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## REQUEST FOR PROPOSAL

Capacity Development and Digital Maturity Assessments of Turkish Employment Agency / İŞKUR

RFP No.: UNDP-TUR-RFP(KFW)-2018/18

Project: Employment and Skills Development Project

Country: Republic of Turkey

Issued on: 17 December 2018

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## Section 1. Letter of Invitation

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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 Proposal Data Sheet (PDS):

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

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 Proposal Data Sheet.

Please acknowledge receipt of this RFP by sending an email to [tr.procurement@undp.org](mailto:tr.procurement@undp.org), indicating whether you intend to submit a Proposal or otherwise. Should you require further clarifications, kindly communicate with the contact person identified in the attached Proposal 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: Murat ÖZERDEN  
Title: Procurement Officer  
Date: December 17, 2018

Approved by:



Name: Üsame YALÇIN  
Title: Assistant Resident Representative (Operations)  
Date: December 17, 2018

## Section 2. Instruction to Proposers

### GENERAL PROVISIONS

1. Introduction	<p>1.1 Proposers 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 <a href="https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d">https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</a></p> <p>1.2 Any Proposal submitted will be regarded as an offer by the Proposer and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Proposer as a result of this RFP.</p> <p>1.3 As part of the proposal, it is desired that the Proposer registers at the United Nations Global Marketplace (UNGM) website (<a href="http://www.ungm.org">www.ungm.org</a>). The Proposer may still submit a proposal even if not registered with the UNGM. However, if the Proposer is selected for contract award, the Proposer 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 Proposers/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at <a href="http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti">http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti</a></p> <p>2.2 Proposers/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 Proposer 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 Proposers must adhere to the UN Supplier Code of Conduct, which may be found at <a href="http://www.un.org/depts/ptd/pdf/conduct_english.pdf">http://www.un.org/depts/ptd/pdf/conduct_english.pdf</a></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 Proposer'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 Proposers must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Proposers found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Proposers, 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"> <li>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;</li> <li>b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or</li> <li>c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.</li> </ul> <p>4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Proposers must disclose to UNDP, and seek UNDP's confirmation on whether or not such a conflict exists.</p> <p>4.3 Similarly, the Proposers must disclose in their proposal their knowledge of the following:</p> <ul style="list-style-type: none"> <li>a) If the owners, part-owners, officers, directors, controlling shareholders, of the Proposer 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</li> <li>b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.</li> </ul> <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 Proposers 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 Proposers may result in the eventual rejection of the Proposal.</p>
<b>PREPARATION OF PROPOSALS</b>	
5. General Considerations	<p>5.1 In preparing the Proposal, the Proposer 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 Proposer will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Proposer must notify the UNDP</p>
6. Cost of Preparation of Proposal	<p>6.1 The Proposer 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 Proposer and UNDP, shall be written in the language (s) specified in the PDS.</p>

8. Documents Comprising the Proposal	<p>8.1 The Proposal shall comprise of the following documents:</p> <ul style="list-style-type: none"> <li>c) Documents Establishing the Eligibility and Qualifications of the Proposer;</li> <li>d) Technical Proposal;</li> <li>e) Financial Proposal;</li> <li>f) Proposal Security, if required by PDS;</li> <li>g) Any attachments and/or appendices to the Proposal.</li> </ul>
9. Documents Establishing the Eligibility and Qualifications of the Proposer	<p>9.1 The Proposer 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 Proposer, its qualifications must be documented to UNDP's satisfaction.</p>
10. Technical Proposal Format and Content	<p>10.1 The Proposer 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 Proposer 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 Proposal as specified in the PDS.</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 PDS, shall be provided in the amount and form indicated in the PDS. 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 PDS, Proposers shall include a copy of the Proposal Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in PDS.</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>

	<p>a) If the Proposer withdraws its offer during the period of the Proposal Validity specified in the PDS, or;</p> <p>b) In the event that the successful Proposer fails:</p> <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 Proposer.</p>
13. Currencies	<p>13.1 All prices shall be quoted in the currency or currencies indicated in the PDS. 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 PDS, 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 Proposer 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 aproposale 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>



	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.
15. Only One Proposal	<p>15.1 The Proposer (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 Proposers shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> <li>a) they have at least one controlling partner, director or shareholder in common; or</li> <li>b) any one of them receive or have received any direct or indirect subsidy from the other/s; or</li> <li>c) they have the same legal representative for purposes of this RFP; or</li> <li>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 Proposer regarding this RFP process;</li> <li>e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Proposer; or</li> <li>f) some key personnel proposed to be in the team of one Proposer 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.</li> </ul>
16. Proposal Validity Period	<p>16.1 Proposals shall remain valid for the period specified in the PDS, 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 Proposer 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 Proposers 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 Proposer agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>17.3 The Proposer 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 Proposers may request clarifications on any of the RFP documents no later than the date indicated in the PDS. Any request for clarification must be sent in writing in the manner indicated in the PDS. 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 PDS.</p> <p>18.3 UNDP shall endeavor 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	19.1 At any time prior to the deadline of Proposal submission, UNDP may for any

