

*Integrated Rural Tourism
Development Project*

INNOVATION CHALLENGE CALL GUIDELINE



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Glossary

Applicant	A company which submitted the Application to the Innovation Challenge Call
Application	The innovation project proposal submitted to the Innovation Challenge Call in a requested by organizers form and timely manner
Application 1	The form completed by the Applicant to describe the general project idea. Based on the Application 1, the potentially acceptable projects will be identified through an analysis and selection by the Working group.
Award Agreement	The Agreement between Innovator and UNDP governing the financial award and responsibilities of Parties.
Award	The amount of award received by the Innovator in order to perform the Project
Beneficiary	Any person, community or business that have benefits from the innovation challenge implemented projects in terms of income, assets or created values.
Bridge Network	A voluntary partnership framework of private companies and CSOs established in 2016 by UNDP to support and advance the sustainable rural tourism development in Armenia through multi-stakeholder engagement and collective actions. The network is comprised of tourism and advertising related companies. The mission of the Network is to enhance natural, cultural and business potential of rural destinations to generate socio-economic benefits for the local communities through introduction of competitive tourism products and services.
Business Plan	A formal statement of business goals, reasons they are attainable, and action plans for reaching them as well as financial indicators.
Innovator	The business which has been awarded and which signed Award Agreement.
Innovation Challenge Call (ICC)	The intervention component of the UNDP Armenia “Integrated Rural Tourism Development” Project
Intellectual Property (IP)	Intangible property related to the innovative idea, technology, design or concept, which can be legally treated and protected.
ICC Task Leader	The Task leader in charge of ICC implementation
ICC Working Group	The Committee in charge of the final selection of winning projects. The Committee will have one representative from each of these parties: UNDP, Tourism Committee, Ministry of Territorial Administration and Development, UITO and Bridge Network.



Operating Costs	Expenses associated with the maintenance and administration of a business on a day-to-day basis.
Project	The innovation project implemented by the Innovator according to the proposed Application and financed by ICC.
Project Budget	The total project budget of the innovation project, comprising the maximum 60% award and minimum 40% matching funds from other sources, submitted on the pre-defined form, as part of the full application.
Small and Medium Enterprise (SME)	Company with up to 250 permanent employees that has annual revenue less than 1500 mln AMD or balance sheet with less than 1000 mln. AMD for the last financial year.
Statement of intent	A cooperation agreement signed between two parties in areas of mutual concern to enhance the effectiveness of their development efforts or to provide a framework of collaboration.
Sustainability	The development that meets the needs of the present without compromising the ability of future generations to meet their own needs. In the tourism industry, sustainability is considered in terms of economic health, cultural health, local people's welfare, protection of natural resources, and visitor's satisfaction. Meanwhile, the term "sustainability" is referred to as a condition of tourism based on the principles of sustainable development, taking full account of its current and future economic, social, and environment impacts. Generally, sustainable development consists of three key development areas including economy, sociocultural and environment, and it has two levels: (1) planning and management to achieve key objectives and (2) particular actions and critical measures of the objectives.
Value Chain	A sequence of related activities or functions from provision of specific inputs for a particular product to primary production, transformation and marketing, up to the final sale of a particular product to the consumer. It also includes the set of operators performing different functions, viz; producers, processors, traders and distributors of a particular product linked by a series of business transactions through which the product passes from primary producers to end-consumers.



1 Basic Concept of Innovation Challenge Call

The Innovation Challenge Call is a Public Private Partnership co-funding project designed to involve private sector expertise and efficiency into the development of creative/innovative, commercially feasible and publicly beneficial products and services from the tourism value chain.

Innovation Challenge Call is a so-called Design-Build-Operate prized project where the private business is using community infrastructure, designs the idea, brings it to life and operates with a precondition to return used and rebuilt infrastructure to the community.

