, skills, abilities, strengths, and capabilities of traditional sectors (textile/clothing, leather, and footwear) in the Mediterranean basin of Palestine by disseminating surveys, providing a thorough analysis using PESTEL and SWOT analysis methodologies, and presenting the results using thorough analysis methodologies as instructed by the project officer.

Scope of work

Surveying competencies, needs, and resources of traditional businesses in the Leather & Footwear sectors in Palestine, and analyzing the results in order to identify their strengths and weaknesses. Target sectors include companies in the Mediterranean basin according to the ISIC (International Standard Industrial Classification) of all economic activities in the universe of small, medium, and large size businesses.

Surveys will be done through telephone calls of a maximum duration of 10 minutes, using a structured questionnaire of 10-12 closed questions with relevant personnel, such as the Head of the R&D/Projects Department, Director/Manager of Production, Commercial Directors, or Heads of Administration or Technical Departments.

Once data is accumulated and processed, the expert is expected use PESTEL analysis in order to better understand the external factors affecting the L&S sectors, and SWOT analysis to assess and



identify the sector's strengths, weaknesses, opportunities, and threats. Data should be presented visually using the template (see excerpt in annex 1).

Responsibilities

1. Provide a complete list of companies, MSMEs, and stakeholders working within the L&S sectors in Palestine.
2. Prepare a thorough and comprehensive survey of close-ended questions.
3. Calculate the sample using the provided equation (see annex 2), and provide a shortlist of surveyed entities.
4. Telephone surveys with the target sectors as instructed by the project officer.
5. Data processing and analysis of the results of the surveys using the appropriate tools and mechanisms, following the instructions of the project.
6. Use PESTEL and SWOT analysis methodologies to showcase the survey findings visually.

Prerequisites:

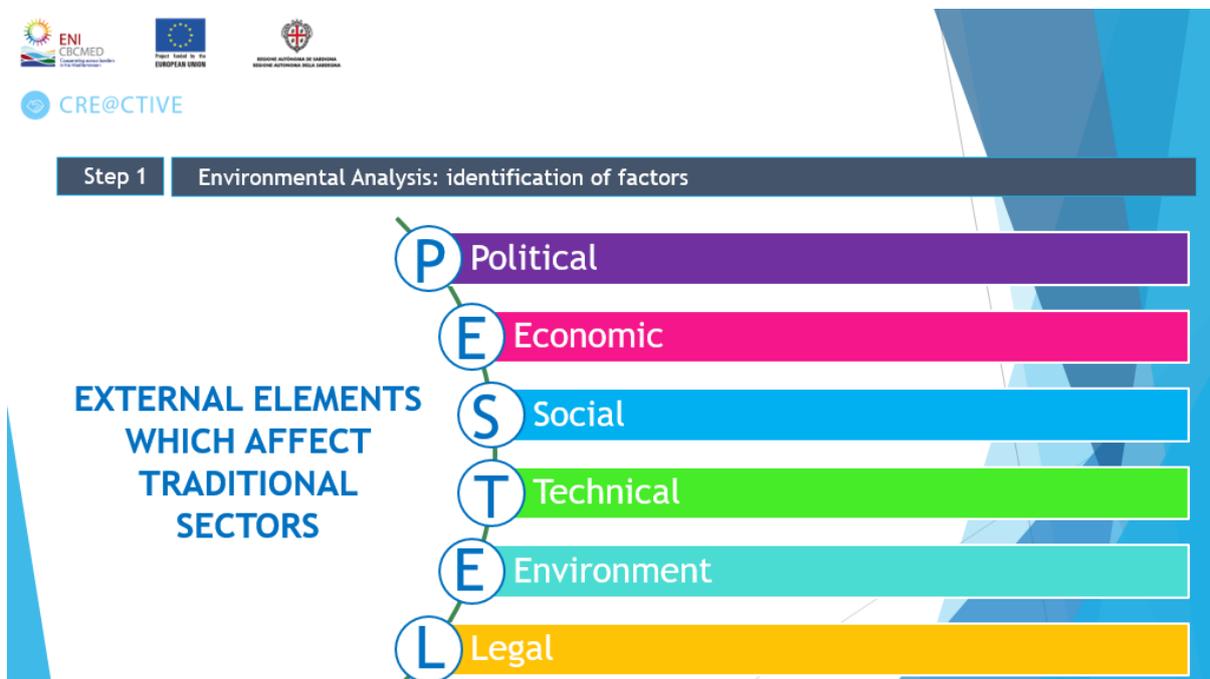
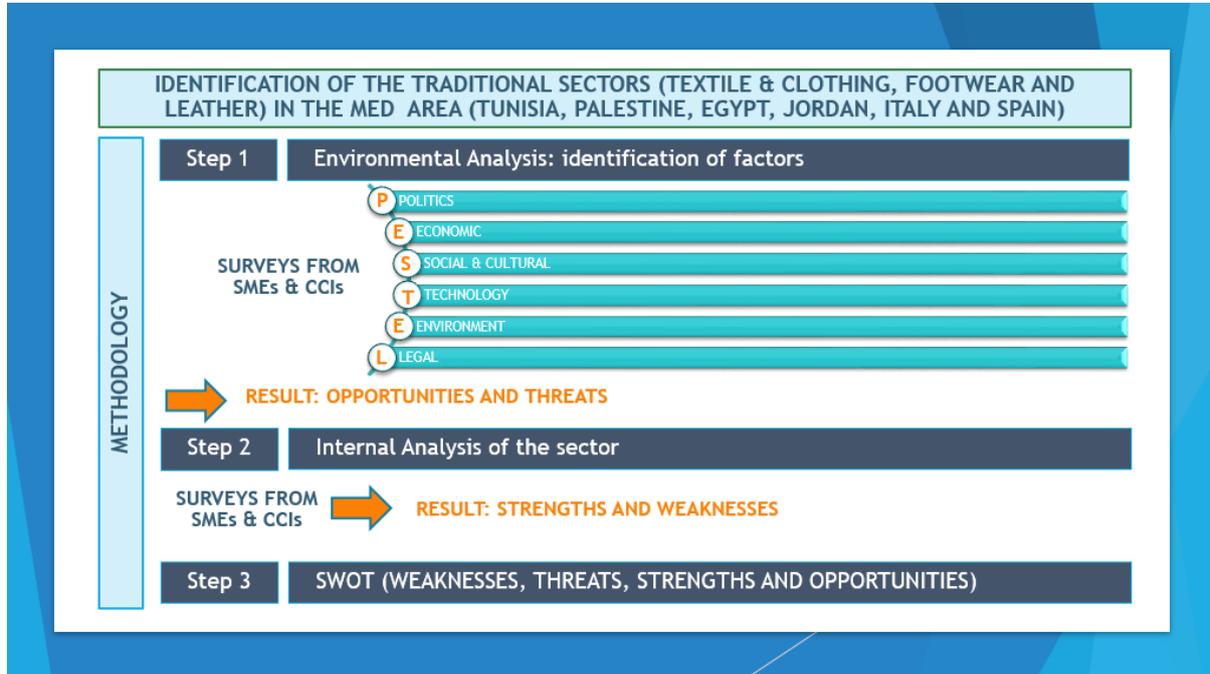
- University Degree in economics, development studies or a closely related field
- Deep knowledge in the L&S sector
- Experience of collecting and analysing quantitative and qualitative data from sample surveys
- Knowledge of sampling distribution, distribution Techniques, and good communication skills
- Experience in researches and consultancy