Proposals	<p>reason, such as in response to a clarification requested by a Proposer, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective Proposers.</p> <p>19.2 If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Proposers reasonable time to incorporate the amendment into their Proposals.</p>
20. Alternative Proposals	<p>20.1 Unless otherwise specified in the PDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by PDS, a Proposer 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 Proposer 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-Proposal Conference	<p>21.1 When appropriate, a Proposer's conference will be conducted at the date, time and location specified in the PDS. All Proposers are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Proposer. Minutes of the Proposer's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the PDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Proposer's Conference or issued/posted as an amendment to RFP.</p>
<b>SUBMISSION AND OPENING OF PROPOSALS</b>	
22. Submission	<p>22.1 The Proposer shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the PDS. The submission shall be in the manner specified in the PDS.</p> <p>22.2 The Proposal shall be signed by the Proposer or person(s) duly authorized to commit the Proposer. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the Proposer, or a Power of Attorney, accompanying the Proposal.</p> <p>22.3 Proposers must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Proposer fully accepts the UNDP General Contract Terms and Conditions.</p>
<b>Hard copy (manual) submission</b>	<p>22.4 Hard copy (manual) submission by courier or hand delivery allowed or specified in the PDS shall be governed as follows:</p> <ul style="list-style-type: none"> <li>g) The signed Proposal shall be marked "Original", and its copies marked "Copy" as appropriate. The number of copies is indicated in the PDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail.</li> <li>h) 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 Proposer. The outer envelopes shall: <ul style="list-style-type: none"> <li>i. Bear the name and address of the Proposer;</li> </ul> </li> </ul>

	<p>ii. Be addressed to UNDP as specified in the PDS</p> <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 PDS.</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>22.5 Email submission, if allowed or specified in the PDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in PDS;</li> <li>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 PDS.</li> <li>c) The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from Proposers whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected.</li> </ul> <p>22.6 Electronic submission through eTendering, if allowed or specified in the PDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in PDS;</li> <li>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled.</li> <li>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 Proposers whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected.</li> <li>c) Documents which are required to be in original form (e.g. Proposal Security, etc.) must be sent via courier or hand delivery as per the instructions in PDS.</li> <li>d) Detailed instructions on how to submit, modify or cancel a proposal in the eTendering system are provided in the eTendering system Proposer User Guide and Instructional videos available on this link:  <a href="http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/">http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/</a> </li> </ul>
<p><b>Email Submission</b></p>	
<p><b>eTendering submission</b></p>	
<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 PDS. UNDP shall only recognize the date and time that the proposal 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</p>	<p>24.1 A Proposer may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p>

Modification of Proposals	<p>24.2 Manual and Email submissions: A Proposer 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 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 eTendering: A Proposer may withdraw, substitute or modify its Proposal by Canceling, Editing, and re-submitting the proposal directly in the system. It is the responsibility of the Proposer 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 Proposer User Guide and Instructional videos.</p> <p>24.4 Proposals requested to be withdrawn shall be returned unopened to the Proposers (only for manual submissions), except if the proposal is withdrawn after the proposal has been opened</p>
25. Proposal Opening	<p>25.1 There is no public proposal 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, Proposers will receive an automatic notification once their proposal is opened.</p>
<b>EVALUATION OF PROPOSALS</b>	
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 Proposers 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 Proposer or anyone on behalf of the Proposer 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 Proposer 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> <ul style="list-style-type: none"> <li>i) Preliminary Examination</li> <li>j) Minimum Eligibility and Qualification (if pre-qualification is not done)</li> <li>k) Evaluation of Technical Proposals</li> <li>l) Evaluation of Financial Proposals</li> </ul>
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 Proposer 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</p>