1.1 Innovation Challenge Call Objectives

Main objectives of the Innovation Challenge Call are:

- Create sustainable tourism development business model, which assumes that community owned unit/ property/ infrastructure/ assets will be operated by the third party to support local communities in generating income, diversifying the local economy, preserving culture, conserving the environment, and providing educational opportunities to the locals.
- Increase income level of rural inhabitants and involve them in the tourism business by supporting the community to thrive as a tourism destination by diversification of services and developing high quality products.
- Promote private sector investment and knowledge transfer.

1.2 Types of Innovation Projects Supported

- Community infrastructure development
- Community owned superstructure development/ renovation (museums, resorts, etc.)
- Development and operation of accommodations that will be owned by the community
- Provision of food services
- Development of attractions for the destination: natural; man made; cultural

Preference will be given to the ideas and companies that have real life expertise in the proposed project and intend to extend it geographically.

1.3. Types of Projects Non-funded

- Purchase of land;
- Purchase of real estate;
- Renovation/ design of non- communal/ private property;
- More than 40% of all operating costs¹.

1.4 Awards

UNDP Integrated Rural Tourism Development Project will cover up to 60% (not to exceed USD 20,000) of the total Project budget.

¹ Salaries of the project managers as well as travel expenses must be excluded.



The Applicant will secure co-funding of 40% from its own funds and/or from other sources. Acceptable co-funding includes company's own investment, private investors, loan financing and/or other private sector cash contributions. The total budget of the project should not exceed USD 50,000.

Please note that only expenditures accrued during the project in accordance with the Project Budget/ Action Plan and completed by the end of the project are eligible for financing.

Total award amount can be used for the below purposes in a provided distribution:

1. Design/ planning- maximum 10%
2. Build- maximum 60% (preference is given to the use of local resources)
3. Operate- at least 30% (trainings up to 30% of the purpose)

Important:

- Any amount exceeding the declared budget should be covered by the Applicant.
- Any amount surplusing declared budget can be used for another purpose with the project agreement.
- If the nature of the proposed project assumes other than above mentioned purposes, the budget should be discussed with the project separately.

1.5 Duration of the Project

The Project should be implemented within 6 (six) months from its launch. Project should guarantee at least five years' of sustainability.

1.6 Eligibility Criteria

The applicant must be:

- Any SME registered in Armenia (*including sole entrepreneurs*). However, preference will be given to "Bridge" Network Members, who can collaborate with other companies and private entrepreneurs².
- Financially stable with expertise in the field: have established management and operation systems and sufficient resources for successful implementation and execution of the suggested project.
- Meet legal requirements of convictions and crimes stated in the application form.

2 Application process

2.1 Instructions to the Application Process

Any legal entity registered in Armenia and "Bridge" Network Members should apply through the open call published on the UNDP web site www.am.undp.org following these rules:

² Any legally registered in Armenia company is free to apply for the network membership by sending a letter of Interest.



- a. Re-submission of modified applications of the first “Innovation challenge” is not allowed;
- b. Deadlines of application stages are to be strictly respected;
- c. Only complete applications will be considered for evaluation.
- d. Agreement with the head of the community (Statement of intent) where the idea should be implemented is mandatory³.

2.2 Project Application Documentation

2.2.1 First Stage

Filled and signed *Application 1* (Annex 1) and *Statement of Intent* (Annex 3) .

In the Application 1 you should describe the main idea behind the concept presented, description of the project as well as how it corresponds to the mission of the “Integrated rural tourism development program” including impact on the local community and living conditions of inhabitants. Evidence that the company has necessary knowledge and skills to implement planned activities in the scope of the new product and its commercialization should also been described in Application 1.

You should also submit initial written agreement with the head of the community (MOU with signature) where the project will be implemented.

2.2.2 Second Stage

At the second stage all initially selected applicants (4 applicants) should submit the required documents and develop financial and business plans in cooperation with UNDP ICC team for implementation of the suggested idea.

