



## TERMS OF REFERENCE (TOR)

### **Market Penetration Program: Enhancing Palestinian Exports to Israel**

**The Peres Center for Peace**



## **Who Are We?**

The Peres Center for Peace is a non-for-profit, non-governmental, non-political organization. Founded in 1996 by the ninth President of Israel and Nobel Peace Prize Laureate Shimon Peres, the Peres Center for Peace is Israel's leading organization promoting peacebuilding between Israel and its neighbors, as well as between Jewish and Arab citizens of Israel. The Center's mission is to promote lasting peace and advancement in the Middle East by fostering tolerance, economic and technological development, cooperation and well-being – all in the spirit of Peres' vision.

## **PROJECT BACKGROUND**

The Peres Center for Peace has, for the past six years, worked towards increasing cross-border business between Israelis and Palestinians through their "Private Sector Partnership" project, funded by the Norwegian Ministry of Foreign Affairs. In general, the project aims to enhance business cooperation between Palestinian businesspeople and their Israeli counterparts, and specifically to increase the volume of Palestinian exports to the Israeli market as well as increasing the number of Palestinian exporters. Furthermore, the project intends to transform potential traders into new traders, and passive exporters into active exporters; this goal will be achieved through a number of activities, including one-on-one business consulting, capacity building courses, business-to-business (B2B) meetings, and professional exhibitions.

The Peres Center for Peace and its Palestinian partners seek to identify a team of Israeli and Palestinian consultants with expertise in the business and legal environments related to exporting various products to/via Israel. These consultants will work one-on-one with Palestinian businesses over two one-year cycles to help them achieve measurable improvements across several key business metrics. The long-term nature of this project aims to help guarantee that businesses have ample opportunity to learn from and implement the recommendations of the consultants, and that the consultants have the time to affect meaningful change on the ground, vis-à-vis the consultancy and complementary activities.



## **SCOPE OF WORK**

The consulting will be conducted in two 1-year cycles (some overlapping between the cycles is likely to occur), with approximately 10 different Palestinian companies participating in each cycle (20 in total). Consultants are expected to participate in and contribute to the design and implementation of the following activities:

- Familiarize with the Companies' Assessments and Produce Individual Action Plans (1-2 months): the Palestinian partners and consultants identified a pool of companies, conducted various in-depth assessments, and recruited 20 companies ("Group #1") that will undergo consulting. Additionally, another group of 20-30 companies ("Group #2") was identified to participate in complementary activities, such as capacity building and B2B meetings, but will not take part in the business consulting component. The Israeli consultants will familiarize with the various assessments and the details of the companies in "Group #1", and conduct additional assessments and site visits necessary for them in order to assess the companies' needs and in order to establish the business consulting action plan and deliverables. The action plan will identify the key needs and requirements of each company, and propose measurable and time-bound goals to be achieved in the framework of the project, both vis-à-vis business consulting, as well as through the complementary activities.
- Orientation Workshops (two workshops, 1-2 days each): The goal of the workshops is to introduce the Israeli and Palestinian consultants to one another, present and discuss the findings of the various assessments, familiarize with the companies that will undergo consulting (Group #1), and put the consultants into teams according to their respective areas of expertise.
- Business Consulting (two 1-year cycles; some overlapping between the cycles is likely to occur): Israeli and Palestinian consultants will work with their target companies throughout the project. Periodic assessments and reports will be submitted to both the project partners and the target companies, presenting progress made towards the predefined objectives. As part of the consulting



process, consultants will be expected to engage in "problem-solving", i.e. identify issues and impediments on the ground, and attempt to actively tackle them (for instance through promoting meetings between the company representatives and Israeli stakeholders such as the Standards Institute, banks, customs agents, etc.) Additionally, consultants will guide their target companies on how to prepare for B2B meetings and exhibitions, as well as for other complementary activities conducted in the project. The business consultancy phase emphasizes tactical-level change on the ground. Consultants are expected to work very closely with one another and with their target businesses to prepare them for serious export relationships. Consultants will have the opportunity to walk a Palestinian business through the export process, identifying gaps along the way, and helping to improve those gaps in real-time. Over the course of the project there will be key milestones that the companies are expected to reach. Consultants will help their clients prepare for trade shows, industry conferences, and B2B meetings. For example, if the target business is preparing for a trade show in Israel, the consultants will work with that company to help it prepare for the event, develop professional materials, ensure that it complies with relevant standards, etc. Through the consulting process, and in preparation for key milestones, the project expects to see measurable increases in the clients' success exporting their products to/via Israel.