	<p>qualified:</p> <ul style="list-style-type: none"> <li>a) 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;</li> <li>b) They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments,</li> <li>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;</li> <li>d) They are able to comply fully with UNDP General Terms and Conditions of Contract;</li> <li>e) They do not have a consistent history of court/arbitral award decisions against the Proposer; and</li> <li>f) They have a record of timely and satisfactory performance with their clients.</li> </ul>
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 PDS. When necessary and if stated in the PDS, UNDP may invite technically responsive Proposers for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the proposal document where required.</p> <p>30.2 In the second stage, only the Financial Proposals of those Proposers 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 Proposer unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of Proposers 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 PDS, 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 Proposers; 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 PDS 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 style="text-align: center;"><b>TP Rating</b> = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p style="text-align: center;"><b>FP Rating</b> = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p style="text-align: center;"><b>Combined Score</b> = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 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 Proposer. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:</p> <ul style="list-style-type: none"> <li>a) Verification of accuracy, correctness and authenticity of information provided by the Proposer;</li> <li>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;</li> <li>c) Inquiry and reference checking with Government entities with jurisdiction on the Proposer, or with previous clients, or any other entity that may have done business with the Proposer;</li> <li>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;</li> <li>e) Physical inspection of the Proposer's offices, branches or other places where business transpires, with or without notice to the Proposer;</li> <li>f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.</li> </ul>
32. Clarification of Proposals	<p>32.1 To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Proposer 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 Proposer 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 Proposer 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 Proposer 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 Proposer 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"> <li>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</li> </ul>



	<p>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;</p> <p>b) if there is an error in a total corresponding to the addition or subtraction 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 Proposer does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
<b>AWARD OF CONTRACT</b>	
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 Proposer(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 Proposer based on the award criteria indicated in the PDS.
37. Debriefing	37.1 In the event that a Proposer is unsuccessful, the Proposer may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Proposer's submission, in order to assist the Proposer in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Proposer'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 Proposer 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 Proposer 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 PDS, can be accessed at <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
41. Performance Security	41.1 40.1 A performance security, if required in PDS, shall be provided in the amount specified in PDS and form available at <a href="https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP POPP_DOCUMENT LIBRARY/Public/PSU Solicitation Performance%20Guarantee%20Form.docx&amp;action=default">https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP POPP_DOCUMENT LIBRARY/Public/PSU Solicitation Performance%20Guarantee%20Form.docx&amp;action=default</a> 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	42.1 Except when the interests of UNDP so require, it is UNDP's preference to make

Advanced Payment	no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per PDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Proposer shall submit a Bank Guarantee in the full amount of the advance payment in the form available at <a href="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&amp;action=default">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&amp;action=default</a>
43. Liquidated Damages	43.1 If specified in PDS, 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 affected by bank transfer in the currency of contract.
45. Vendor Protest	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 Proposer believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures: <a href="http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html">http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html</a>
46. Other Provisions	<p>46.1 In the event that the Proposer 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 <a href="http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer">http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer</a></p>



### Section 3. Proposal Data Sheet (PDS)

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 Instruction to Proposers, the Data Sheet, and other annexes or references attached to the Data Sheet, the provisions in the Data Sheet shall prevail.

PDS 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 proposals)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	N/A
5	16	Proposal Validity Period	90 days following the deadline of submission
6	12	Proposal Security	<p>Required in the amount of <b>USD10,000.00</b></p> <p>Acceptable Forms of Proposal Security</p> <ul style="list-style-type: none"> <li>Bank Guarantee (See Section 6, Form H for template) Upon request, proposal securities will be returned to all proposers upon signature of contract with the successful Proposer.</li> </ul>
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. Contract will be signed upon submission of the Performance Security. The Performance Security will be released 30 days after issuance by UNDP of a certificate of satisfactory performance and full completion of services by the contractor
10	13	Currency of Proposal	United States Dollars

11	18	Deadline for submitting requests for clarifications/ questions	7 days before the submission deadline
12	18	Contact Details for submitting clarifications/questions	Focal Person in UNDP: Murat Özerden Address: Yıldız Kule, 16 <sup>th</sup> Floor, Yukarı Dikmen Mahallesi, Turan Güneş Bulvarı, No:106, 06550, Çankaya, Ankara/Turkey E-mail address: <a href="mailto:tr.procurement@undp.org">tr.procurement@undp.org</a>
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Direct communication to prospective Proposers who have indicated their interest by email and posting on the following websites:  1- <a href="http://www.undp.org">www.undp.org</a> 2- <a href="http://www.ungm.org">www.ungm.org</a> 3- <a href="http://www.devbusiness.com">www.devbusiness.com</a> 4- <a href="http://www.tr.undp.org">www.tr.undp.org</a>
14	23	Deadline for physical delivery of proposal to UNDP Country Office in Ankara	14:00 hrs. Turkey time on 28 January 2019
15	22	Allowable Manner of Submitting Proposals	<b>Manner of Submission:</b> Courier/Hand Delivery <b>Number of copies of Proposals:</b> Original: 1 Copies: 2 <b>Manner of preparing the Proposal Envelopes:</b> Envelope # 1: "ORIGINAL TECHNICAL PROPOSAL and a password protected CD or Flash disk Envelope # 2: "ORIGINAL FINANCIAL PROPOSAL" and a password protected CD or Flash disk Envelope # 3: "COPIES OF TECHNICAL PROPOSAL" Envelope # 4: "COPIES OF FINANCIAL PROPOSAL" Envelope # 5: "OUTER ENVELOPE/BOX" Outer envelope/box shall bear below markings: <ul style="list-style-type: none"> <li>- <i>The Proposal submission address</i></li> <li>- <i>The name, address and contact details of the proposer</i></li> <li>- <i>RFP Reference Number and Title of the Service</i></li> </ul> <i>All envelopes shall be sealed and shall bear a warning that states "Not to be opened before the time and date for proposal opening"</i>
16	22	Proposal Submission Address	Yıldız Kule, 16 <sup>th</sup> Floor, Yukarı Dikmen Mahallesi, Turan Güneş Bulvarı, No:106, 06550, Çankaya, Ankara/Turkey