The list of required documents includes:

- Business Registration Certificate issued by Authority;
- Certificate of proof of lack of tax debt issued by Authority;
- Proof of own funds: company cash contribution available on the bank’s account, investment contract credit agreements with the banks or financial institutions, cash expected from the ongoing and future business operations and similar sources;
- Statement from Bank confirming the financial situation of all bank accounts, as well as loans, credit lines and obligations;
- All agreements with third parties directly related to the project, e.g. subcontracts.

³ Only agreement is enough.



2.3 Award Call

UNDP “Integrated Rural Tourism development” Project will provide co-funding resources, when the applicant invest 40% of the total submitted budget and implement all activities under this amount properly based on the business plan and budget developed with the UNDP ICC team. The award by UNDP should be used by the Applicant only for project implementation activities.

3 Project Evaluation and Selection Decision

3.1 Management and the Working Group

The management of the ICC is under the authority of UNDP Armenia “Integrated Rural Tourism Development” Program.

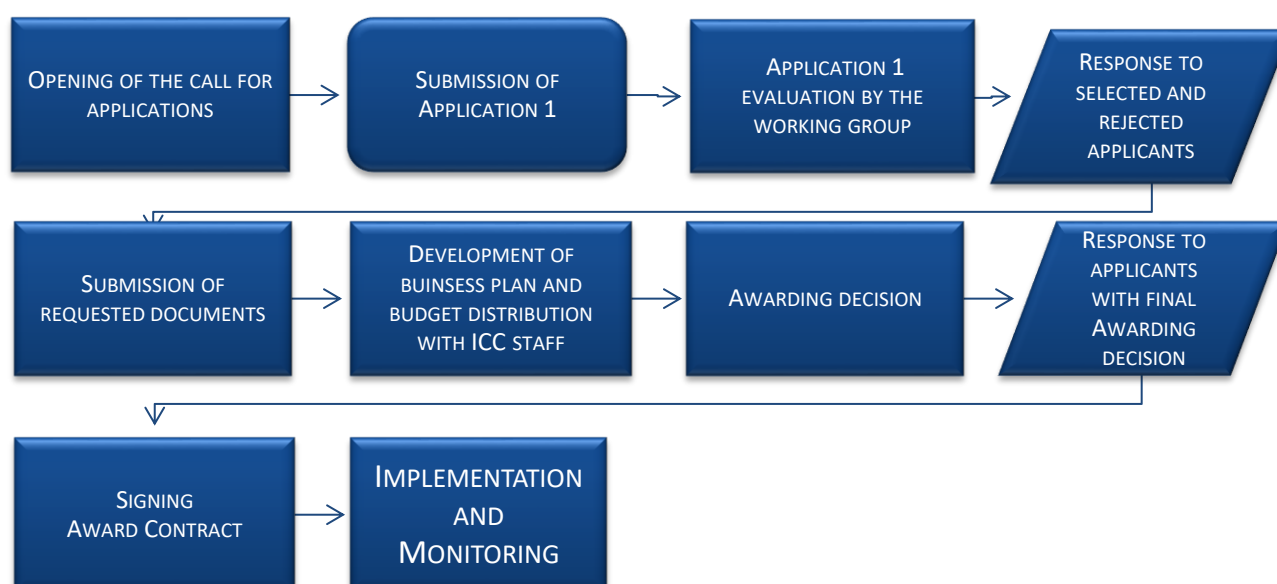
At the first stage the evaluation of presented ideas and selection will be made by the Working group that consists of UNDP, Tourism Committee, Ministry of Territorial Administration and Development, UITO (rotation based) and Bridge Network (rotation based) representatives. The Working group will select the best ideas to implement based on the criteria provided (Annex 2).

UNDP ICC staff will manage implementation and monitoring of the selected projects.



3.2 Evaluation and selection procedures

3.2.1 Evaluation and selection flowchart



3.2.2 Stage I: Eligibility Review and Application 1 Evaluation

After the deadline for the submission of the Applications, all electronically submitted Applications are reviewed based on the eligibility criteria and completeness. The eligibility criteria are stated in the Section 1.6. The purpose of the evaluation of the Application 1 is to identify potentially acceptable projects and its alignment with the “Integrated rural tourism development” program’s goals through analysis of project ideas.

