

Terms of Reference

Project	:	Euromed Clusters Forward (ECF)
Activity Title	:	Developing a Comprehensive Cluster Strategy
ToR Number (Please refer to it when applying)	:	ECF-TOR-Cluster2-H
Location	:	Palestine
Date of Announcement	:	29/01/2026
Date of activity & Completion	:	March – June 2026

Leaders International

Leaders International is a forward-thinking economic development organisation that brings together governments, community groups and private sector partners to work on various projects across the Middle East and Africa.

With offices in Belgium, Jordan, Palestine and Tunisia, we create partnerships that bridge the gap between east and west in order to create new opportunities and resources, and accelerate the growth of underdeveloped and developing economies. Our focus areas include MSME Development, Entrepreneurship & Innovation, Digital Transformation, Livelihoods & Employability, Green Growth, and Alternative & Sustainable Tourism.

ECF-Project Background

Euromed Clusters Forward is a 4-year project funded by the European Union running until 2026. The aim of this project is to empower clusters in the South Mediterranean region by helping them increase their contribution to the economy.

Objective

The primary objective of this exercise is to create a comprehensive strategy for the Hebron Leather & Shoe Cluster for the period 2026 – 2030. This strategy will guide the cluster's development and growth, strengthen its market position, and increase the economic impact of its members.

Scope of Work

The consultant(s) will be responsible for the following tasks:

1. Evaluation of the Last Strategy (2022 – 2026):

- Review and analyze the effectiveness and impact of the strategy implemented between 2022 and 2026.
- Identify successes, challenges, and areas that require improvement.
- Provide recommendations for adjustments based on the evaluation of past performance.

2. Situation Analyses (Internal and External):

- Conduct a thorough internal analysis of the current state of the cluster (e.g., market performance, organizational capacity, supply chains).
- Perform an external analysis that includes market trends, competition, regulatory changes, and global economic factors that may affect the cluster.

3. GAP Analysis, SWOT Analysis, and PESTEL Analysis:

- **GAP Analysis:** Assess the existing gaps between the current state of the cluster and the desired future state.
- **SWOT Analysis:** Identify strengths, weaknesses, opportunities, and threats within the cluster.
- **PESTEL Analysis:** Examine the political, economic, social, technological, environmental, and legal factors that may impact the cluster.

4. Strategy Pillars:

- Define the core pillars of the 2026 – 2030 strategy, including objectives related to growth, innovation, sustainability, market expansion, and internal capacity development.
- Align these pillars with the overall vision and goals of the cluster.

5. Action Plan for 2026 – 2030:

- Develop a detailed action plan outlining key initiatives, activities, and timelines to achieve the defined strategy pillars.
- Specify responsible parties, resources, and estimated budgets for each initiative.

6. Update Cluster Map and Cluster Value Chain:

- Revise the existing cluster map to reflect new players, partnerships, and shifts in the industry landscape.
- Update the cluster's value chain analysis, identifying key areas for improvement and opportunities for enhancing productivity and competitiveness.

7. Cluster Growth and Member Growth:

- Propose strategies for the overall growth of the Hebron Leather & Shoe Cluster, focusing on scaling operations, expanding into new markets, and enhancing the cluster's value proposition.
- Create specific strategies for supporting the growth of cluster members, including capacity-building initiatives, access to finance, and market linkages.

8. Build Communication Strategy (Internal and External):

- Develop a communication strategy that facilitates effective collaboration among cluster members, local stakeholders, and external partners.
- Define key messaging, communication channels, and outreach efforts to enhance the cluster's visibility and brand, both locally and internationally.

9. Work shop: Two days workshop to review the strategy for the Cluster members.

Deliverables & Methodology

The following deliverables will be expected from the consultant(s):

1. A comprehensive report on the evaluation of the previous strategy (2022-2026).
2. A SWOT, GAP, and PESTEL analysis report.
3. A draft strategic framework with the proposed pillars for the 2026 – 2030 period.
4. An action plan with clear timelines, responsibilities, and resource requirements.
5. Updated cluster map and value chain analysis.
6. A growth strategy document for both the cluster and its individual members.
7. A communication strategy document with proposed internal and external communication strategies.

Methodology:

The consultant(s) will use a participatory approach, involving cluster members, local stakeholders, and external experts. This will include:

- Data collection through interviews, surveys, and workshops.
- Consultation with key industry players.
- Analysis of both qualitative and quantitative data to inform decision-making.

Timeline:

The project is expected to be completed within [insert number of months] months from the start date, with the following milestones:

- **Week 1 – 4:** Kick-off, initial assessment, and evaluation of previous strategy.
- **Week 5 – 8:** Situation analyses (internal and external), SWOT, GAP, and PESTEL analysis.
- **Week 9 – 12:** Development of strategy pillars, action plan, and updated cluster map.
- **Week 13 – 16:** Finalization of the strategy document, growth plan, and communication strategy.

The consultant shall conduct a two-day workshop for members of Hebron Leather and shoe cluster, with the location and timing of the workshop to be determined in coordination with the cluster.

Qualifications Required

The consultant or consulting firm must meet the following qualifications:

- Proven experience in cluster development, particularly in the leather or manufacturing sector.
- Expertise in strategic planning and market analysis.
- Familiarity with the local and regional economic environment.
- Ability to engage effectively with diverse stakeholders, including SMEs, government agencies, and NGOs.
- Strong written and verbal communication skills in Arabic and English.

Taxes and Other Terms

- The offer must be addressed to **Leaders Organization/ ECF**
- The project is VAT exempt; therefore, the offer should be exclusive of VAT.
- For individual consultants, Applicable tax laws apply.
- Other terms may apply and will be communicated before the official awarding.
- Please mention the ToR number: **ECF-ToR-Cluster2-H** in the offer & the email subject.

Please submit your application, in addition to your company profile or CV (Individual Consultants) to: palestinefstp@leadersinternational.org, no later than **February 12th, 2026** using **Euro Currency**.