17	22	Electronic submission (email or eTendering) requirements	N/A
18	27 36	Evaluation Method for the Award of Contract	<p>Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively</p> <p>The minimum technical score required to pass is 70% in order to be considered for Financial Evaluation.</p> <p><b>Important Note:</b>  <b>In case any of the key personnel proposed by the proposer does not meet any one of the minimum qualification criteria stipulated below, the proposer shall automatically be disqualified and will not be subjected to further evaluation</b></p>
19		Expected date for commencement of Contract	<i>February, 2019</i>
20		Maximum expected duration of contract	6 Months after signature of the contract by UNDP and the Contractor
21	35	UNDP will award the contract to:	One Proposer Only
22	39	Type of Contract	<p>Facesheet Contract for Goods and/or Services to UNDP</p> <p><a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a></p>
23	40	UNDP Contract Terms and Conditions that will apply	<p>UNDP General Terms and Conditions for Contracts</p> <p><a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a></p>
24		Tax Exemption	<p>UN and its subsidiary organs are exempt from all taxes. Therefore, Proposers shall prepare their Financial Proposals, excluding Value Added Tax (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.</p>
25		Eligibility	<ul style="list-style-type: none"> <li>The proposals of the companies which employ the Individual Consultants who were involved in any phase for preparation of the Terms of Reference/Feasibility Plan/Operational Plan/Supervision or Monitoring Works related to this RFP, shall be rejected and returned unopened to the vendor.</li> </ul>

			<ul style="list-style-type: none"><li>– Companies having an existing LTA with UNDP and/or other UN agencies may participate in the tender either with the prices in their current LTAs or different prices. In any case, the LTA holders shall prepare the price schedule as required in this RFP stating whether they used LTA prices or different prices.</li><li>– JVs/Consortiums/Associations are eligible to submit proposal for this RFP. If a JV/Consortium/Association gets awarded, 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 JV/Consortium/Association.</li></ul>																					
26	Payment Conditions	<table><tr><th>Deliverable</th><th>Percentage of Payment</th><th>Pre-requisite for Payment</th></tr><tr><td>Inception Report</td><td>5%</td><td>Inception Report is approved by UNDP in coordination with İŞKUR.</td></tr><tr><td>GAP Analysis: Capacity Assessment Report and Digital Maturity Report</td><td>25%</td><td>Capacity assessment report and digital maturity report are approved by UNDP in coordination with İŞKUR.</td></tr><tr><td>Capacity Development Roadmap and Digital Transformation Roadmap</td><td>30%</td><td>Roadmaps are approved by UNDP in coordination with İŞKUR.</td></tr><tr><td>5 ToRs / TS for priority actions and budget estimations</td><td>20%</td><td>ToRs and technical specifications are approved by UNDP in coordination with İŞKUR.</td></tr><tr><td>Final Report</td><td>20%</td><td>Final report is approved by UNDP in coordination with İŞKUR.</td></tr><tr><td>TOTAL</td><td>100% of total contract amount</td><td>The payment will be realized as per all-inclusive total financial proposal.</td></tr></table> <p>See also "Section 5, M Schedule of Payments" for details on Payment Schedules and Conditions</p>	Deliverable	Percentage of Payment	Pre-requisite for Payment	Inception Report	5%	Inception Report is approved by UNDP in coordination with İŞKUR.	GAP Analysis: Capacity Assessment Report and Digital Maturity Report	25%	Capacity assessment report and digital maturity report are approved by UNDP in coordination with İŞKUR.	Capacity Development Roadmap and Digital Transformation Roadmap	30%	Roadmaps are approved by UNDP in coordination with İŞKUR.	5 ToRs / TS for priority actions and budget estimations	20%	ToRs and technical specifications are approved by UNDP in coordination with İŞKUR.	Final Report	20%	Final report is approved by UNDP in coordination with İŞKUR.	TOTAL	100% of total contract amount	The payment will be realized as per all-inclusive total financial proposal.	
Deliverable	Percentage of Payment	Pre-requisite for Payment																						
Inception Report	5%	Inception Report is approved by UNDP in coordination with İŞKUR.																						
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Final Report	20%	Final report is approved by UNDP in coordination with İŞKUR.																						
TOTAL	100% of total contract amount	The payment will be realized as per all-inclusive total financial proposal.																						
27	Monitoring	The services and the visits to the pilot provinces (Gaziantep, Şanlıurfa, Hatay, Kilis and İstanbul) to be provided and made by the successful proposer within the scope of the Contract, shall be monitored and supervised by UNDP staff in coordination with İŞKUR.																						