The Working Group will make the evaluation of ideas stated in Application 1.

3.2.3 Stage II: Project Sustainability and Business Plan Development

Initially selected applicants will continue develop ideas and bring them into real businesses in a close collaboration with UNDP ICC staff. At this stage they will together develop business plans for the idea implementation and distribute the budget to stages. All applicants will also have to submit requested documents (2.2.2). If the Applicant fails to submit any of the documents (2.2.2), it will be excluded from ICC automatically.

Please note that if in the process of bringing the idea into life winning applicants demonstrate lack of expertise, miscommunication, inability to implement the action plan or insufficiency of financial resources UNDP “Integrated rural tourism development” program will respite funding of the future steps.



As a result, the applicant with the next highest score will be announced as a winner.

3.3 Award Contract

The decision for awarding is made by the Working Group at the 1st stage and approved by UNDP Armenia at the 2nd stage. Three applicants with highest performance will be announced winners and receive awarding.

Following the decision to award the prizes, the Applicants will be offered to sign the Award Contract.

4 Projects Implementation, Monitoring and Termination

4.1 Implementation

After business plan development, award decision and signing the contract the winner and ICC staff will start implementation of the initiative immediately. The Beneficiary shall use the financial award in accordance with the Project Budget and provisions of Award Agreement and shall prepare financial statements in accordance with consistently applied accounting standards (provided by the ICC staff).

The Beneficiary is required to implement the project in accordance with the Business plan. Any significant deviation from the Business plan requires prior written consent of UNDP.

4.2 Disbursement

The Beneficiary will open a dedicated bank account for the project where funds are transferred from UNDP. The disbursement amount will cover up to \$ 20.000 (60% of the Project Budget). However, prior to the disbursement, the Beneficiary must submit a bank account statement showing that the Beneficiary has deposited a minimum of forty percent (40%) of the total amount of funds requested for the particular installment onto the dedicated bank account. Only after investing 40% of the owned funding and submitting proves the beneficiary will receive the award of maximum \$20.000. Please note that amount will be transferred gradually, in correspondence with the budget and after monitoring results of each phase.

In the case the Beneficiary fails to perform any of its obligations under the Award Agreement, UNDP shall be under no obligation to issue any further payment upon termination of this Award Agreement, and may, at its sole discretion, require that all or any part of the payments made by UNDP to the Beneficiary be repaid back to UNDP (4.4).

4.3 Monitoring of the Projects

The Monitoring of the project requires tracking, reviewing, and analyzing the progress and performance at regular basis to identify variances from the project plan. The purpose of the monitoring is:

- to monitor the ongoing project activities against the project plan and the project performance measurement baseline;



- to assure that financial expenditures are in accordance with the Project Budget for the given period;
- to control changes and recommending corrective or preventive actions in anticipation of possible problems.

Methods of monitoring include review of submitted progress reports and on-site monitoring visits. The Beneficiary must deliver progress reports on the implementation of the Project that should correspond to the confirmed action plan.

4.3.1 Monitoring Procedures

Upon review and approval of the progress reports by UNDP Armenia “Integrated Rural Tourism Development” Project Management Team, the project financing for the next stage will be disbursed (templates for reporting will be provided by ICC staff).

Progress and financial reports should be accompanied with copies of invoices and bank account statements relevant for previous period. Bank account statements should show all relevant transactions related to submit invoices if the transactions are made through bank- transfers. ICC team can consider other type of proves (photos, tangible assets) for monitoring as well.

Any changes to the project (e.g. regarding project implementation, timelines, project budget, deliverables, project staff, etc.) should be communicated to UNDP Armenia “Integrated Rural Tourism Development” Project Management Team in writing, as they require in the written consent.