- Implementation of Recommendations (ongoing): Based on the needs identified by the consultants in the action plan, and the goals specified for each company, the consultants will continuously work to implement changes required to improve the business capacity of the companies. The project will allocate funds to companies from Group #1 towards this goal, in order to encourage the companies to fully implement the consultants' recommendations.

## **REQUIREMENTS**

- Expertise in a field related to business or legal aspects of trade and exports, and/or industry-specific expertise, e.g. in food, textile, or other industries relevant to the companies undergoing business consulting;



- Existing connections (or at least strong capacity to form relationships) with relevant Israeli stakeholders, e.g. export authorities, importers, trade agents and bureaucrats, policy agents and government officials;
- Strong understanding of cross-border trade relationships (basic knowledge of the Palestinian business environment – an advantage);
- Fluency in English – a must (Hebrew and Arabic – strong advantage)
- Tolerance and willingness to work with cross-cultural teams and clients
- Willingness to travel frequently to the West Bank
- Candidates are not required to have previous experience as consultants, but must have strong expertise in the fields stated above, as well as the ability to commit to and accomplish predefined goals.

### **HOW TO SUBMIT A PROPOSAL**

Interested consultants should send a proposal to Ms. Naama Myers, to the following email: [n.myers@peres-center.org](mailto:n.myers@peres-center.org). An acknowledgment email will be sent within 3 business days.

Proposals should include:

- *Background* on the tendering consultant(s) and relevant experience, contact person(s) and contact details (1-2 pages).
- *A narrative proposal* (2-3 pages per company with which the consultant wishes to work), comprised of the following components: (a) how the consultant will contribute to each of the aforementioned activities of the project; (b) a clear and methodical analysis of the relevance of the consultant's skills to the project's goals and technical approach; (c) it is essential that the consultant clearly refers to the specific needs that arise from the BMS assessments and Business Plans<sup>1</sup> of each company (with which the consultant wishes to work), and provide a concrete consulting plan which is time bound and comprised of measurable deliverables and indicators of success.
- *A financial proposal* (1 page), in ILS, in the format of the consulting plan, with a breakdown per company and per deliverable. Ideally, the proposal would be

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<sup>1</sup> 10 BMS Assessments and Business Plans are enclosed herein for the 10 Palestinian companies that will take part in the first cycle of business consulting. All assessments and business plans were anonymized so as to protect the privacy of the companies.

modular, i.e. include the hourly/daily rate as well as an estimation of the required workload, but will also indicate the overall price quote for the entire project. The tendering consultant will provide a clear description of the services covered in the price offer, and those that were excluded (i.e. such "optional" services that will/may require additional funds). The consultant will also clearly indicate if the financial quotation includes/excludes VAT, and whether the consultant is registered in Israel for tax purposes as an authorised dealer and will be submitting tax invoices.

Responses, documents and all correspondence relating to the TOR must be written in English.

All information supplied by the partner organizations, either in writing or orally, must be treated in confidence and not be disclosed to any third party unless the information is already in the public domain.

There must be no publicity by you regarding the project, the partner organizations, or the future award of any contract unless the partner organizations had given express written consent to the relevant communication.

Upon receipt of the proposals, the partner organizations will perform an evaluation of responses, with a view to selecting one or more tenderers to perform the services.

The partner organisations may, in their absolute discretion, require that you attend a meeting to discuss any aspect of your response.