## 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
- Proposal Validity
- Proposal Security submitted as per RFP requirements with compliant validity period

### 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
<b>ELIGIBILITY</b>		
<b>Legal Status</b>	Vendor is a legally registered entity establish in 2013 or earlier <i>(For Joint Venture/Consortium/Association, each member should meet the criteria)</i>	Form B: Proposer Information Form
<b>Eligibility</b>	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 Section 2 Instruction to Proposers clause 3. <i>(For Joint Venture/Consortium/Association, each member should meet the criteria)</i>	Form A: Technical Proposal Submission Form
<b>Conflict of Interest</b>	No conflicts of interest in accordance with Section 2 Instruction to Proposers clause 4. <i>(For Joint Venture/Consortium/Association, each member should meet the criteria)</i>	Form A: Technical Proposal Submission Form
<b>Bankruptcy</b>	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. <i>(For Joint Venture/Consortium/Association, each member should meet the criteria)</i>	Form A: Technical Proposal Submission Form
<b>QUALIFICATION</b>		
<b>History of Non-Performing Contracts<sup>1</sup></b>	Non-performance of a contract did not occur as a result of contractor default for the last 3 years	Form D: Qualification Form

<sup>1</sup> 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

	<i>(For Joint Venture/Consortium/Association, each member should meet the criteria)</i>	
<b>Litigation History</b>	No consistent history of court/arbitral award decisions against the Proposer for the last 3 years <i>(For Joint Venture/Consortium/Association, each member should meet the criteria)</i>	Form D: Qualification Form
<b>Previous Experience</b>	Minimum 5 years (i.e. 01 January 2014 thru 31 December 2018) of relevant experience on consultancy services for capacity assessment of public institutions and/or organizations/companies	Form D: Qualification Form
	Minimum 3 contracts of similar value and complexity implemented over the last 5 years (i.e. 01 January 2014 thru 31 December 2018) on capacity assessment of a public institution/organization or company.  At least one of the capacity assessment contracts requested above shall include an IT/digitalization assessment component.  Proposers shall attach statements of satisfactory performance (completion) reports  <i>(For JV/Consortium/Association, all Parties cumulatively should meet the requirement).</i>	Form D: Qualification Form
<b>Financial Standing</b>	Minimum average annual turnover of USD 500,000 for the last 3 years (i.e. 2015, 2016 and 2017). <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
	Proposer must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form

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 Proposer have been exhausted.

## Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Proposer's qualification, capacity and experience (expertise of firm / organization / joint venture)	250
2.	Proposed Methodology, Approach and Implementation Plan	350
3.	Management Structure and Key Personnel	400
<b>Total</b>		<b>1000</b>

Section 1. Proposer's qualification, capacity and experience		Points obtainable
1.1	<b>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</b>	40
1.1.1	<b>Management Structure and Organigram (Is it sound and relevant with the requirements?)</b> <i>Provided evidences for a functional corporate structure with an effective organigram including departments relevant to consultancy services on capacity assessment and digital transformation: 10 pts</i> <i>Provided evidences for a functional corporate structure with an effective organigram including departments relevant to consultancy services: 7 pts.</i> <i>Provided evidences for a functional corporate structure with an effective organigram not relevant with the requirements: 3 pts.</i> <i>Provided an organigram, without any evidence for a functional corporate structure nor relevancy with the requirements: 0 pts.</i>	10
1.1.2	<b>Age of Firm:</b> <i>More than 15 years: 10 pts.</i> <i>11-15 years: 7 pts.</i> <i>5-10 years: 3 pts</i>	10
1.1.3	<b>Financial Stability and Project Financing Capacity</b> <i>Average annual turnover for the last 3 years (i.e. 2015, 2016, 2017) is:</i> <ul style="list-style-type: none"> <li>– <i>More than USD 900.000: 10 pts.</i></li> <li>– <i>Between USD 700.001 and 900.000: 8 pts.</i></li> <li>– <i>Between USD 500.000 and 700,000: 6 pts.</i></li> </ul> <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	10
1.1.4	<b>Project management control mechanisms, strength of project management support:</b>	10