4.4 Termination of the Award Contract

1. The Beneficiary represents and warrants the accuracy of any information or data provided to UNDP for the purpose of entering into this Award Contract. This is a material term, the breach of which shall be considered grounds for immediate termination of the Award Contract.
2. The Beneficiary shall not assign or transfer, or cause to be assigned or transferred, whether actually or as a result of a take-over, merger, change of corporate ownership or control, or other change in identity or character of the Beneficiary, this Award Contract or any part, share or interest therein. Any such assignment or transfer shall be considered as a cause for termination the contract.
3. UNDP may, without prejudice to any other right or remedy available to it, terminate the Award Contract if the Beneficiary is adjudged bankrupt, or is liquidated, or becomes insolvent, or applies for a moratorium or stay on any payment or repayment obligations, or applies to be declared insolvent;

In the event of any termination of the Award Contract, upon receipt of notice of termination that has been issued by UNDP, the Beneficiary shall:

1. take immediate steps to bring the performance of any obligations under the Award Contract to a close in a prompt and orderly manner, and in doing so, reduce expenses to a minimum;
2. refrain from undertaking any further or additional commitments under the Award Contract as of and following the date of receipt of such notice;



3. place no further subcontracts or orders for materials, services, or facilities, except as UNDP and the Beneficiary agree in writing are necessary to complete any portion of the Award Contract that is not terminated;
4. terminate all subcontracts or orders to the extent they relate to the portion of the Award Contract terminated;
5. transfer title and deliver to UNDP the fabricated or un-fabricated parts, work in process, completed work, supplies, and other material produced or acquired for the portion of the Award Contract terminated;
6. deliver all completed or partially completed plans, drawings, information, and other property that, if the Award Contract had been completed, would be required to be furnished to UNDP thereunder;
7. complete performance of the work not terminated;
8. take any other action that may be necessary, or that UNDP may direct in writing, for the minimization of losses and for the protection and preservation of any property, whether tangible or intangible, related to the Award Contract;
9. return any unused funds to UNDP, if applicable.



Annex 1. Application 1

A. INFORMATION ON THE APPLICANT

A1. GENERAL INFO ON THE APPLICANT

Name of applicant company:	
Legal Type:	<div>PE <input type="checkbox"/></div> <div>Ltd/ LLC <input type="checkbox"/></div> <div>CJSC <input type="checkbox"/></div> <div>OJSC <input type="checkbox"/></div>
Legal address:	
Business address:	
Founding date of the company (MM/YY):	
Supervisor of the company (name, surname, phone, email):	
Person responsible for the project: (name, surname, position, phone, email)	

A2. GENERAL INFO ON THE PARTNER COMPANY IF ANY.

Please note that you can apply to the ICC with a partner company that can be a subinvestor, implementor, service provider, etc.

Name of partner company:	
Legal Type:	<div>PE <input type="checkbox"/></div> <div>Ltd/ LLC <input type="checkbox"/></div> <div>CJSC <input type="checkbox"/></div> <div>OJSC <input type="checkbox"/></div>
Address:	
Founding date of the company (MM/YY):	
Supervisor of partner company (name, surname, phone, email):	
Person responsible for the project: (name, surname, position, phone, email)	

B. INFORMATION ON THE PROJECT



B1. Project title:

Enter the full name of the project that you propose to fund and which can be made public.

B2. Project location:

Enter the name of Marz, village or the community that the village belongs to where you propose to implement the project (list is attached).

B3. Project start and end dates:

Enter the possible realistic start and end dates of the proposed project stated in the application. Please also mention when the project can be officially launched.

B5. Project description:

Provide description of the project indicating main idea, the final product/ tour product, expected results. Please describe in details, how you see its operations and sustainability.

Max 4,500 characters (1 page)

B6. Project objective 1: Community Development

Describe your proposed project's objectives and explain how your proposed project will meet the UNDP "Integrated Rural Tourism Development" project main goal to create sustainable tourism development business model, which assumes that community owned unit/ property/ infrastructure/ assets will be operated by the third party to support local communities in generating income, diversifying the local economy, preserving culture, conserving the environment, and providing educational opportunities to the locals.

