



REQUEST FOR PROPOSAL

PROVISION OF CONSULTANCY SERVICES FOR THE DEVELOPMENT OF STRATEGIC INVESTMENT PLANS

RFP No. : UNDP-TUR-RFP(GTWDP)-2018/10

Project : Göksu Taşeli Watershed Development Project (GTWDP)

Country: TURKEY

Issued on : 7 September 2018

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Section 1. Letter of Invitation

The Government of the Republic of Turkey jointly with the International Fund for Agricultural Development have entered into an agreement to finance the realisation of the Göksu Taşeli Watershed Development Project (GTWDP) and intend to apply part of the proceeds of this financing for realisation of the project.

The United Nations Development Programme (UNDP) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the above-referenced subject.

This RFP includes the following documents and the General Terms and Conditions of Contract which is inserted in the Bid Data Sheet (BDS):

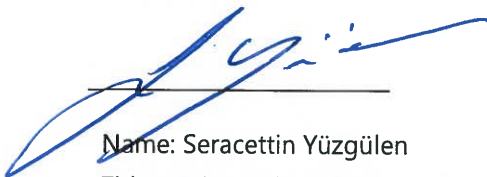
- Section 1: This Letter of Invitation
- Section 2: Instruction to Bidders
- Section 3: Bid Data Sheet (BDS)
- Section 4: Evaluation Criteria
- Section 5: Terms of Reference
- Section 6: Returnable Bidding Forms
 - o Form A: Technical Proposal Submission Form
 - o Form B: Bidder Information Form
 - o Form C: Joint Venture/Consortium/Association Information Form
 - o Form D: Qualification Form
 - o Form E: Format of Technical Proposal
 - o Form F: Financial Proposal Submission Form
 - o Form G: Financial Proposal Form

If you are interested in submitting a Proposal in response to this RFP, please prepare your Proposal in accordance with the requirements and procedure as set out in this RFP and submit it by the Deadline for Submission of Proposals set out in Bid Data Sheet.

Please acknowledge receipt of this RFP by sending an email to tr.procurement@undp.org, indicating whether you intend to submit a Proposal or otherwise. You may also utilize the "Accept Invitation" function in e-Tendering system, where applicable. This will enable you to receive amendments or updates to the RFP. Should you require further clarifications, kindly communicate with the contact person/s identified in the attached Bid Data Sheet as the focal point for queries on this RFP.

UNDP looks forward to receiving your Proposal and thank you in advance for your interest in UNDP procurement opportunities.

Issued by:



Name: Seracettin Yüzgülen

Title: Project Administrator

Date: **September 7, 2018**

Approved by:



Name: Sukhrob Khojimatov

Title: Deputy Country Director

Date: **September 7, 2018**

Section 2. Instruction to Bidders

A. GENERAL PROVISIONS	
1. Introduction	<p>1.1 Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</p> <p>1.2 Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.</p> <p>1.3 As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (www.ungm.org). The Bidder may still submit a bid even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.</p>
2. Fraud & Corruption, Gifts and Hospitality	<p>2.1 UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti</p> <p>2.2 Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p>2.3 In pursuance of this policy, UNDP (a) Shall reject a proposal if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question; (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.</p> <p>2.4 All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at http://www.un.org/depts/ptd/pdf/conduct_english.pdf</p>
3. Eligibility	<p>3.1 A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to UNDP whether they are subject to any sanction or temporary suspension imposed by these organizations.</p> <p>3.2 It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.</p>

4. Conflict of Interests	<p>4.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:</p> <ul style="list-style-type: none"> a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process; b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP. <p>4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP's confirmation on whether or not such a conflict exists.</p> <p>4.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:</p> <ul style="list-style-type: none"> a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices. <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</p> <p>4.4 The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.</p>
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B. PREPARATION OF PROPOSALS

5. General Considerations	<p>5.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p> <p>5.2 The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNDP</p>
6. Cost of Preparation of Proposal	<p>6.1 The Bidder shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNDP shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.</p>
7. Language	<p>7.1 The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNDP, shall be written in the language (s) specified in the BDS.</p>
8. Documents	<p>8.1 The Proposal shall comprise of the following documents:</p>

Comprising the Proposal	<ul style="list-style-type: none"> a) Documents Establishing the Eligibility and Qualifications of the Bidder; b) Technical Proposal; c) Financial Proposal; d) Proposal Security, if required by BDS; e) Any attachments and/or appendices to the Proposal.
9. Documents Establishing the Eligibility and Qualifications of the Bidder	<p>9.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to UNDP's satisfaction.</p>
10. Technical Proposal Format and Content	<p>10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.</p> <p>10.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.</p> <p>10.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNDP, and at no expense to UNDP</p> <p>10.4 When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the UNDP. Unless otherwise specified, such training as well as training materials shall be provided in the language of the Bid as specified in the BDS.</p>
11. Financial Proposals	<p>11.1 The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs.</p> <p>11.2 Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.</p> <p>11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.</p>
12. Proposal Security	<p>12.1 A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal.</p> <p>12.2 The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected.</p> <p>12.3 If the Proposal Security amount or its validity period is found to be less than what is required by UNDP, UNDP shall reject the Proposal.</p> <p>12.4 In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the Bid Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in BDS.</p> <p>12.5 The Proposal Security may be forfeited by UNDP, and the Proposal rejected, in the event of any one or combination, of the following conditions:</p> <ul style="list-style-type: none"> a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or; b) In the event that the successful Bidder fails:

	<p>i. to sign the Contract after UNDP has issued an award; or</p> <p>12.6 to furnish the Performance Security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.</p>
13. Currencies	<p>13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <p>a) UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and</p> <p>b) In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.</p>
14. Joint Venture, Consortium or Association	<p>14.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p> <p>14.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>14.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p> <p>14.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>14.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <p>a) Those that were undertaken together by the JV, Consortium or Association; and</p> <p>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</p> <p>14.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>14.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.</p>

15. Only One Proposal	<p>15.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p> <p>15.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> a) they have at least one controlling partner, director or shareholder in common; or b) any one of them receive or have received any direct or indirect subsidy from the other/s; or c) they have the same legal representative for purposes of this RFP; or d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process; e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or f) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.
16. Proposal Validity Period	<p>16.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive.</p> <p>16.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.</p>
17. Extension of Proposal Validity Period	<p>17.1 In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.</p> <p>17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>17.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.</p>
18. Clarification of Proposal	<p>18.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.</p> <p>18.2 UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>18.3 UNDP shall endeavour to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.</p>
19. Amendment of Proposals	<p>19.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.</p>

	19.2 If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.
20. Alternative Proposals	<p>20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
21. Pre-Bid Conference	21.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.
C. SUBMISSION AND OPENING OF PROPOSALS	
22. Submission	<p>22.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.</p> <p>22.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.</p> <p>22.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions.</p>
Hard copy (manual) submission	<p>22.4 Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:</p> <ul style="list-style-type: none"> a) The signed Proposal shall be marked "Original", and its copies marked "Copy" as appropriate. The number of copies is indicated in the BDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail. b) The Technical Proposal and the Financial Proposal envelopes MUST BE COMPLETELY SEPARATE and each of them must be submitted sealed individually and clearly marked on the outside as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each envelope SHALL clearly indicate the name of the Bidder. The outer envelopes shall: <ul style="list-style-type: none"> i. Bear the name and address of the bidder; ii. Be addressed to UNDP as specified in the BDS

	<p>iii. Bear a warning that states <i>"Not to be opened before the time and date for proposal opening"</i> as specified in the BDS.</p> <p>If the envelopes and packages with the Proposal are not sealed and marked as required, UNDP shall assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p> <p>Email Submission</p> <p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. The financial proposal shall be encrypted with different passwords and clearly labelled. The files must be sent to the dedicated email address specified in the BDS. c) The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected. <p>e-Tendering submission</p> <p>22.6 Electronic submission through e-Tendering, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. d) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected. c) Documents which are required to be in original form (e.g. Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS. d) Detailed instructions on how to submit, modify or cancel a bid in the e-Tendering system are provided in the e-Tendering system Bidder User Guide and Instructional videos available on this link: http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/
<p>23. Deadline for Submission of Proposals and Late Proposals</p>	<p>23.1 Complete Proposals must be received by UNDP in the manner, and no later than the date and time, specified in the BDS. UNDP shall only recognize the date and time that the bid was received by UNDP</p> <p>23.2 UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p>
<p>24. Withdrawal, Substitution, and Modification of Proposals</p>	<p>24.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p> <p>24.2 Manual and Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to UNDP, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of</p>

	<p>Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as "WITHDRAWAL," "SUBSTITUTION," or "MODIFICATION"</p> <p>24.3 E-Tendering: A Bidder may withdraw, substitute or modify its Proposal by Cancelling, Editing, and re-submitting the proposal directly in the system. It is the responsibility of the Bidder to properly follow the system instructions, duly edit and submit a substitution or modification of the Proposal as needed. Detailed instructions on how to cancel or modify a Proposal directly in the system are provided in Bidder User Guide and Instructional videos.</p> <p>24.4 Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has been opened</p>
25. Proposal Opening	<p>25.1 There is no public bid opening for RFPs. UNDP shall open the Proposals in the presence of an ad-hoc committee formed by UNDP, consisting of at least two (2) members. In the case of e-Tendering submission, bidders will receive an automatic notification once their proposal is opened.</p>
D. EVALUATION OF PROPOSALS	
26. Confidentiality	<p>26.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>26.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.</p>
27. Evaluation of Proposals	<p>27.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p> <p>27.2 Evaluation of proposals is made of the following steps:</p> <ol style="list-style-type: none"> Preliminary Examination Minimum Eligibility and Qualification (if pre-qualification is not done) Evaluation of Technical Proposals Evaluation of Financial Proposals
28. Preliminary Examination	<p>28.1 UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.</p>
29. Evaluation of Eligibility and Qualification	<p>29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>29.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ol style="list-style-type: none"> They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's ineligible vendors' list; They have a good financial standing and have access to adequate financial

	<p>resources to perform the contract and all existing commercial commitments,</p> <p>c) They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required;</p> <p>d) They are able to comply fully with UNDP General Terms and Conditions of Contract;</p> <p>e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and</p> <p>f) They have a record of timely and satisfactory performance with their clients.</p>
30. Evaluation of Technical and Financial Proposals	<p>30.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the bid document where required.</p> <p>30.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive.</p> <p>30.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.</p> <p>30.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p>TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p>FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p>Combined Score = (TP Rating) x (Weight of TP, 70%) + (FP Rating) x (Weight of FP, 30%)</p> </div>
31. Due Diligence	<p>31.1 UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the</p>

	<p>following:</p> <ul style="list-style-type: none"> a) Verification of accuracy, correctness and authenticity of information provided by the Bidder; b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team; c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder; d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary; e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder; f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.
32. Clarification of Proposals	<p>32.1 To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.</p> <p>32.2 UNDP's request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP.</p> <p>32.3 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.</p>
33. Responsiveness of Proposal	<p>33.1 UNDP's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.</p> <p>33.2 If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.</p>
34. Nonconformities, Reparable Errors and Omissions	<p>34.1 Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.</p> <p>34.2 UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.</p> <p>34.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected; b) if there is an error in a total corresponding to the addition or subtraction

	<p>of subtotals, the subtotals shall prevail and the total shall be corrected; and</p> <p>c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail.</p> <p>34.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
E. AWARD OF CONTRACT	
35. Right to Accept, Reject, Any or All Proposals	35.1 UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
36. Award Criteria	36.1 Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
37. Debriefing	37.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.
38. Right to Vary Requirements at the Time of Award	38.1 At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.
39. Contract Signature	39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.
40. Contract Type and General Terms and Conditions	40.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
41. Performance Security	41.1 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP POPP DOCUMENT LIBRARY/Public/PSU Solicitation Performance%20Guarantee%20Form.docx&action=default within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the performance security by UNDP shall be a condition for rendering the contract effective.
42. Bank Guarantee for Advanced Payment	42.1 Except when the interests of UNDP so require, it is UNDP's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at

	https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&action=default
43. Liquidated Damages	43.1 If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.
44. Payment Provisions	44.1 Payment will be made only upon UNDP's acceptance of the work performed. The terms of payment shall be within thirty (30) days, after receipt of invoice and certification of acceptance of work issued by the proper authority in UNDP with direct supervision of the Contractor. Payment will be effected by bank transfer in the currency of contract.
45. Vendor Protest	<p>45.1 UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures:</p> <p>http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html</p>
46. Other Provisions	<p>46.1 In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar services, UNDP shall be entitled to same lower price. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.2 UNDP is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.3 The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15 http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer</p>

Section 3. Bid Data Sheet

The following data for the services to be procured shall complement, supplement, or amend the provisions in the Request for Proposals. In the case of a conflict between the Instructions to Bidders, the Data Sheet, and other annexes or references attached to the Data Sheet, the provisions in the Data Sheet shall prevail.