		<p><i>Proposer has strong project management resources, control mechanisms as part of company standard procedures in strategic consultancy services: 10 pts.</i></p> <p><i>Proposer has strong project management resources, control mechanisms as part of company standard procedures: 8 pts.</i></p> <p><i>Proposer has moderate project management control mechanisms: 5 pts</i></p> <p><i>No evidence for project management control mechanisms: 0 pts.</i></p>	
<b>1.2</b>	<b>Relevance of specialized knowledge and experience on similar engagements</b>		<b>180</b>
	1.2.1	<p><b>Experience in implementing capacity assessment projects for public or private institutions in middle income countries in the last 5 years (Proposers shall attach statements of satisfactory performance (completion) reports from their clients)</b></p> <p><i>Implemented more than 3 capacity assessment projects: 50 pts.</i></p> <p><i>Implemented 3 capacity assessment projects: 35 pts.</i></p>	50
	1.2.2	<p><b>Experience in implementing digital maturity assessment projects for public or private institutions in the last 5 years (Proposers shall attach statements of satisfactory performance (completion) reports from their clients)</b></p> <p><i>Implemented more than 3 digital maturity assessment projects: 40 pts</i></p> <p><i>Implemented 3 digital maturity assessment projects: 35 pts.</i></p> <p><i>Implemented 2 digital maturity assessment projects: 30 pts.</i></p> <p><i>Implemented 1 digital maturity assessment projects: 25 pts.</i></p>	40
	1.2.3	<p><b>Experience in preparation of roadmaps for capacity development of public or private institutions in the last 5 years (Proposers shall attach statements of satisfactory performance (completion) reports from their clients)</b></p> <p><i>Prepared more than 3 Roadmaps: 50 pts.</i></p> <p><i>Prepared 3 Roadmaps: 45 pts.</i></p> <p><i>Prepared 2 Roadmaps: 40 pts.</i></p> <p><i>Prepared 1 Roadmap: 35 pts.</i></p>	50
	1.2.4	<p><b>Experience in drafting technical specifications/Terms of Reference/Statement of Works pursuant to capacity building assessments conducted by the proposer in the last 5 years (Proposers shall attach statements of satisfactory performance (completion) reports from their clients)</b></p> <p><i>Drafted more than 3 Technical specifications/Terms of Reference: 40 pts.</i></p> <p><i>Drafted 3 Technical specifications/Terms of Reference: 35 pts.</i></p> <p><i>Drafted 2 Technical specifications/Terms of Reference: 30 pts.</i></p> <p><i>Drafted 1 Technical specifications/Terms of Reference: 25 pts.</i></p>	40
<b>1.3</b>	<b>Quality assurance model and risk mitigation measures. Proposer provided the approach to be deployed for assuring quality of the assignment and mitigating risks</b>		<b>20</b>



	<i>Proposer proposed sound approach for assuring quality and addressed all possible risks and mitigation measures comparable to the market: 20 pts</i>		
	<i>Proposer proposed moderate approach for assuring quality and has not sufficiently addressed all possible risks and mitigation measures comparable to the market: 10 pts.</i>		
	<i>No plan: 0 pts</i>		
1.4	<b>Organizational Commitment to Sustainability (mandatory weight)</b>		<b>10</b>
	1.4.1	<i>Organization is a member of the UN Global Compact</i>	5
	1.4.2	<i>Organization demonstrates significant commitment to sustainability through some other means, for example internal company policy documents on women empowerment, renewable energies or membership of trade institutions promoting such issues</i>	5
Total Section 1			250

Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	<p><b>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?</b> (Describe important aspects of each deliverable and their relevance to each other over the course of the project)</p> <ul style="list-style-type: none"> <li>– <i>Outstanding: All important aspects of the task have been addressed in sufficient detail, with comments on the ToR for the successful execution of activities regarding the objectives and expected results: 50 pts.</i></li> <li>– <i>Very Strong: All important aspects of the task have been addressed in sufficient detail: 40 pts.</i></li> <li>– <i>Strong: Most of the important aspects of the task have been addressed in sufficient detail: 30 pts.</i></li> <li>– <i>Moderate: Only a few important aspects of the task have been addressed by the proposer: 15 pts.</i></li> <li>– <i>Weak: No methodology: 0 pt.</i></li> </ul>	50
2.2	<p><b>Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference</b> (Detail overall process and prescribe the list of activities to be performed for accomplishment of the contract in accordance with the requirements. Offerors should place special importance to showing how previous experience can relate or be applied to Turkey context)</p> <ul style="list-style-type: none"> <li>– <i>Outstanding: Exceeds the requirements of the ToR, with a remarkable strategy to achieve the objective and purposes of the contract in the Turkey context: 50 pts.</i></li> <li>– <i>Very Strong: Meets the requirements of the ToR, with a strategy to achieve the objective and purposes of the contract in the Turkey context: 40 pts.</i></li> <li>– <i>Strong: Meets the requirements of the ToR: 30 pts.</i></li> <li>– <i>Moderate: Several requirements have been neglected by the proposer: 15 pts.</i></li> <li>– <i>Weak: No Methodology: 0 pt.</i></li> </ul>	50
2.3	<p><b>Details on how the different service elements</b> (Capacity assessment, digital transformation assessment, Roadmaps for improvement, drafting ToRs and technical specifications after assessments) <b>shall be organized, controlled and delivered through an interlinked way</b></p> <ul style="list-style-type: none"> <li>– <i>Outstanding: The proposed methodology for organization and control mechanisms of each service is excellent and interlinked. The content of each activity and responsibilities are well defined and exceed the requirements: 80 pts.</i></li> <li>– <i>Very Strong: The proposed methodology for organization, control mechanisms of each service are good enough to meet the requirements with sufficient interlinkages: 60 pts.</i></li> <li>– <i>Strong: The proposed methodology for organization, control mechanisms of each service are sufficient to meet the requirements with moderate emphasis on interlinkages: 40 pts.</i></li> <li>– <i>Moderate: Details on how the different service elements shall be organized, controlled and delivered is not satisfying. Several important points and interlinkages are missing: 20 pts.</i></li> <li>– <i>Weak: No Methodology 0 pt.</i></li> </ul>	80
2.4	<p><b>Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement</b> (Describe involvement of Senior Management in performance monitoring and</p>	30

	<p>evaluation process. Prescribe the precautions/actions to be adapted in case of poor performance and undesirable outcome)</p> <ul style="list-style-type: none"> <li>– <i>Outstanding: Performance monitoring and evaluation mechanisms and tools are appropriate with the nature and complexity of the requirements and described in detail for each specific requirement with responsibilities and schedules: 30 pts.</i></li> <li>– <i>Very Strong: Performance monitoring and evaluation mechanisms and tools are appropriate with the nature of the requirements and described in detail for each specific requirement with responsibilities and schedules: 25 pts.</i></li> <li>– <i>Strong: Performance monitoring and evaluation mechanisms and tools are sufficient for the requirement: 20 pts.</i></li> <li>– <i>Weak: No such mechanism: 0 pt.</i></li> </ul>	
<b>2.5</b>	<p><b>Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic and prepared in line with the Project's time plan</b> (Provide a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing. Plan shall elaborate on each province for defining the needs of the subject provincial directorates)</p> <ul style="list-style-type: none"> <li>– <i>Outstanding: Proposed implementation plan is well-developed; all activities are properly sequenced in a logical and realistic way: 80 pts.</i></li> <li>– <i>Very Strong: Proposed implementation plan is well-developed, most of the activities are properly sequenced in a logical and realistic way: 60 pts.</i></li> <li>– <i>Strong: Proposed implementation plan is sufficient, and the activities are properly sequenced in a logical and realistic way: 40 pts.</i></li> <li>– <i>Moderate: Proposed implementation plan is lacking some activities: 20 pts.</i></li> <li>– <i>Weak: No plan: 0 pt.</i></li> </ul>	<b>80</b>
<b>2.6</b>	<p><b>List of key personnel to be assigned for the entire contract period by elaborating on number function and position of personnel to be assigned for each activity and the duration to be invested by each personnel for completing each activity</b></p> <ul style="list-style-type: none"> <li>– <i>Outstanding: All personnel and the duration invested by each of them for each deliverable is submitted with thorough explanation on the functions to be performed by each. Information fully meets project requirements: 40 pts.</i></li> <li>– <i>Very Strong: All personnel and the duration invested by each of them for each deliverable is submitted with explanation on the functions to be performed by each. Information mostly meets project requirements: 30 pts.</i></li> <li>– <i>Strong: Most of the personnel and the duration invested by each of them for each deliverable is submitted with limited explanation on the functions to be performed by each. Information partially meets project requirements: 20 pts.</i></li> <li>– <i>Moderate: Proposed plan lacks key personnel and the timeline is hardly realistic: 10 pts.</i></li> <li>– <i>Weak: No plan: 0 pt.</i></li> </ul>	<b>40</b>
<b>2.7</b>	<p><b>Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract</b></p> <ul style="list-style-type: none"> <li>– <i>Outstanding: 20 pts.</i></li> <li>– <i>Very Strong: 15 pts.</i></li> <li>– <i>Strong: 10 pts.</i></li> <li>– <i>Moderate: 5 pts.</i></li> <li>– <i>Weak: 0 pt.</i></li> </ul>	<b>20</b>
<b>Total Section 2</b>		<b>350</b>