Max 2.500 characters (1/2 page)



B7. Project objective 2- Beneficiaries

Please list who will benefit from the project implementation (rural inhabitants, communities, businesses, others). Indicate how the rural residence will benefit from project with number of jobs created and the amount of income generated, number of people trained, new business entities established, etc.

Max 2.500 characters (1/2 page)

B8. Project Budget

Estimation funds needed for implementation of the project:

The total amount requested*	USD	%
Owned amount	USD	%
Loans	USD	%
Other sources (investment of partners, etc). Please specify.	USD	%
Total Project Amount	USD	100%

* The ICC finances up to 60% of total eligible project costs (up to 20,000 USD).
Applicants should provide 40% of funds from its own resources.



C. STATEMENT OF THE APPLICANT

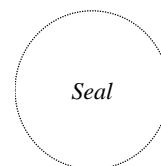
This statement confirms that the Applicant:

1. Under the full moral and material responsibility claims that all factual data and information which are in the Concept Note are true and complete.
2. That there are no legal or administrative procedures against Applicant, that there is not initiated any court proceedings against the Applicants, its individual owners or director(s).
3. Is willing to give all necessary additional information and documents for the purpose of the evaluation of the project.
4. Has consent that the data disclosed may be stored by the UNDP, but processed solely for the purpose of the project implementation, as well as to be used as the statistical data (without any technical details about the business or technology data).
5. Has consent that the basic information about the Applicant – name and address of the company are publicly available and that some information provided will be used for promotional goals.
6. Is familiar with all the elements of the application documentation which is relevant to understanding of the Applicant's rights and obligations with regard to the process of evaluation and selection of projects.
7. Has willingness to respect the integrity of the evaluators and will not try to influence any person who participates in the evaluation of the project.
8. Has consent that on the decision on dismissal or rejection of the project in the stage of preliminary application do not have the right to appeal.
9. Is ready in case of a positive evaluation of the Concept Note to prepare the Full Application according to the Operational Manual.
10. Is willing to finance the part of the Project with their own resources.
11. The Applicant and individual owners have not been convicted for crimes connected to business operations.

Date: _____

Applicant company's supervisor's signature

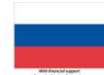
[Name/Surname, Title]





Annex 2: Application 1 Evaluation Grid

<i>Criteria</i>	<i>Explanation</i>	<i>Points</i>
IDEAS EVALUATION		
Degree of innovation	The innovation/ idea is built on the completely new idea and/or latest technological developments, is new regionally or locally and will lead to high demanded new product, process and service on the market.	0-5
Impact of innovation	A regional impact could be expected from the results of the project, it could be deployed in the domestic market with an important impact.	0 – 5
CORRESPONDENCE TO THE UNDP PROGRAM'S GOALS		
Impact on the community	Community owned infrastructure would be developed or improved to generate additional income for the community members, diversify the local economy and provide educational opportunities to the locals.	0 – 5
Impact of the program on local inhabitants	The program will highly impact rural residence with new business entities established, income generated, new jobs created and number of people trained/ educated.	0-5
EXPERTISE OF THE APPLICANT		
Expertise	The applicant has enough expertise in the field or related fields where it is going to implement the project with already established businesses. In addition, the applicant has a partner who is specialized in the suggested area of activity and they are going to operate the project together.	0 – 5
FINANCIAL EVALUATION		
Project cost feasibility	Types of expenses and their amounts fully meet the needs of the project implementation. The total development costs are realistic given the duration and don't exceed USD 50.000	0- 5



Annex 3: Statement of Intent

STATEMENT OF INTENT BETWEEN ----- (PARTNER 1) AND ----- ----(PARTNER 2)

This *Statement of Intent* (hereinafter: “*SoI*”) is concluded between ----- (hereinafter: “the Village Municipality”) and-----, hereinafter jointly referred to as the “the Signatories”.