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	Will not be conducted
5	16	Proposal Validity Period	60 days following deadline for submission of Proposals
6	12	Proposal Security	Not Required
7	42	Advanced Payment upon signing of contract	Not Allowed
8	43	Liquidated Damages	Will not be imposed
9	41	Performance Security	Required in the amount of 10% of the contract amount in the form of Bank Guarantee which will be provided to the successful Proposer along with the Award Letter. The Performance Security will only be released upon the approval of all deliverables that were planned, within the pre-defined timeframes.
10	13	Currency of Proposal	Local currency Turkish Liras (TRY) In case a vendor established and operating outside Turkey is to be awarded a Contract by UNDP, the payments shall be effected in USD through conversion of the TRY amount by the official UN exchange rate at the date of payment.

11	18 and 19	Deadline for submitting requests for clarifications/ questions	3 days before the submission deadline
12	18 and 19	Contact Details for submitting clarifications/questions	<p>Focal Person in UNDP: Seracettin Yüzgülen Address: UNDP Turkey CO, Yıldız Kule, Yukarı Dikmen Mahallesi, Turan Güneş Bulvarı, No:106, 06550, Çankaya, Ankara/Turkey E-mail address: tr.procurement@undp.org</p> <p>UNDP shall respond only to inquiries sent to the attention of focal person through above e-mail address. In case requests for clarification/questions are sent to UNDP through other means without the name of the focal person, UNDP shall not be responsible.</p>
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Direct communication to prospective Proposers by email and Posting on the websites 1) tr.undp.org 2)www.un.org.tr 3)www.ungm.org 4)www.devbusiness.com 5)www.undp.org
14	23	Deadline for physical submission of the Proposals to UNDP Premises at Yıldız Kule	28 September 2018 17:30 (GMT+3)
14	22	Allowable Manner of Submitting Proposals	Courier/Hand Delivery
15	22	Proposal Submission Address	Yıldız Kule, 16 th Floor, Yukarı Dikmen Mahallesi, Turan Güneş Bulvarı, No:106, 06550, Çankaya, Ankara/Turkey <u>REF: UNDP-TUR-RFP(GTWDP)-2018/10</u>
16	22	Electronic submission (email or e-Tendering) requirements	Not Allowed
17	27 36	Evaluation Method for the Award of Contract	<p>1. Meeting the PASS/FAIL CRITERIA.</p> <p>2. Combined Scoring Method, using the 70% -30% distribution for technical and financial proposals respectively.</p> <p>For a Proposer to be determined as "technically qualified", that Proposer should secure at least 70% of total maximum attainable technical score.</p> <p>At the end of the above described evaluation process, the technically qualified Proposers shall be identified and ranked according to their combined scores (technical+financial). The</p>

			Proposer which secures the highest combined score shall be considered for contract award.
18		Expected date for commencement of Contract	<i>October 12, 2018</i>
19		Maximum expected duration of contract	4 Months
20	36	UNDP will award the contract to:	One Proposer Only
21	40	Type of Contract	Purchase Order and Contract for Goods and Services for UNDP http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
22	40	UNDP Contract Terms and Conditions that will apply	UNDP General Terms and Conditions for Mixed Goods and Services http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
24		PASS/FAIL: Required Documents that should be submitted to establish Eligibility of Proposers.	<p>Certificate of Registration of the business which proves that the bidder has been legally established before 2015 including Articles of Incorporation, that demonstrates the year of establishment of the business, articles of association, shareholders etc. (In Turkey, this corresponds to the Trade Registry Gazette if the business as updated/revised its articles of association and/or the shareholders, the trade registry gazette(s) that demonstrate(s) the most updated information on these matters should be provided as well).</p> <p>At least two (2) Statement of Satisfactory Performance / Reference Letters signed by the top clients in terms of Contract Value in the past 3 years for the similar assignments* (2015, 2016 and 2017). Work completion certificates/letters should be originally signed. No alternative documents (such as contract copies, invoices, etc.) will be accepted instead of work completion letters.</p> <p>*Similar assignments; at least two value chain gap analysis and/or supply chain analysis and/or stakeholder mapping and/or analysis and/or feasibility /due diligence analysis and/or development of strategic investment programmes and/or in agriculture or agro-base industry.</p>
25		Payment Conditions	<p>The contractor will receive payments on deliverable basis as stipulated in Section I of the ToR.</p> <p>In order for a deliverable to be accepted by UNDP, all relevant tasks listed in the ToR must be completed successfully by the Contractor to the satisfaction of UNDP.</p> <p>In case of non-acceptance by UNDP of a deliverable (due to incompliance with the ToR), the Contractor shall not be entitled to receive any amount from UNDP even if it invests time and human resources.</p>

26	14	Other Information Related to the RFP	JVs/Consortiums/Associations are not eligible to submit proposals in response to this RFP.
27		Tax Exemption	UN and its subsidiary organs are exempt from all taxes. Therefore, Proposers shall prepare their Financial Proposals, excluding VAT. It is the Proposer's responsibility to learn from relevant authorities (Ministry of Finance) and/or to review/confirm published procedures and to consult with a certified financial consultant as needed, to confirm the scope and procedures of VAT exemption application as per VAT Law and Ministry of Finance's Communiqués. The Contractor to be selected cannot be entitled to receive any amount over its Proposal price in relation to VAT. Overall contract amount to be paid to the Contractor shall not exceed the offered total price..

Section 4. Evaluation Criteria

Preliminary Examination Criteria

Proposals will be examined to determine whether they are complete and submitted in accordance with RFP requirements as per below criteria on a Yes/No basis:

- Appropriate signatures
- Power of Attorney
- Minimum documents provided
- Technical and Financial Proposals submitted separately
- Bid Validity

Minimum Eligibility and Qualification Criteria

Eligibility and Qualification will be evaluated on Pass/Fail basis.

If the Proposal is submitted as a Joint Venture/Consortium/Association, each member should meet minimum criteria, unless otherwise specified in the criterion.

Subject	Criteria	Document Submission requirement
ELIGIBILITY		
Legal Status	Vendor is a legally registered entity. Copy of the Certificate of Registration of the business, including Articles of Incorporation, or equivalent document if Bidder is not a corporation (UNDP reserves the right to request original or notarized copies of the listed documents at any phase during the evaluation process.)	Form B: Bidder Information Form
Eligibility	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with RFP clause 3, Section 2.	Form A: Technical Proposal Submission Form
Conflict of Interest	No conflicts of interest in accordance with RFP clause 4, Section 2.	Form A: Technical Proposal Submission Form
Bankruptcy	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
	<ul style="list-style-type: none"> ▪ Any official document demonstrates that the Proposer is operational at the time of the submission of the Proposal (Proposers registered in Turkey shall submit the document obtained from Chamber of Commerce). ▪ Power of Attorney (required in case the proposal signed by a person who is not clearly identified as the authorized representative of the Proposer in the Certificate of Registration document). 	

	<ul style="list-style-type: none"> ▪ Official Letter of Appointment (required if the proposal is signed by another person who is not indicated in the registration document or power of attorney). ▪ Tax Registration/Payment certificate issued by the Internal Revenue Authority evidencing that the Proposer is updated with its tax payment obligations, or certificate of tax exemption, if any such privilege is enjoyed by the Proposer. 	
QUALIFICATION		
History of Non-Performing Contracts¹	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
Litigation History	No consistent history of court/arbitral award decisions against the Proposer for the last 3 years.	Form D: Qualification Form
Previous Experience	Minimum 3 years of relevant experience.	Form D: Qualification Form
	<p>Minimum 2 contracts* of similar value, nature and complexity implemented over the last 3 years.</p> <p>(*At least two (2) Statement of Satisfactory Performance / reference letters signed by the top clients in terms of Contract Value in the past 3 years for the relevant assignments (2015, 2016 and 2017). Documents without stamp and signature of the clients or any alternative documents (such as contract copies, etc.) that do not represent any information regarding the performance of the Proposer will not be considered.)</p>	Form D: Qualification Form
Financial Standing	<p>Have an average annual turnover equal to or higher than TRY 350.000 for the last 3 years (2015, 2016, and 2017)</p> <p>Have an average current ratio (current assets/current liabilities) equal to or higher than 1 (one) for 2015, 2016 and 2017.</p> <p>The above mentioned financial statements shall be certified by independent auditors/public accountants reflecting proposer's financial soundness.</p>	Form D: Qualification Form
	Proposer must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability.	Form D: Qualification Form

¹ Non-performance, as decided by UNDP, shall include all contracts where (a) non-performance was not challenged by the contractor, including through referral to the dispute resolution mechanism under the respective contract, and (b) contracts that were so challenged but fully settled against the contractor. Non-performance shall not include contracts where Employers decision was overruled by the dispute resolution mechanism. Non-performance must be based on all information on fully settled disputes or litigation, i.e. dispute or litigation that has been resolved in accordance with the dispute resolution mechanism under the respective contract and where all appeal instances available to the Bidder have been exhausted.

Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Proposer's qualification, capacity and experience	200
2.	Proposed Methodology, Approach and Implementation Plan	400
3.	Management Structure and Key Personnel	400
	Total	1000
Section 1. Proposer's qualification, capacity and experience		Points obtainable
1.1	<p>General Organizational Capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted</p> <p>1. Age/size of the firm (Max. 25 Points)</p> <ul style="list-style-type: none"> - the age of the firm is more than 10 years = 12,5 pts - the age of the firm is between 5 and 10 (including) years = 7,5 pts - the age of the firm is between 3 and 5 (including) years = 5 pts - on average # of full-time employees more than 50 employees = 12,5 pts - on average # of full-time employees is between 20 and 50 = 7,5 pts - on average # of full-time employees is between 5 and 20 employees = 5 pts <p>2. Strength of project management support (Max. 25 Points)</p> <ul style="list-style-type: none"> - Very strong; successfully completed more than 10 projects/assignments in the last 5 years: 25 pts - Strong; successfully completed more than 5 projects/assignments in the last 5 years: 15 pts - Moderate; successfully completed 2 projects/assignments in the last 5 years: 10 pts <p>3. Annual Turnover (Max. 25 Points)</p> <p>ATO \geq TRY 750.000 (Max. 25 Points.)</p> <p>TRY 750.000 > ATO \geq TRY 550.000 (20 Points.)</p> <p>TRY 550.000 > ATO \geq TRY 350.000 (average TRY 350.000 as min. requirement - 17,5 Points)</p> <p>4. Financing capacity (Max. 15 Points),</p> <ul style="list-style-type: none"> - Average annual quick ratio in the last 3 years is ≥ 3 = 15 pts - Average annual quick ratio in the last 3 years is $\geq 1,5$ & < 3 = 10 pts - Average annual quick ratio in the last 3 years is > 1 & $< 1,5$ = 7,5 pts 	90
1.2	<p>Relevance of specialized knowledge and experience on similar engagements done in the region/country</p> <p>1. Experience in consultancy business for design and delivery of business development (Max. 20 Points)</p> <ul style="list-style-type: none"> Very strong (up to 20 points) Strong (up to 10 points) Moderate (up to 5 points) Weak (no points) 	60

	<p>2. Experience in conduct of investments plan and/or value chain analysis. (Max. 20 Points) <i>Very strong (up to 20 points)</i> <i>Strong (up to 10 points)</i> <i>Moderate (up to 5 points)</i> <i>Weak (no points)</i></p> <p>3. Working experience in the field of development (preferably under an internationally funded project) (Max. 20 Points) <i>Very strong (up to 20 points)</i> <i>Strong (up to 10 points)</i> <i>Moderate (up to 5 points)</i> <i>Weak (no points)</i></p>	
1.3	Quality assurance procedures and risk mitigation measures. The approach of the system proposer shall provide on the system and the mechanism to be deployed for assuring the quality of the assignment and mitigating the risks.	20
1.4	<p>Organizational Commitment to Sustainability (<i>mandatory weight</i>)</p> <ul style="list-style-type: none"> -Organization is compliant with ISO 14001 or ISO 14064 or equivalent – 20 Points -Organization is a member of the UN Global Compact -5 Points -Organization demonstrates significant commitment to sustainability through some other means- 5 Points, <i>for example internal company policy documents on women empowerment, renewable energies or membership of trade institutions promoting such issues</i> 	30
Total Section 1		200
Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	<p>Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?</p> <ul style="list-style-type: none"> - <i>Outstanding: 100% of max obtainable pts</i> - <i>Very strong: up to 75% of max obtainable pts</i> - <i>Strong: up to 50% of max obtainable pts</i> - <i>Moderate: up to 20% of max obtainable pts</i> - <i>Weak: no points</i> 	80
2.2	<p>Description of the Proposer's approach and methodology for meeting or exceeding the requirements of the Terms of Reference</p> <ul style="list-style-type: none"> - <i>Outstanding: 100% of max obtainable pts</i> - <i>Very strong: up to 75% of max obtainable pts</i> - <i>Strong: up to 50% of max obtainable pts</i> - <i>Moderate: up to 20% of max obtainable pts</i> - <i>Weak: no points</i> 	100
2.3	<p>Details on how the different service elements shall be organized, controlled and delivered</p> <ul style="list-style-type: none"> - <i>Outstanding: 100% of max obtainable pts</i> - <i>Very strong: up to 75% of max obtainable pts</i> - <i>Strong: up to 50% of max obtainable pts</i> - <i>Moderate: up to 20% of max obtainable pts</i> - <i>Weak: no points</i> 	50

2.4	Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement - Outstanding: 100% of max obtainable pts - Very strong: up to 75% of max obtainable pts - Strong: up to 50% of max obtainable pts - Moderate: up to 20% of max obtainable pts - Weak: no points	50
2.5	Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic - Outstanding: 100% of max obtainable pts - Very strong: up to 75% of max obtainable pts - Strong: up to 50% of max obtainable pts - Moderate: up to 20% of max obtainable pts - Weak: no points	70
2.6	Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract - Outstanding: 100% of max obtainable pts - Very strong: up to 75% of max obtainable pts - Strong: up to 50% of max obtainable pts - Moderate: up to 20% of max obtainable pts - Weak: no points	50
Total Section 2		400
Section 3. Management Structure and Key Personnel		Points obtainable
3.1	Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?	50
3.2	Qualifications of key personnel proposed	
3.2 a	Team Leader (Investment Advisor/Coordinator)-(Please find more detail in Section 5 ToR) - General Experience Min. Requirements - 28 Points Assets - Max. 12 Points - Specific Experience relevant to the assignment Min. Requirements - 42 Points Assets - Max. 18 Points - Professional experience Min. Requirements - 28 Points Assets - Max. 12 Points - Language Qualifications	40 60 40 10
3.2 b	Agriculture Value Chain Expert -(Please find more detail in Section 5 ToR) - General Experience Min. Requirements - 14 Points Assets - Max. 6 Points - Specific Experience relevant to the assignment Min. Requirements - 28 Points Assets - Max. 12 Points	20 40

	- Professional experience <i>Min. Requirements - 21 Points</i> <i>Assets - Max. 9 Points</i>	30	
	- Language Qualifications	10	
3.2 c	Private/Institutional Sector Specialist -(Please find more detail in Section 5 ToR)		100
	- General Experience <i>Min. Requirements - 14 Points</i> <i>Assets - Max. 6 Points</i>	20	
	- Specific Experience relevant to the assignment <i>Min. Requirements - 28 Points</i> <i>Assets - Max. 12 Points</i>	40	
	- Professional experience <i>Min. Requirements - 21 Points</i> <i>Assets - Max. 9 Points</i>	30	
	- Language Qualifications	10	
Total Section 3			400

Section 5. Terms of Reference

A. Background Information and Rationale, Project Description

Göksu Taşeli Watershed Development Project (GTWDP) is being implemented in 238 highland villages of 11 districts of Konya and Karaman provinces. Konya (Ahırlı, Bozkır, Taşkent, Hadim, Yalıhöyük, Akören, Güneysınır district and villages), Karaman (Karaman centre villages, Başyayla, Sarıveliler, Ermenek district and villages).

The aim of the project is to increase agricultural production and income levels, expand rural employment opportunities and encourage small farmers to undertake initiatives individually or in groups, improve the social infrastructure, production, and the capacities of the institutions directly engaged with the poor people in rural areas, and to improve the living conditions of the poor, male and female people in the countryside.

The project is jointly financed by the Republic of Turkey and the International Fund for Agricultural Development (IFAD), and contributions are received from project beneficiaries where appropriate. The total cost of the project is 22.270 million Euros.

The UNDP Country Office in Turkey (UNDP / CO) is a key project partner for the project to provide expertise and financial management support for procurement of goods and services, as detailed in the Service Agreement.

The project has been included in the 2013 Investment Program by the Ministry of Development under the title "Rural Development Project Studies". The Feasibility Report has been prepared through field work together with MFAL and FAO. The project draft report has been created in 2014 with IFAD. It was included in the 2015 Investment Program by the Ministry of Development with the project number 2015A020180.

The financing agreement of the project has been signed by the International Fund for Agricultural Development (IFAD) on February 25, 2016, and the Under secretariat of Treasury on March 23, 2016.

The project was approved by the IFAD Executive Board on December 2015. The project was issued by Turkish Council of Ministers' Decision on May 9, 2016 and it became effective on IFAD side as of 8 July 2016. Also, the "Service Agreement" has been signed between the Ministry of Food, Agriculture and Livestock and the UNDP on February 17, 2017, which was approved by the Ministry of Foreign Affairs on 6 July 2017.

The project duration is seven years with a project completion date of 30.06.2023 and the credit closing date of 31.12.2023.

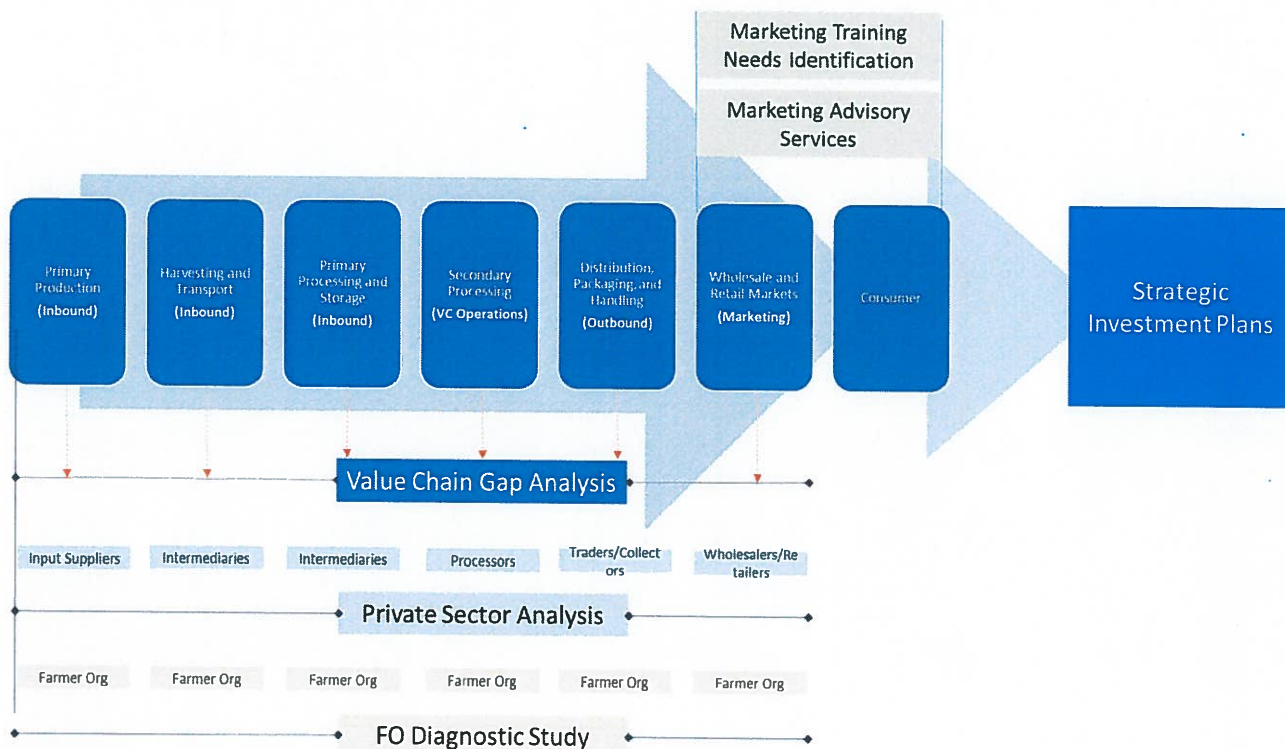
B. Specific Objectives

The consultancy services required for the development of value chain and marketing strategy aims to (i) analyze and assess the gaps of the traditional approaches adapted by the target population against the best practices for the six traditional value chain components as shown in Figure 1 (ii) develop strategic plans under each area adequately addressing the identified gaps, challenges, opportunities, and risks, (iii) formulate tactical solutions that the project should finance to improve the agriculture productivity and the livelihoods of the project target groups.

Although the consultancy services will be delivered in four work packages, namely (i) Value Chain Gap Analysis, (ii) Private Sector Analysis, (iii) Farmer Organization Diagnostic Study, and (iv) Strategic Investment Plans, Ministry of Agriculture and Forestry (MAF) will also consider that the similar studies have been completed under the Konya Plain Project (KOP) Regional Development Administration.

The main objective to conduct these studies are to finalize the SIPs for each crop and identify the investments requirements, places, costs and economic and financial analysis of these investments.