Taxes and other Terms

- **The project is tax exempted**, so the offer should be exclusive of VAT.
- For individual consultants, Applicable tax laws apply.
- All prices in EUR

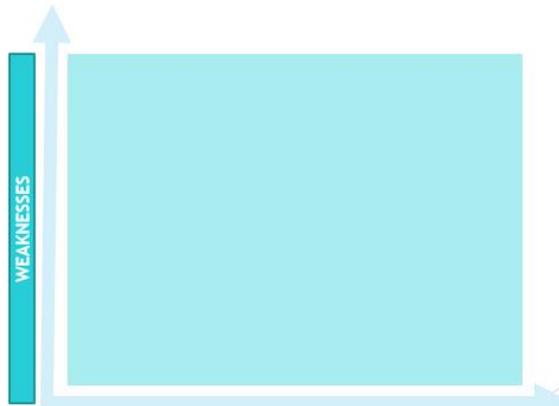
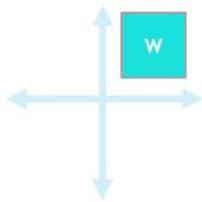
Please submit your application form, in addition to your company profile or CV (Individual Consultants) to: procurement@leadersinternational.org, no later than 14/04/2022

Annex 1



Step 3

SWOT (WEAKNESSES, THREATS, STRENGTHS AND OPPORTUNITIES)



Annex 2:

To carry out the study ensuring in advance that the margin of error does not exceed a certain limit **e** (in our case 5%) with a confidence level of NC (in our case , the sample size is defined by the following equation:

$$n = \frac{N * Z_{\alpha}^2 * p * q}{e^2 * (N - 1) + Z_{\alpha}^2 * p * q}$$

Where:

- e: maximum error accepted.
- n: simple size.
- N: universe size.
- Z: statistic parameter related with the NC (confidence level). It is a constant value needed for this equation. Here are the Z scores for the most common confidence levels:
 - 90% - Z score = 1.645
 - 95% - Z score = 1.96
 - 99% - Z Score = 2.576
- P & q: probability of success and failure, respectively. In this case, the standard deviation CANNOT be estimated because it is not yet known how many people will respond or not.

An example is going to be exposed below:

Suppose that you need to calculate the sample size for an universe size of 2000 companies in all the Med territories, where the researcher assigns a confidence level of 90% and a margin of error of 5%. Where the probability "p" of the event is unknown. Since the probability of the event occurring is not known, 50% is assigned to "p" and 50% to "q".

$$n = \frac{2000 \cdot 1.645^2 \cdot 0.5 \cdot 0.5}{0.05^2 \cdot (2000 - 1) + 1.645^2 \cdot 0.5 \cdot 0.5} \cong 239$$

$$n = 2000 \cdot 1.645^2 \cdot 0.5 \cdot 0.5 / (0.05^2 \cdot 2000 - 1 + 1.645^2 \cdot 0.5 \cdot 0.5) \cong 239$$

The result of our sample size would be: 239 companies.



FINANCIAL OFFER FORM

FOR

**Innovation for bringing creativity to activate Traditional Sectors in MED área
CRE@CTIVE**

Please fill in the table below and submit it along with your CV

To: procurement@leadersinternational.org Name of subject: **External Consultant / CRE@CTIVE**

First Name, Last Name	
Address	
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E-mail address	
Nationality (for tax purposes)	
Expected daily rate in EUR	