The **Signatories** wish to cooperate in areas of mutual concern to enhance the effectiveness of their development efforts.

The **Signatories** recognize the importance of providing a framework of cooperation and facilitate mutual collaboration, on a non-exclusive basis, in areas of common interest.

The **Signatories** agree to work together in the future on the basis of mutual trust and in the spirit of friendly cooperation.

The **Signatories** define that the main objectives of the present cooperation are -----.

The **Village Municipality** within the scope of collaboration commitments will:

(Please list)

The **Signatories** agree on the following:

- Each **Signatory** shall be responsible for management of its acts and omissions in connection with this *SoI* and its implementation.
- During at least five years after the Project’s close-out, UNDP will have the right to monitor proper operation and maintenance of the object of cooperation.

The **Signatories** will explore possibilities to enter into a future collaboration in order to establish their partnership.

The **Signatories** recognize that this *SoI* is strictly limited to the scope described here above and does not entail any further commitments on either Signatories.

ՄՏԱԴՐՈՒԹՅՈՒՆՆԵՐԻ ՄԱՍԻՆ ՀՈՒՇԱԳԻՐ ---- (Կողմ 1) և ----- (Կողմ 2) համայնքի համայնքապետարանի միջև

Մտադրությունների մասին սույն հուշագիրը (այսուհետև՝ «Հուշագիրը») ստորագրվում է ----- **համայնքապետարանի** (այսուհետև՝ «Համայնքապետարանի») և ----- **(կազմակերպության անվանում)** միջև, համատեղ այսուհետև՝ «Ստորագրողները»:

Ստորագրողները ցանկանում են համագործակցել՝ ընդհանուր շահերի ոլորտներում զարգացմանը միտված իրենց ջանքերի արդյունավետությունը բարձրացնելու նպատակով:

Ստորագրողները կարևորում են Կողմերի համագործակցության շրջանակի սահմանում և Կողմերի փոխգործակցությունը ընդհանուր նպատակների շրջանակներում, ոչ բացառիկ հիմունքներով:

Ստորագրողները համաձայնվում են աշխատել միասին՝ փոխադարձ վստահության և համագործակցության ակնկալիքով:

Ստորագրողները սահմանում են, որ սույն համագործակցության հիմնական նպատակն է -----:

Կողմ 1-ը պարտավորվում է իրականացնել (թվարկեք գործունեության տեսակները):

Համայնքապետարանն համագործակցության շրջանակներում պարտավորվում է իրականացնել հետևյալը (թվարկեք գործունեության տեսակները):

Ստորագրողները համաձայնվում են հետևյալի մասին.

- Յուրաքանչյուր Ստորագրող Կողմը պատասխանատու է սույն Հուշագրի և դրա իրագործման հետ կապված իր գործողությունների ու բացթողումների համար:
- Ծրագրի ավարտից հետո առնվազն հինգ տարվա ընթացքում ՄԱԶԾ իրավասու է հսկել սույն Հուշագրի շրջանակներում ստացված վերջնական արդյունքը:

Ստորագրողները դիտարկում են հետագա համագործակցության հնարավորությունները՝ գործընկերությունը հաստատելու նպատակով:

Ստորագրողները ընդունում են սույն Հուշագրի սահմանափակ լինելը վերը ներկայացրած շրջանակներում և այն, որ Հուշագիրը Կողմերի համար հետագա լրացուցիչ պարտավորություն չի առաջացնելու:



Done in Yerevan, 2018

Ստորագրված է Երևանում 2018թ.

For the ----- (Partner 1):

Name of the representative

Position

----- (կողմ 1) կողմից՝

Ներկայացուցչի անունը

Պաշտոնը

For the ----- (Partner 2):

Name of the representative

Position

----- (կողմ 2) կողմից՝

Ներկայացուցչի անունը

Պաշտոնը