Figure 1: Value Chain Components:



C. Scope

A complete list and brief descriptions of all studies (Value Chain Gap Analysis, Private Sector Analysis, Farmer Organizations Diagnostic Studies, Cost/Benefit Analysis, etc.) conducted by the KOP Regional Administration for Konya and Karaman in order to avoid duplication between GTWDP and KOP. While preparing the SIPs, the contractor should refer/use the completed studies of KOP. (All reports will be provided by UNDP and/or CPMU.)

This list of studies is very crucial for work package 1, 2 and 3 because the selected firm should refer, use or benefit from the existing information in the KOP studies. These reports will be provided to the awarded proposer by MAF/UNDP.

Work Package 1 - Value Chain Gap Analysis: The VC gap analysis will focus on the analysis of various factors that influence the growth and competitiveness of the agriculture value chains in the project region (in comparison to the outdated and old fashioned traditional practices) as well as the identification of constraints and investment opportunities for the following five key products; Strawberry, Cherry, Grape, Mushroom, and Medicinal and Aromatic Plants; ***(The VC gap analysis for Strawberry, Cherry and Grape has already been prepared by Konya Plain Project-KOP. Because of this, VC gap analysis will not be done again for these 3 products. However, these three VC gap analysis should be updated and revised in line with the following explanations and necessary revisions should be made.)***

The VC gap analysis should examine various activities within the production chain and benchmark against the national/international practices based on key metrics of time (agriculture season, sales periods), cost (both financial and non-financial), value-added, and productivity to determine markets promising new employment

opportunities, product or cost differentiation, new segment penetration, improved input supplies, quality of products and standardization, and the added value of processing, storage, and packaging;

The VC gap analysis should through a participatory approach sufficiently examine each VC component from primary production stage to consumer plate looking into the inefficiencies of methods, practices, systems, and regulations and the identification of broken linkages that will lead into the development of strategies and tactics to guide GTWDP interventions. VC gap analysis will aid to the main objective of the GTWDP with innovation and insights on how to improve the value chain processes to assist in enhancing farmers' capacity for investing in well-functioning value chains;

The VC gap analysis will support the other work packages and the development of Strategic Investment Plans by providing factual and data focused insights on key success factors and the drivers of VC components for improved production, processing, storage and handling, supply arrangements, cost competition, and added value through technology and efficiency gains.

The VC gap analysis will be gender responsive by reflecting on the specific needs and opportunities of women farmers, the role of women in agriculture/rural chains, the control of women on productive resources, and implications of gender inequality on VCs. The analysis inputs will feed into the Gender Mainstream Strategy and Action Plan of GTWDP.

Work Package 2 - Private Sector Analysis (Local Production Ecosystem Analysis): Private sector analysis will cover the main actors in each VC of the five selected agriculture crops, and for each VC component, to provide comprehensive analysis of the roles, relationships, and influence of private sector, and reporting on the weaknesses of and the opportunities for small to mid-size companies.

(The Private sector analysis which was conducted within the scope of KOP shall be revised where necessary in line with following)

The analysis will clearly describe the engagement models and networks, transaction types, contracts, and financing arrangements between the farmers and private companies, and between FOs and private companies, and the effectiveness of such modalities on the status of rural production chains;

Under component 2, GTWDP will support the SMEs for selected VCs through grant schemes. The private sector analysis will specifically look into such investment opportunities of which the private actors willing to take meaningful part in the economic development of rural communities at any stage of the VC component;

Proactively investigate the potential in contract farming, particularly considering the influence of large producers/processors in the project area, and the alternative public private partnership models in rural agriculture;

The analysis should examine the potential and constraints based on the profiles of main private actors defined in terms of size, financial capacity, contract types, functionality, mandate, and other institutional factors for the VCs/and for each VC component.

Work Package 3 - Farmers' Organizations (FO) Diagnostic Study: The purpose is to assess the capacity and issues of the FOs in the project area followed by capacity and competency development plans tailored to address the specific needs of FOs willing to benefit from the project's technical and financial support;

(The Farmers' Organizations (FO) Diagnostic Study which was conducted within the scope of KOP shall be revised where necessary in line with following)

The study will focus on the methods of integration of FO functions into the VC to unleash the potential and added value from collective production/processing/marketing in relation to the other actors seeking mutual benefits. The study should clearly document the constraints, lessons learned from past failures, and the outlook supported by evidence-based conclusions linked to methodically established framework indicators;

The study should include an inventory list of FOs established in the project area categorized by status (if inactive, indicating the reasons of dormancy), year of establishment, member profile and size, production and financial capacity, organizational structure, potential linkages with the private sector and sales market, and credit worthiness as well as capacity of project development/implementation, which will be used to determine the potential for support by the project particularly in the downstream marketing activities;

Despite the government attempts through various means of interventions in the past, the successful FO examples are rare due to various factors. This study is unique in the sense that it suggests an integrated and multidisciplinary approach by examining the entire VC components and actors holistically where FO aspect is considered an important piece of the puzzle. Therefore, the FO study should rely on the outcomes of the other work packages in order to develop innovative ways to address the real causes;

The project also supports informal farmer networks and groups under specific conditions. The study will examine the viability and future potential of this approach as opposed to legally formal FO structures and provide policy and strategic guidance for its expansion;

The analysis should critically assess the impact of low women participation to FO activities and particularly in decision-making processes as one of the causes of failure, and with respect to the contribution of women farmers on on-farm production.

Work Package 4 - Strategic Investment Plans (SIPs): SIPs are the final products of the consolidated work packages, which provides an investment framework for Project support to participants at different levels in the value chains. A SIP is a framework for reducing poverty that guide investments in the private sector and market economy context to understand the local interrelationships in order to improve efficiencies in key agricultural commodity value chains;

SIPs will be prepared for the selected 5 Value Chains (VCs) namely; cherry, grape, strawberry, mushroom, and medicinal and aromatic plants (MAPs) in full collaboration and participation with PPMU and the beneficiaries (potential investors), individually (i.e. mainly farmers) or through their organizations (FOs). These SIPs will serve as an investment guide for the project to support the beneficiaries of differing scales in the VC and also undertake a thorough gender analysis where activities that specifically cater to women would be identified and pursued;

SIPs would guide investments for the following, individually or in any combination, on- or off-farm (to understand market needs hence the need for a rapid market assessment or diagnostics to guide the investments for post-harvest and packaging):

- post-harvest treatment for hygiene and food safety of all products in the VCs,
- drying, grading/sorting, packaging for dried grapes and MAPs,
- labelling, branding, particularly for crops of VC that are newly introduced to/being produced and sold from the area such as MAPs and strawberries;

Using an integrated value chain (IVC) approach, the strategic investment plans will provide the essential infrastructure to support integrated value chain development for high value agriculture commodities. The investment will support (i) site development and agribusiness infrastructure, (ii) linking infrastructure to ensure connectivity and basic services across the value chain, (iii) backward links to the production areas through contracts between farms and producer companies, and (iv) capacity building to strengthen technical and managerial skills along the value chain;

The distribution of all the investments should be identified at province and district levels, the number of possible beneficiary households or agricultural enterprises (including farmers' organizations and partners), the unit and total estimated costs of each type of investments, NPV and C/B analysis of each investment should be included into the SIPs.

In addition to these, The SIPs should provide suggestions on how to integrate those investments into the supply chain / market and to make profitability projections. MAF will also require recommendations in terms of ensuring the gender equality, women entrepreneurship and Yoruks.

SIP will be an operational document with an action plan integrating the outcomes of VC Gap Analysis, Private Sector Analysis, FO Diagnostic Study, clearly referring to the feasibility of investments both in terms of financial and business viability, timeliness, phases of implementation (i.e. the pilot demonstrations), budget requirements, projection of outreach & income returns, and logical framework;

SIP shall factually demonstrate with data and evidence the worth of selected commodities in the market by thorough analysis of export potential, pricing trends, production gaps, knowledge and technology gaps, and sector growth, linked to intervention recommendations relying on solid marketing strategies (i.e. Differentiation through product, price, or sales channel).

The detailed list of tasks and specific outcomes for each work package are listed in Table 1 below:

Important Note: The outputs described in Table 1 should be presented with convincing factual time series data and analytical evidence when/where relevant - such as costs, prices, volumes, transaction costs etc. Qualitative data should rely on solid evidence collected through semi-structured surveys, interviews, or anecdotal notes if necessary. UNDP has the right to terminate the contract and not release the corresponding payments if the outcomes/conclusions are too vague, subjective, and/or lightly analysed lacking the required level of depth.

Work Package	Main Objective	Detailed Objectives	Reporting Requirements (indicative and non-exhaustive)
VC Gap Analysis	Identify and assess the gaps & opportunities between the current state and the ideal state of the practices under each VC component.	<ol style="list-style-type: none"> 1. Create a detailed map of the existing value chain in the project area for the selected income generating activities and products by documenting the chain stakeholders, supporters, and main decision makers by their power of influence; 2. Analyse the supporting functions of the VCs including information provision, access to credit, market access capacity, agri-business development, infrastructure, and services; 3. Assess the competitiveness of the VCs to bring competitive advantages for the smallholders through developing relevant and practical value proposals (i.e. cost effectiveness, product differentiation); 4. Analyse the regional/sectoral trends and export/sales opportunities along with the production limitations and financial strength of smallholders to assist in the formulation of Strategic Investment Plans; 5. Clearly analyse and show the financial and economic implications of ineffective practices within the VCs for smallholder farms; 6. Provide breakdown of each VC component into key factors, drivers of success, and into the processes, and clearly assess the inefficiencies. 7. Undertake a detailed risk analysis on the strength and preparedness of the VCs as a consequence of existing gaps 	<ol style="list-style-type: none"> 1. Value chain mapping document in a format/content headings as agreed with the CPMU. The document should clearly identify the value added components, actors, information flow, and services; 2. Technical Review document that comprehensively discusses each VC component based on wide range of indicators linked to the gap analysis covering the subjects of quality, standardization, inclusiveness, competitiveness, demand and supply, pricing, availability of inputs, and preparedness to external shocks etc.; 3. Action Plan specifically designed to strengthen the productive activities of beneficiaries in terms of agronomic services, relevant initiatives, and pipeline investments that are strategically linked to chain components.

Work Package	Main Objective	Detailed Objectives	Reporting Requirements (indicative and non-exhaustive)
		<p>against the external shocks that may negatively influence the productivity and marketability of the VC products;</p> <p>8. Analyse the inclusiveness of the VC components particularly on the pro-poor, women, and young segments as well as on the effectiveness in delivering sustainable development results.</p>	
Private Sector Analysis	Assessment of the roles, relationships, capacity, and the business models of the private sector for each VC component.	<ol style="list-style-type: none"> 1. Provide detailed review of the involvement and the level of engagement of private sector for selected chains in the current state; 2. Analyse the threats and challenges, faced by private sector. 3. Provide suggestions on the potential public-private partnership opportunities to stimulate regional and sectoral growth for the benefit of target population; 4. Clearly define and map the role of the private sector in the supply chain as well as the effectiveness of the methods used toward backward integration to production; 5. Complement the VC gap analysis with focus on private sector to ensure that the concerns and opportunities are well reflected in the analysis; 6. Assess the capacity of private sector based on the selected indicators (i.e. technology, skills development, financial and human capital, networking, trading) to report on the potential to improve the chain development; 7. Provide a detailed picture of the interaction and relationship between smallholder farms and private firms and how the two jointly collaborate to achieve economic growth. Provide expert opinion on the inefficiencies and further capacity building opportunities in the network established between farms and firms; 8. Research the main types of contracts used commonly among the VC actors in the project region (types, terms, length, pricing and volume) and critically assess the effectiveness of the contractual agreements; 9. Evaluate the existing relationship models between Farmer Organizations and private sector in terms of financial arrangements, production, logistics, and marketing; 	<ol style="list-style-type: none"> 1. Relationship matrix describing how private sector is engaged and how private investments are channelled within the VC and with respect to the smallholder farms and farmer organizations; 2. Private actor profiles based on selected indicators (i.e. size, relationship model, financials) 3. Roles mapping document describing the private sector's role in each layer of the chain. The role and added value of private sector should be defined in the VC along with the realistic assessment of the gaps and ineffective practices under the current scheme; 4. Technical report of the overall private sector analysis findings with emphasis on the types of modalities, business models, contracts, technology use, and know-how with respect to the capacities, interests, and investment potential of the private firms; 5. Action Plan specifically designed to strengthen the productive activities of beneficiaries in terms of agronomic services, relevant initiatives, and pipeline investments that are strategically driven by the private sector.

Work Package	Main Objective	Detailed Objectives	Reporting Requirements (indicative and non-exhaustive)
		10. Liaise with the major agribusiness actors to reveal business opportunities that will lead to increase in rural income and employment, and linking those potential to interventions. .	
Farmer Organizations Diagnostic Study	Conduct a diagnostic study for regional FOs to investigate reasons for failure and/or being dormant and to identify positive aspects to dwell on for improvement.	<ol style="list-style-type: none"> 1. Systematically classify the regional FOs based on key indicators such as mandate, size, status, product orientation to create meaningful segments to be analysed in depth; 2. Explore the reasons of failure or dormancy against the drivers of success and provide in-depth insights on the subject for programmatic planning purposes to the policy makers and project managers; 3. Work closely with the VC and Private Sector experts to create synergies between the studies and leverage findings to develop cohesion and consistent recommendations; 4. Proactively assist to the VC, Private Sector, specifically informing them on the FO diagnosis to clarify the place/role and the status of FOs in the VC, and the linkages with the private sectors – current/and potential; 5. Assess the weaknesses, limitations, and concerns of FOs within the VC, and in the competing environment; 6. Integrate the gender and young dimensions into the diagnostic study to differentiate issues and opportunities by thematic areas; 7. Identify the training needs of FO members and the village community in general on both technical matters and soft management concepts; 8. Critically assess the capacity issues in terms of access to capital, labour, information, and assets, which the project can tap into to create a difference in value creation; 	<ol style="list-style-type: none"> 1. FO inventory list and status assessment as per the selected indicators; 2. Mapping FO models within the chain and against the competition by mandates, capacity, and product. 3. Diagnostic Study Report that sufficiently includes information on the methodology, problem definitions, detailed situation assessment, opportunities, and recommendations; 4. Action Plan specifically designed to strengthen the productive activities of beneficiaries in terms of agronomic services, relevant initiatives, and pipeline investments that are strategically driven by the farmer organizations.
Strategic Investment Plans	Preparation of Strategic Investment Plans (SIP). A SIP is a framework for reducing poverty that guide investments in the private sector and market economy context to understand the local	<ol style="list-style-type: none"> 1. Develop fully fledged Strategic Investment Plans for the select agricultural products, where said plans shall include but not limited to (i) General information about the crop/commodity and its ecological requirements. (ii) Global demand, production and trade statistics (iii) National demand, production (quantity and value of production, production regions etc.) and trade statistics (iv) Related industry analysis; 	<ol style="list-style-type: none"> 1. SIP reports for the identified VCs developed in full collaboration with potential investors; i.e. mainly farmers, FOs and SMEs. Depending on the commodity and opportunities identified, SIPs would guide investments for the following, individually or in any combination, on or off-farm: <ul style="list-style-type: none"> • post-harvest treatment for hygiene and food safety of all products in the VCs,

Work Package	Main Objective	Detailed Objectives	Reporting Requirements (indicative and non-exhaustive)
	interrelationships in order to improve efficiencies in key agricultural commodity supply chains	<ol style="list-style-type: none"> 2. SIP will be prepared to cover the pre-farm component of the industry value chain specifically deals with the origin, source and cleanliness of the planting material used on-farm (pests and disease, germplasm source, breeding of domestic cultivars, evaluation of domestic and overseas cultivars and rootstocks, commercialization of new cultivars and rootstocks); 3. SIP will include sufficient details on the on-farm component of the industry value chain specifically dealing with the production (soil health and preparation, planting architecture and training, cultivars and rootstocks, pollination efficiency, irrigation efficiency, optimal fertilization, pest and disease management, climate variability and adoption) harvest (maturity assessment, yield mapping, harvest systems) and on-farm storage; 4. SIP should cover the integration strategies for the post-harvest component to the industry value chain for off-farm storage, primary processing (product storage, grading, logistics) and secondary processing (product classification, product development, product packaging and distribution) of the harvested crop; 5. SIP Marketing component of the industry value chain should discuss the sales and marketing aspects, branding (clean and green attributes, quality attributes, product differentiation), domestic market (market segments as wholesalers and retailers, trade communication, market research and intelligence, market development), export market (market research and intelligence, identifying new market opportunities, logistics, market access), consumer (consumer research, educating health professionals); 6. SIP should be responsive to cross cutting issues in all components - gender, youth, and climate change; 7. Vision for the value chain and strategic priorities should be clearly described and drafted with an action plan responsive to capture changing consumer needs and tastes and opportunities to export; 	<ul style="list-style-type: none"> • drying, grading/sorting, packaging for dried grapes and MAPs, • labelling, branding, particularly for crops of VC that are newly introduced • being produced and sold from the area such as MAPs and strawberries, <ol style="list-style-type: none"> 2. The SIPs should include the distribution of all the investments identified at province and district levels, the number of possible beneficiary households or agricultural enterprises (including farmers' organizations and partners), the unit and total estimated costs of each type of investments, NPV and C/B analysis of each investment should be included into the SIPs. 3. In addition to these, the SIPs should provide suggestions on how to integrate those investments into the supply chain / market and to make profitability projections. MAF will also require recommendations in terms of ensuring the gender equality, women entrepreneurship and Yoruks.

Work Package	Main Objective	Detailed Objectives	Reporting Requirements (indicative and non-exhaustive)
		<ul style="list-style-type: none"> a. Integrate time bound (short and medium term) and resource allocated action plans to each strategic investment plans which shall demonstrate the actions to be taken, b. The action plans shall inter alia include actions on productivity, standardization, quality management, marketing and branding etc. <p>8. SIP should clearly identify potential investment opportunities in VCs for the selected crops/products and the design of project interventions in coordination with C/PMU;</p> <p>9. In order to prepare SIPs related to the identified value chains (VCs), the following data and inputs should be collected: i) a description of the specific supply chain sector settings; ii) the modes of interaction between farmers and integrators at successive levels in the chain (e.g. farmers organizations; intermediary processors; key integrators linked to principal markets); iii) identification of constraints and opportunities affecting supply chain performance and the activities and investments required to overcome/take advantage of them in prioritized supply chains; and iv) any recent support provided to participating farmers (e.g., credit financing, training activities, donor support, etc.).</p>	

D. Minimum expectation of UNDP regarding Approach and Methodology

Desk Review (i.e. secondary research): For each work package, the team of contractor is required to review the project main report, implementation plans, Annual Work Plan and Budget to build the knowledge capacity and develop understanding about the project objectives, activities, and the modalities applied to reach target group. The desk review should also include research of secondary resources including reports published by Government (i.e. regional development plans), NGOs, and private sector as well as international and academic literature on the subject and about the best practices of international organizations via publications (i.e. World Bank and IFAD);

Sufficient data on trade statistics, export and import trends, tariffs, production volumes, prices, and commodity costs should be collected/compiled prior to field studies to set the basis for the implementation framework. Data should be collected systematically and specific to each work package. During this stage, available basic data (i.e. provincial/district production volumes, irrigated areas) will be shared with the proposer by the Project Management Unit upon request;

The contractor should also conduct in depth investigation of the existing policies and circulars of Government, EU market access principles, and import regulations of trading partner countries on the selected agriculture VC products (raw and processed) to build sufficient background on the constraints and requirements under each VC component –by considering the standards on the quality of inputs, planting, cultivation, processing, storage, and packaging.

Preparation of Methodology: After completion of the desk review, the proposer should develop a sound methodology on the way forward. The methodology should leverage the outcomes of the desk review presenting the relevance of the collected data and the insights, the systematic approach to be used to address the main problems and hypothesis, field data collection methodology and quantitative/qualitative data requirements, and the analysis processes and the methods of field research. The methodology should refer to the existing academic & applied models -if relevant- for each work package individually (i.e. Porter's Analysis for VC gap analysis), and it should sufficiently explain how the methodology will achieve the expected requirements/outcomes specified in Table 1.

The methodology should also include details on the following:

- Description of the problem and hypotheses, goals and objectives, the list of indicators and measurement methods leading to the accomplishment of goals and objectives,
- Stages of fact finding, compilation of insights, and the formulation of accomplishing the requests/outcomes listed in Table 1,
- Coordination mechanism among the contractor and how the linkages will be established between different work packages,
- Coordination strategy to gather external information from private sector, FOs, trade unions, and associations (i.e. Chamber of commerce),
- Description of the specific analysis methods/models to be used, and the suggested financial and economic tables,
- Identification of operational parameters and success factors,
- Stages leading to the development of strategy and tactical solutions vis-à-vis project grant scheme and training programs;

For any method or tool to be used, the methodology should provide clear and specific details of its use. For instance, if data collection assumes village focus group discussions, the methodology should specify the number of sessions, moderator arrangements, and brief narratives on the expected outcomes;

The methodology should include realistic time plan for the envisaged core activities;

The methodology will be delivered in a report followed by presentation, which should be endorsed by MAF and UNDP before proceeding to the next stage;

Field Works (i.e. Primary research): During the field works, if necessary the contractor will work toward collecting data and insights through various means of methods including mini-surveys, FGDs, interviews, meetings, and/or village discussions as described in the methodology document;

Contractor is expected to initiate considerable number of meetings with relevant government agencies, local administrations, municipalities, private sector actors, farmer organizations, associations such as chamber of commerce and chamber of agriculture, trade associations, development agencies, unions and cooperatives to build local knowledge into their field of expertise. C/PPMU administration will facilitate the arrangement of such meetings as well as the organization of village level discussions;

Contractor is expected to lead the meetings and information gathering sessions in structured formats, therefore, the preparations for such events should be done in advance in cooperation with MAF and UNDP focal points. The outcome of information gathering sessions including FGDs and meetings must be documented and shared with UNDP and CPMU along with the notes of contractor;

Contractor will organize regular status update meetings with UNDP and CPMU to keep the management informed on the progress, flow of ideas, risks, and emerging recommendations;

Contractor may require accessing certain types of sensitive and private information such as the balance sheet of an FO or a contract between a farmers' group and a private company. It is up to the contractor to determine the level of needed information and to develop their own strategies on how to acquire such information;

Field works should be implemented in full compliance with the approved methodology. Any deviations from the plan should be reported to the UNDP and CPMU in writing.

Reporting: Upon the completion of field works, contractor will proceed to prepare the reports listed in Table 1. All deliverables must be completed in full and within the specified timeliness of this ToR;

All reports, tables, frameworks, and statements will be prepared as draft for prior review by UNDP and CPMU. Any feedbacks/comments shall be taken into consideration and must be reflected in the final versions;

Turkish and English versions of the final deliverables will be submitted to UNDP in (i) electronic format and (ii) three hard copies with proper front and back cover.

Workshop and Presentations: Upon the completion of the draft Strategic Investment Plans, the contractor will jointly organize a local workshop in Konya with the participation of implementing agencies and stakeholders to discuss the findings. The contractor will seek consensus of the participants and take their feedback into consideration while finalizing the deliverables.

In order to achieve consensus with decision makers over the deliverables, contractor shall keep the management informed at every critical stage. The draft reports should be produced through joint collaboration with UNDP and CPMU and by keeping an open feedback loop.

E. Deliverables and Schedules/Expected Outputs

Deliverables listed in Table 1 and Table 2 under each work package should be submitted to UNDP within the timelines given below.

The deliverables will be submitted in a consolidated document for each work package (four individual reports), except for work package 4 in which each SIP will be submitted as a separate document. The indicative content of each deliverable is listed below and is subject to further development during methodology development and scoping phase of the assignment:

1. Work package 1 (Value Chain Gap Analysis):

- VC mapping document,
- Gap analysis report,
- Technical Review document,
- Action plan

2. Work package 2 (Private Sector Analysis):

- Relationship matrix,
- Private Actor profiles,
- Roles mapping document,
- Technical report,
- Action plan

3. Work package 3 (Farmers' Organizations Diagnostic Study)

- FO inventory and status list,
- Mapping document,
- Diagnostic study report,
- Action plan

4. Work Package 4 (Strategic Investment Plans)

- SIP report for Strawberry,
- SIP report for Cherry,

- SIP report for Grape,
- SIP report for Mushroom,
- SIP report for Medicinal and Aromatic Plants

For all work packages, the desk review exercise and the methodology development shall be prepared jointly in a consolidated format but properly disaggregated for each work package. Field work stage will be conducted jointly for work packages 1,2, and 3 whereas the field works for work package 4 will start after the completion of the first three work package outcomes by leveraging the technical and operational insights from VC components & actors and building up on this knowledge toward the formulation of marketing and investment strategy.

Table 2: Deliverables and Timeline

Activity Framework		Scope of Activity	Deliverables	Indicative Timeframe for the Activity	Deliverable Due Date	
Activity						
1. Desk review of existing documents and secondary resources to collect data on the State of the Nation for each work package	<p>For the selected five value chain products, conduct thorough review of government policies, trade regulations, export trends, food security, production and pricing/cost statistics, EU trade requirements, resource use and efficiency, raw and processed production capacity, roles and mandates of sectoral players including FOs, business models and contracting agreements, regional competitiveness against the national and the competing countries.</p> <p>At this stage, the information should be collected systematically and based on relevant indicators as such to gather insights on:</p> <ul style="list-style-type: none">- The relative positioning of VC products within the national and the global markets,- Competitive advantage driven by cost, product differentiation, marketing, and the effective use of natural resources,- Constraints limiting the potential including tariffs and trade barriers, government regulations, taxes, standardization requirements etc.,- Change in consumer habits, preferred sales channels, quality standards etc.,- Added value stages/components along the value chain with promising potential by adapting new technologies/inputs/varieties, marketing strategy, processing and/or storing methods, business models, and/or labeling & branding,- On-farm applications and primary production factors influencing successful integration to the value chain.	Deliverable #1: Current State of Affairs report (one report but disaggregated by each work package).	September 2018	15 th of September 2018		
2. Conducting field works for work package 1,2, and 3.	<p>To get the optimum benefit and leverage synergies among the work packages, the field works for the Value Chain Gap Analysis, Private Sector Analysis, and Farmers' Organizations Diagnostic Study will be conducted jointly.</p> <ul style="list-style-type: none">- Identification and assessment of the gaps & opportunities between the current and the ideal states of the practices under each VC component- Assessment of the roles, relationships, capacity, and the business models of the private sector under each VC component.- Conduct a diagnostic study for regional FOs to investigate reasons for failure and/or being dormant and to identify positive aspects to dwell on for improvement.	Deliverable #2: Consolidated draft Value Chain Gap Analysis report	Deliverable #3: Consolidated draft Private Sector Analysis report	Deliverable #4: Consolidated draft Farmers' Organizations Diagnostic Study	September – October 2018	15 th October 2018
3. Conducting field works for work package 4,	<p>Upon the review of the reports from work package 1,2, and 3, and SIP field works will begin to</p> <ul style="list-style-type: none">- Develop comprehensive Marketing, PR, and Communication strategy to support and build linkages amongst the smallholders,	Deliverable #5: Draft SIPs for (i) Strawberry (ii) Cherry (iii) Grape (iv) Mushroom (v) Medicinal and Aromatic Plants		October November 2018	15 th of November 2018	

		FOs, and private sector actors to provide MAS guidance to VC components from the marketing & consumers aspects. - Preparation of Strategic Investment Plans (SIP) for the five selected VC products.	(SIP for each product will be submitted as a separate document)		
4. Workshop Presentations	and	Based on the key outcomes of the work packages, contractor will present the results and their recommendations in a workshop, to stimulate further conversations with the larger community involving representatives from stakeholder groups to get consensus over the action items.	Deliverable #6: Workshop Minutes and Action Points Report (the list and brief descriptions of action items discussed and agreed in the workshop)	November 2018	November 2018
5. Final Submission	Report	By reflecting on the feedback from tUNDP and CPMU and the workshop discussions, the draft reports will be finalized and submitted.	Deliverable #7: Consolidated final Value Chain Gap Analysis report Deliverable #8: Consolidated final Private Sector Analysis report Deliverable #9: Consolidated final Farmers' Organizations Diagnostic Study Deliverable #10: Final SIPs for (i) Strawberry (ii) Cherry (iii) Grape (iv) Mushroom (v) Medicinal and Aromatic Plants (SIP for each product will be submitted as a separate document)	December 2018	15 th December 2018

F. Expected duration of the contract/assignment

The Assignment is envisaged to start in September 2018 and be completed by January 2019 in proposed days.

G. Logistic and Field Arrangements

Contractor will pay the costs of their own flights, hotel, and all other travel accommodations during the field works, and for any visits that may be required to Ankara project office. All travel expenses that might be incurred at any stage of the contract should be reflected in the price proposals. For travels within the project provinces/district/villages, Provincial Directorate of Ministry of Agriculture and Forestry (PDMAF) project staff might accompany the contractor; however, it is the responsibility of the contractor to pay for their own vehicle costs (including gas & driver payments);

Contractor is expected to travel between 10-15 distinct villages per work package/per province to collect information from locals and smallholders (30%-40% of villages will be covered in remote mountainous locations). The selection of villages will be made in consultation with PDMAF/MAF and UNDP during the methodology development stage. The selected villages shall be representative of the work package requirements.

It is the responsibility of the contractor to submit English and Turkish versions of all written reports, materials, and any other forms of communication. Project will not compensate additional translation expenses other than the lump sum amount specified for the translation costs in the proposal;

One full day workshop will be held in Konya province (Centre district) with the attendance of maximum 100 participants after the completion of all draft reports. Konya PDMAF will be responsible from the arrangement of conference hall given 15 days of notice in advance. All participants will be responsible to cover their own travel and accommodation expenses (no cost to contractor). The contractor is responsible from the planning of the agenda, presentation of the report findings and the distribution of presentation materials. Printing costs for booklets and notebooks (for each participant), and posters to be displayed in the event will be paid by the Contractor, including the services needed for the design of publications;

Printing costs for both Turkish and English colored versions of final reports with front and back cover (three copies each) will be paid by the contractor. Draft version of the documents will be accepted in electronic formats.

UNDP will not undertake any costs for Focus Group Discussions (FGD) moderators, survey enumerators, data entry clerks, researchers, IT experts, or any additional staff other than the specialists described in this Terms of Reference.

H. Professional Qualifications of the Successful Contractor and its key personnel

Only legal entities can propose offers and no partial proposals will be accepted meaning that the offers shall cover all work packages, and the proposer shall demonstrate the minimum given qualifications of contractor to be tasked for all work packages;

Proposer willing to outsource one or more individual consultant(s) (which refer to contractor's employee) must present the official contract(s) with the consultant(s) before signing the contractual agreement with UNDP. The contract end date with the third-party consultant(s) cannot be an earlier date conflicting with the deliverable timeliness given in Table 2;

The Assignment has a complex nature, which requires strong coordination. This will be primarily ensured by the focal points assigned by MAF and UNDP and the PPMU staff responsible for the Project. Contractor will work in close cooperation with the CPMU/PPMU as well as other technical/support staff of the Project to be designated by MAF.

The consultant team will be composed of complementary expertise and competencies and will jointly be responsible for ensuring the quality of the deliverables/outputs of the assignment. The consultant team will be composed of the following specialists, where (based on project specific needs) UNDP may involve additional expertise to complement the work (i.e. rural development advisor, gender specialist etc.)

Table 3: Consultant Team Members

#	Consultant Team Members	Ref	Estimated w/d
1	Investment Advisor / Coordinator	IA/C	45
2	Agriculture Value Chain Expert	VCE	30
3	Private/Institutional Sector Specialist	PSE	30

Investment Advisor/Coordinator:

Duties and Responsibilities: The **tasks and duties** of the Assignment Team Leader will be to;

Coordination Role:

- Support the other team members for determination of the appropriate techniques and analyses for the activities described in the Terms of Reference;
- Act as the focal point for coordination with UNDP and MAF;
- In coordination with MAF and UNDP focal points, coordinate the smooth implementation of the activities and facilitate the work of the members;
- In liaison with UNDP and MAF respond to the potential deviations from the original work plan and (if necessary) update the work plan of the assignment;
- Review the outputs to be developed within the scope of the assignment and assure quality, coherence, complementarity of the deliverables and responsiveness to the Terms of Reference. Provide guidance and technical inputs for all deliverables/outputs of the assignment;
- Moderate and/or take a leadership role in major events involving stakeholders (workshop) as well as consultation sessions to be conducted with the participation of UNDP and MAF representatives.

Development of Strategic Investment Plans:

- Responsible from the overall delivery of five Strategic Investment Plans in accordance with the requirements/outcomes in Table 1 and Table 2 under SIP work package;
- Finalize SIP reports having comprehensive information on the identified investment opportunities, targeting modalities, grant programme specifications, piloting and demonstration requirements, and action plan for the execution of investments;
- Ensure that the analysis findings & outcomes from other work packages are well integrated into the investment plans by being responsive to the identified challenges and opportunities and in line with the project's investment frameworks including the grant implementation manual;
- Develop the appropriate methodology, analysis techniques, and work plan for the SIP component and provide overall guidance for the methodology development of other work packages;
- Lead the desk review stage by collecting the data requirements of contractor, setting up the indicators and the verification methods, making sure that information is systematically collected through logical framework, and facilitating the coordination of analysis synthesis;
- Monitor the progress of other work packages including the team's adherence to the agreed schedule and proactively assess the validity/relevance/quality of outputs that will feed as inputs into the SIP package, and take necessary precautions to ensure timely delivery and high-quality results;

- Coordinate the field work schedules and field arrangements for meetings with stakeholders, village visits, and other events as necessary to ensure smooth implementation. Communicate the plans in advance to MAF/PDAF focal points when their assistance is needed for logistics or technical support;
- Liaise with MAF and UNDP to ensure that the progress and the emerging outputs/recommendations are consistent with the expectations and in line with the project objectives, bounce back key insights with project staff to test the maturity of the new ideas, and keep the partners informed regularly on the key developments.

Required Skills and Experience:

	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> - At least bachelor's degree in Economics, Business Administration, Finance, Agricultural Economics, or related discipline - Fluency in English 	<ul style="list-style-type: none"> - Advance degree in Economics, Business Administration, Finance, Agricultural Economics, or related discipline - Fluency Turkish
Professional Experience	<ul style="list-style-type: none"> - A minimum of 10 years of professional experience of which 5 years consists of senior management role with direct people management and/or senior technical advisory experience - At least 5 years of experience as an Investment Officer/Advisor, Economist, or Program Officer/Manager in funds/budget management capacity 	<ul style="list-style-type: none"> - More than 12 years of professional experience in relevant subject - Experience in working with UN, and/or International Financial Institutions
Specific Experience	<ul style="list-style-type: none"> - Minimum 5 years of working experience in grant programme design and implementation, public finance, and/or corporate finance. - At least 3 years of experience in rural development, agriculture investment programmes in a senior position. 	<ul style="list-style-type: none"> - More than 5 years of experience in rural development, agriculture investment programmes in a senior position.

Agriculture Value Chain Expert

Duties and Responsibilities: The **tasks and duties** of Agriculture Value Chain Expert will be to;

- Serve as a technical lead for the Value Chain Gap Analysis work package in accordance with the requirements/outcomes in Table 1 and Table 2;
- Conduct desk review activities to gather useful information on the targeted VCs including export statistics, competition, market drivers, logistics, costs, prices, and use acceptable methodologies to turn data into useful insights;
- Provide technical inputs to the development of methodology and work plans for the targeted value chains with a strong focus on improving the smallholders' crop productivity, market linkages, and added value processes toward achieving higher farm incomes;
- Provide leadership in the design, formulation, and management of activities required to deliver comprehensive VC analysis including information gathering activities from lead farmers, cooperatives, unions and associations, and dealers & traders;
- Conduct VC assessment to identify gaps, constraints, and improvement opportunities, as well as the required interventions to maximize the performance of the targeted VCs;

- Assist in the preparation of SIPs by providing technical inputs to the design of grant schemes, piloting and demonstration works, and training activities by expanding on the insights for an improved VC processes;
- Undertake a detailed analysis of the targeted VCs clearly exposing the map of production and processing methods, information flows, infrastructure and equipment capacity, distribution processes, technology and resources, and any other relevant success factors;
- Work closely with the other work package specialists to coordinate the overall requirements of the value chain gap analysis with a focus on creating synergies;

Required Skills and Experience:

	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> - At least bachelor's degree in Economics, Agriculture, Food Engineering, Business Management, or related discipline - Fluency in Turkish and English 	Advance degree in Economics, Agriculture, Food Engineering, Business Management
Professional Experience	<ul style="list-style-type: none"> - A minimum of 10 years of professional experience - At least 5 years of experience in agriculture production and/or agri-marketing sector 	<ul style="list-style-type: none"> - More than 12 years of professional experience in relevant subject - Experience in working with UN, and/or International Financial Institutions
Specific Experience	<ul style="list-style-type: none"> - Minimum 5 years of working experience in rural development, or value chain, or business development projects, or agri-product logistics or marketing solutions 	<ul style="list-style-type: none"> - At least 3 years of experience in value chain in the agriculture and/or food sector assessment.

Private/Institutional Sector Specialist

Duties and Responsibilities: The **tasks and duties** of Private Sector Specialist will be to;

- Serve as a technical lead for the Private Sector Analysis and Farmers' Organizations Diagnostic Study work packages in accordance with the requirements/outcomes in Table 1 and Table 2;
- Conduct desk review activities to gather useful information on the private actors of the targeted VCs such as contracting types, financing and credit options, trading capacity, and use acceptable methodologies to turn data into useful insights;
- Provide technical inputs to the development of methodology and workplans for the private sector/actors with a strong focus on improving the smallholders' business models and networks; relationship building activities, partnership opportunities, and contract modalities;
- Provide leadership in the design, formulation, and management of activities required to deliver comprehensive Private Sector and Farmers' Organization analysis including information gathering activities from private companies, trade and export associations, chambers of commerce, cooperatives, local administrations, farmers' unions, associations, lead farmers and wholesales/retailers;
- Conduct Private Sector and Farmers' Organizations assessments to identify the inefficiencies, constraints, and improvement opportunities, as well as the required interventions to maximize the performance of smallholders' private sector engagement models with to maximize the smallholders' production and marketing capacity;
- Assist in the preparation of SIPs by providing technical inputs to the design of grant schemes, piloting and demonstration works, and training activities by expanding on the insights for an improved private sector relationship and farmers' organization/network standpoint;

- Undertake a detailed analysis of the targeted VCs with specific focus on private sector and SMEs clearly exposing the map of transactions, information flows, business & trade relationships, distribution networks, deals and commissions, and any other relevant success factors;
- Undertake a detailed analysis of the targeted VCs clearly exposing the role of farmers' cooperatives/networks, information flows, production capacities, input supply and quality standards, marketing options, business & trade opportunities, knowledge and technology gaps, sales channels, and any other relevant success factors;
- Work closely with the other work package specialists to coordinate the overall requirements of the private sector farmers' organizations analysis with a focus on creating synergies;

Required Skills and Experience:

	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> - At least bachelor's degree in Economics, Agriculture, Food Engineering, Business Management, or related discipline - Fluency in Turkish and English 	Advanced degree in Economics, Agriculture, Food Engineering, Business Management
Professional Experience	<ul style="list-style-type: none"> - A minimum of 10 years of professional experience - At least 7 years of experience in food and/or agriculture public/private sector 	<ul style="list-style-type: none"> - More than 12 years of professional experience in relevant subject - Experience in working with UN, and/or International Financial Institutions
Specific Experience	<ul style="list-style-type: none"> - Minimum 5 years of working experience in support or development of private sector and/or with private sector/farmers' organizations relationships in the agri-business 	<ul style="list-style-type: none"> - At least 3 years of experience as a private sector expert in the agriculture and/or food sector

I. Price and Schedule of Payments

The payments will be made on lump sum basis for the respective deliverables as indicated in below table.

Activity	Deliverables	Weight of the Payment
Desk review of existing documents and secondary resources to collect data on the State of the Nation for each work package	Deliverable #1: Current State of Affairs report (one report but disaggregated by each work package).	10% of the contract amount
Conducting field works for work package 1,2, and 3.	Deliverable #2: Consolidated draft Value Chain Gap Analysis report Deliverable #3: Consolidated draft Private Sector Analysis report Deliverable #4: Consolidated draft Farmers' Organizations Diagnostic Study	20% of the contract amount
Conducting field works for work package 4.	Deliverable #5: Draft SIPs for (i) Strawberry (ii) Cherry (iii) Grape (iv) Mushroom (v) Medicinal and Aromatic Plants (SIP for each product will be submitted as a separate document)	20% of the contract amount
Workshop and Presentations	Deliverable #6: Workshop Minutes and Action Points Report (the list and brief descriptions of action items discussed and agreed in the workshop)	5% of the contract amount
Final Report Submission	Deliverable #7: Consolidated final Value Chain Gap Analysis report Deliverable #8: Consolidated final Private Sector Analysis report Deliverable #9: Consolidated final Farmers' Organizations Diagnostic Study Deliverable #10: Final SIPs for (i) Strawberry (ii) Cherry (iii) Grape (iv) Mushroom (v) Medicinal and Aromatic Plants	45% of the contract amount

*The assignment has complementary work packages, each work package entails a set of specific deliverables. The contractor shall submit all deliverables defined under each work package. Payments for each work package based on deliverables will be made upon submission and approval by UNDP.

Section 6: Returnable Bidding Forms / Checklist

This form serves as a checklist for preparation of your Proposal. Please complete the Returnable Bidding Forms in accordance with the instructions in the forms and return them as part of your Proposal submission. No alteration to format of forms shall be permitted and no substitution shall be accepted.

Before submitting your Proposal, please ensure compliance with the Proposal Submission instructions of the Instruction to Bidders Item 22.

Technical Proposal Envelope:

Have you duly completed all the Returnable Bidding Forms?	
▪ Form A: Technical Proposal Submission Form	<input type="checkbox"/>
▪ Form B: Bidder Information Form	<input type="checkbox"/>
▪ Form C: Joint Venture/Consortium/ Association Information Form	N/A
▪ Form D: Qualification Form	<input type="checkbox"/>
▪ Form E: Format of Technical Proposal	<input type="checkbox"/>
Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?	<input type="checkbox"/>

Financial Proposal Envelope

(Must be submitted in a separate sealed envelope)

▪ Form F: Financial Proposal Submission Form	<input type="checkbox"/>
▪ Form G: Financial Proposal Form	<input type="checkbox"/>

Form A: Technical Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JV/Consortium /Association members or subcontractors or suppliers for any part of the contract:

- a) is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists;
- b) have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization;
- c) have no conflict of interest in accordance with Instruction to Bidders Clause 4;
- d) do not employ, or anticipate employing, any person(s) who is, or has been a UN staff member within the last year, if said UN staff member has or had prior professional dealings with our firm in his/her capacity as UN staff member within the last three years of service with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15);
- e) have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
- f) undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, with the UN or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the UN and we embrace the principles of the United Nations Supplier Code of Conduct and adhere to the principles of the United Nations Global Compact.

We declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification and/or sanctioning by the UNDP.

We offer to provide services in conformity with the Bidding documents, including the UNDP General Conditions of Contract and in accordance with the Terms of Reference

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand and recognize that you are not bound to accept any Proposal you receive.

I, the undersigned, certify that I am duly authorized by [Insert Name of Bidder] to sign this Proposal and bind it should UNDP accept this Proposal.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

Form B: Bidder Information Form

Legal name of Bidder	[Complete]
Legal address	[Complete]
Year of registration	[Complete]
Bidder's Authorized Representative Information	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Are you a UNGM registered vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UGNM vendor number]
Are you a UNDP vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UNDP vendor number]
Countries of operation	[Complete]
No. of full-time employees	[Complete]
Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company hold any accreditation such as ISO 14001 related to the environment? (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company have a written Statement of its Environmental Policy? (If yes, provide a Copy)	[Complete]
Contact person UNDP may contact for requests for clarification during Proposal evaluation	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Please attach the following documents:	<ul style="list-style-type: none"> ▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured ▪ Certificate of Incorporation/ Business Registration ▪ Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Bidder is updated with its tax payment obligations, or Certificate of Tax exemption, if any such privilege is enjoyed by the Bidder ▪ Trade name registration papers, if applicable ▪ Local Government permit to locate and operate in assignment location, if applicable ▪ Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country ▪ Power of Attorney

Form C: Joint Venture/Consortium/Association Information Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

To be completed and returned with your Proposal if the Proposal is submitted as a Joint Venture/Consortium/Association.

No	Name of Partner and contact information (address, telephone numbers, fax numbers, e-mail address)	Proposed proportion of responsibilities (in %) and type of services to be performed
1	[Complete]	[Complete]
2	[Complete]	[Complete]
3	[Complete]	[Complete]

Name of leading partner (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)	[Complete]
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We have attached a copy of the below document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

☐ Letter of intent to form a joint venture **OR** ☐ JV/Consortium/Association agreement

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to UNDP for the fulfillment of the provisions of the Contract.

Name of partner: _____ Name of partner: _____

Signature: _____ Signature: _____

Date: _____ Date: _____

Name of partner: _____ Name of partner: _____

Signature: _____ Signature: _____

Date: _____ Date: _____

Form D: Qualification Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

Historical Contract Non-Performance

<input type="checkbox"/> Contract non-performance did not occur for the last 3 years (2015, 2016, 2017)			
<input type="checkbox"/> Contract(s) not performed for the last 3 years (2015, 2016, 2017)			
Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in TRY)
		Name of Client: Address of Client: Reason(s) for non-performance:	

Litigation History (including pending litigation)

<input type="checkbox"/> No litigation history for the last 3 years (2015, 2016, 2017)			
<input type="checkbox"/> Litigation History as indicated below			
Year of dispute	Amount in dispute (in TRY)	Contract Identification	Total Contract Amount (current value in TRY)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved:	

Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 3 years (2015, 2016, 2017).

List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Bidder's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Bidder,

or that of the Bidder's partners or sub-contractor, but can be claimed by the Experts themselves in their CVs. The Bidder should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by UNDP.

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken

Bidders may also attach their own Project Data Sheets with more details for assignments above.

☐ Attached are the Statements of Satisfactory Performance from the Top 3 (three) Clients or more.

Financial Standing

Annual Turnover for the last 3 years	Year	USD
	Year	USD
	Year	USD
Latest Credit Rating (if any), indicate the source		

Financial information (in US\$ equivalent)	Historic information for the last 3 years		
	2015	2016	2017
	<i>Information from Balance Sheet</i>		
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
	<i>Information from Income Statement</i>		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			
Current Ratio			

☐ Attached are copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:

- Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies;
- Historic financial statements must be audited by a certified public accountant;
- Historic financial statements must correspond to accounting periods already completed and audited. No statements for partial periods shall be accepted.

Form E: Format of Technical Proposal

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

The Bidder's proposal should be organized to follow this format of Technical Proposal. Where the bidder is presented with a requirement or asked to use a specific approach, the bidder must not only state its acceptance, but also describe how it intends to comply with the requirements. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

SECTION 1: Bidder's qualification, capacity and expertise

- 1.1 Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.
- 1.2 General organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted (if so, provide details).
- 1.3 Relevance of specialized knowledge and experience on similar engagements done in the region/country.
- 1.4 Quality assurance procedures and risk mitigation measures.
- 1.5 Organization's commitment to sustainability.

SECTION 2: Proposed Methodology, Approach and Implementation Plan

This section should demonstrate the bidder's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, providing a detailed description of the essential performance characteristics proposed and demonstrating how the proposed approach and methodology meets or exceeds the requirements. All important aspects should be addressed in sufficient detail and different components of the project should be adequately weighted relative to one another.

- 2.1 A detailed description of the approach and methodology for how the Bidder will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered.
- 2.2 The methodology shall also include details of the Bidder's internal technical and quality assurance review mechanisms.
- 2.3 Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.
- 2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
- 2.5 Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
- 2.6 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
- 2.7 Any other comments or information regarding the project approach and methodology that will be adopted.

SECTION 2A: Bidder's Comments and Suggestions on the Terms of Reference

Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered beyond the requirements of the TOR, if any.

SECTION 3: Management Structure and Key Personnel

- 3.1 Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.
- 3.2 Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

Format for CV of Proposed Key Personnel

Name of Personnel	[Insert]
Position for this assignment	[Insert]
Nationality	[Insert]
Language proficiency	[Insert]
Education/ Qualifications	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i> [Insert]
Professional certifications	<i>[Provide details of professional certifications relevant to the scope of services]</i> <ul style="list-style-type: none">▪ Name of institution: [Insert]▪ Date of certification: [Insert]
Employment Record/ Experience	<i>[List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organization, title of position held and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.]</i> [Insert]
References	<i>[Provide names, addresses, phone and email contact information for two (2) references]</i> Reference 1: [Insert] Reference 2: [Insert]

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.

Signature of Personnel

Date (Day/Month/Year)

Form F: Financial Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

Our attached Financial Proposal is for the sum of [Insert amount in words and figures].

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand you are not bound to accept any Proposal you receive.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

Form F: Financial Proposal Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

The Bidder is required to prepare the Financial Proposal following the below format and submit it in an envelope separate from the Technical Proposal as indicated in the Instruction to Bidders. Any Financial information provided in the Technical Proposal shall lead to Bidder's disqualification.

The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

Currency of the proposal: Turkish Liras (TRY)

Table 1: Summary of Overall Prices

	Amount(s)
Professional Fees (from Table 2)	
Travel, Accommodation and Other Costs (from Table 3)	
Total Amount of Financial Proposal	

Table 2: Breakdown of Professional Fees

Name	Position	Fee Rate	No. of Days/months/ hours	Total Amount
		A	B	C=A+B
Subtotal Professional Fees:				

Table 3: Breakdown of Price per Deliverable/Activity

Phase/Task	Deliverables	Item Name	No of Units	Unit Price (TRY)	Quantity	Total Price (TRY)
1. Desk review of existing documents and secondary resources to collect data on the State of the Nation for each work package	Deliverable #1: Current State of Affairs report (one report but disaggregated by each work package).	1.1.1 Investment Advisor / Coordinator	Human-day			
		1.1.2 Agriculture Value Chain Expert	Human-day			
		1.1.3. Private/Institutional Sector Specialist	Human-day			
		1.1.4. <i>If Other (Please specify)</i>	Human-day			
		1.2 Travel (Please specify the route for each trip in one separate row)	round trip			
		1.3 Accommodation	per night			
		1.4 Other (Please specify other expenses)				
SUB TOTAL FOR DESK REVIEW PHASE						
2. Conducting field works for work package 1, 2, and 3.	Deliverable #2: Consolidated draft Value Chain Gap Analysis report Deliverable #3: Consolidated draft Private Sector Analysis report Deliverable #4: Consolidated draft Farmers' Organizations Diagnostic Study	2.1.1 Investment Advisor / Coordinator	Human-day			
		2.1.2 Agriculture Value Chain Expert	Human-day			
		2.1.3. Private/Institutional Sector Specialist	Human-day			
		2.1.4. <i>If Other (Please specify)</i>	Human-day			
		2.2 Travel (Please specify the route for each trip in one separate row)	round trip			
		2.3 Accommodation	per night			
		2.4 Other (Please specify other expenses)				
SUB TOTAL FOR SECOND PHASE						

3. Conducting field works for work package 4.	Deliverable #5: Draft SIPs for (i) Strawberry (ii) Cherry (iii) Grape (iv) Mushroom (v) Medicinal and Aromatic Plants (SIP for each product will be submitted as a separate document)	3.1.1 Investment Advisor / Coordinator	Human-day			
		3.1.2 Agriculture Value Chain Expert	Human-day			
		3.1.3. Private/Institutional Sector Specialist	Human-day			
		3.1.4. <i>If Other (Please specify)</i>	Human-day			
		3.2 Travel (Please specify the route for each trip in one separate row)	round trip			
		3.3 Accommodation	per night			
		SUB TOTAL FOR THIRD PHASE				
4. Workshop and Presentations	Deliverable #6: Workshop Minutes and Action Points Report (the list and brief descriptions of action items discussed and agreed in the workshop)	4.1.1 Investment Advisor / Coordinator	Human-day			
		4.1.2 Agriculture Value Chain Expert	Human-day			
		4.1.3. Private/Institutional Sector Specialist	Human-day			
		4.1.4. <i>If Other (Please specify)</i>	Human-day			
		4.2 Travel (Please specify the route for each trip in one separate row)	round trip			
		4.3 Accommodation	per night			
		SUB TOTAL FOR WORKSHOP PHASE				

5. Final Report Submission	Deliverable #7: Consolidated final Value Chain Gap Analysis report	1.1.1 Investment Advisor / Coordinator	Human-day		
	Deliverable #8: Consolidated final Private Sector Analysis report	1.1.2 Agriculture Value Chain Expert	Human-day		
	Deliverable #9: Consolidated final Farmers' Organizations Diagnostic Study	1.1.3. Private/Institutional Sector Specialist	Human-day		
	Deliverable #10: Final SIPs for (i) Strawberry (ii) Cherry (iii) Grape (iv) Mushroom (v) Medicinal and Aromatic Plants	1.1.4. If Other (Please specify)	Human-day		
		5.2 Travel (Please specify the route for each trip in one separate row)	round trip		
		5.3 Accommodation	per night		
		5.4 Other (Please specify other expenses)			
SUB TOTAL FOR FINAL PHASE					
TOTAL CONTRACT AMOUNT					TRY

ANNEX 1. Sample Table of Contents for SIPs

1. INTRODUCTION
 - 1.1. GTWD Project
 - 1.1.1. Objectives of the Project
 - 1.1.2. Components of the Project
 - 1.2. Reasons of Sector Selection
 - 1.3. Objectives of the Strategic Investment
 - 1.4. Method of Strategic Investment Plan
 - 1.4.1. Value Chain Analysis
 - 1.4.2. Strategic Planning
 - 1.4.3. Literature Review
 - 1.4.4. Field Studies
2. CHAPTER : OVERALL INFORMATION ABOUT THE PROVINCE
 - 2.1. Overview
 - 2.2. Geographical Structure (Land Structure, Natural Resources)
 - 2.3. Agro-ecological Sub-zones and Climate
 - 2.4. Flora and Soil Structure
 - 2.5. Economic Structure
 - 2.6. Agricultural Economy
 - 2.7. Energy and Irrigation Potentials
3. GENERAL INFORMATION ON XXX CULTIVATION
 - 3.1. General Information on XXX Cultivation
 - 3.2. Distribution on Earth and Species
 - 3.3. Species in Turkey and Distribution Lands
 - 3.3.1. XXX Species
 - 3.3.2. Species Rehabilitated in Turkey
 - 3.3.3. Species of Foreign Origin
 - 3.3.4. Classification according to Fruitage Periods
 - 3.3.5. Selection of XXX Species,
 - 3.3.6. Production, Certification and Marketing Regulation of XXX Seedling
 - 3.3.7. Historical Development of XXX Cultivation
 - 3.3.7.1 Marketing & Productivity Relations with Phenotypic Particularities
 - 3.3.8. Ecological Demands
 - 3.3.8.1. Land Demands and Other Parameters Affecting Development
 - 3.3.9. Seedling Production Methods
4.
 - 4.1. XXX Orchard Establishment and Related Implementations
 - 4.1.1. Planning
 - 4.1.2. Land Preparation
 - 4.1.3. Mulching
 - 4.1.4. Planting Process
 - 4.2. Diseases and Fighting Methods against Diseases
 - 4.2.1 Fighting Methods against Diseases
 - 4.3. Harvest, Storage and Processing
 - 4.3.1. Harvest of Fruits and Issues to Pay Attention
 - 4.3.2. Conservation and Storage
 - 4.3.3. Conservation and Storage Conditions
 - 4.3.4. Diseases Seen on Fruits After Harvest
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 - 5.1.1. *Horticulture in the World, in Europe and in Turkey*
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 - 5.1.3. *Supporting Implementations of XXX in Turkey*
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 - 6.1.1. *Value Chain of XXX in the World and in Turkey*
 - 6.1.2. *Strawberry Value Chain in Konya/Karaman Provinces*
 - 6.1.2.1 *Potential Strawberry Producers in Konya/Karaman Provinces*
 - 6.1.3. *Production Cost of XXX and Profit*
 - 6.1.3.1. *Productivity of XXX Orchards in Konya/Karaman Provinces*
 - 6.1.3.2. *Processing Potential of XXX in Konya/Karaman Provinces and Increasing its Added Value*
 - 6.2. *Treatment and Processing of XXX Fruit*
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 - 7.1. *Potentials and Advantages*
 - 7.2. *Problems faced by Producers and their Expectations*
 - 7.3. *Limitations*
 - 7.3.1. *Producers' Lack of Knowledge and Experience*
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 - 7.3.6. *Irrigation*
 - 7.4. *Activities and Strategies in order to Resolve Limitations*
 - 7.4.1. *Training and Awareness-Raising Efforts*
 - 7.4.1.1. *Applied Training in Specialized Agencies of Turkey*
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 - 8.2. *Strategic Estimated Timetable*
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