Section 3. Management Structure and Key Personnel			Points obtainable
In case any of the key personnel proposed by the proposer does not meet any one of the minimum qualification criteria stipulated below, the proposer shall automatically be disqualified and will not be subjected to further evaluation			
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		
3.2.1	Team Leader		130
	<b>Education:</b> University Education in Economics, social sciences, administrative sciences or other relevant fields <ul style="list-style-type: none"> <li>– PhD: 15 pts.</li> <li>– Master's Degree: 12 pts.</li> <li>– Bachelor's Degree: 9 pts.</li> </ul>	15	
	<b>Years of General Professional Experience</b> <ul style="list-style-type: none"> <li>– More than 22: Years: 15 pts.</li> <li>– 19-22 Years: 12 pts.</li> <li>– 15-18 Years: 9 pts.</li> </ul>	15	
	<b>Computer, Language and Reporting Competencies:</b> <ul style="list-style-type: none"> <li>– Advanced in MS Office and Web based applications: 2 pts.</li> <li>– Advanced spoken and written English: 2 pts.</li> <li>– Proven research and report drafting skills: 6pts</li> </ul>	10	
	<b>Specific experience relevant to the assignment:</b> At least 5 years of experience in employment, labour market and/or public or private employment services: <ul style="list-style-type: none"> <li>– More than 12: Years: 50 pts.</li> <li>– 8-12 Years: 40 pts.</li> <li>– 5-7 Years: 30 pts.</li> </ul>	50	
	At least 5 years of experience in institutional capacity assessment of public and private services preferably related to employment: <ul style="list-style-type: none"> <li>– More than 12: Years: 20 pts.</li> <li>– 9-12 Years: 17 pts.</li> <li>– 5-8 Years: 14 pts.</li> </ul>	20	
	Experience as a team leader / project manager in at least 2 projects financed by international donors/organizations/companies: <ul style="list-style-type: none"> <li>– More than 5 projects: 20 pts.</li> <li>– 3-5 projects: 17 pts.</li> <li>– 2 Projects: 14 pts.</li> </ul>	20	
3.2.2	Institutional Capacity Assessment Key Expert		110

	<b>Education:</b> University Education in Economics, social sciences, administrative sciences or other relevant fields <ul style="list-style-type: none"> <li>– PhD: 15 pts.</li> <li>– Master's Degree: 12 pts.</li> <li>– Bachelor's Degree: 9 pts.</li> </ul>	15	
	<b>Years of General Professional Experience</b> <ul style="list-style-type: none"> <li>– More than 20: Years: 15 pts.</li> <li>– 17-20 Years: 12 pts.</li> <li>– 12-16 Years: 9 pts.</li> </ul>	15	
	<b>Computer, Language and Reporting Competencies:</b> <ul style="list-style-type: none"> <li>– Advanced in MS Office and Web based applications: 3 pts.</li> <li>– Advanced spoken and written English: 3 pts.</li> <li>– Proven research and report drafting skills: 4 pts</li> </ul>	10	
	<b>Specific experience relevant to the assignment:</b> At least 5 years of experience in employment, labour market and/or public or private employment services: <ul style="list-style-type: none"> <li>– More than 12: Years: 40 pts.</li> <li>– 8-12 Years: 30 pts.</li> <li>– 5-7 Years: 20 pts.</li> </ul>	40	
	At least 5 years of experience in institutional capacity assessment of public services in employment, public and private labour market: <ul style="list-style-type: none"> <li>– More than 12 Years: 15 pts.</li> <li>– 9-12 Years: 12 pts.</li> <li>– 5-8 Years: 9 pts.</li> </ul>	15	
	Experience as key expert in at least 2 projects <ul style="list-style-type: none"> <li>– More than 5 projects: 15 pts.</li> <li>– 3-5 projects: 12 pts.</li> <li>– 2 Projects: 9 pts.</li> </ul>	15	
<b>3.2.3</b>	<b>Digital Transformation Key Expert</b>		<b>110</b>
	<b>Education:</b> University Education in Digital Systems, Computer Science or Engineering, Business Administration, Mathematics, Statistics or related field <ul style="list-style-type: none"> <li>– PhD: 15 pts.</li> <li>– Master's Degree: 12 pts.</li> <li>– Bachelor's Degree: 9 pts.</li> </ul>	15	
	<b>Years of General Professional Experience:</b> <ul style="list-style-type: none"> <li>– More than 18: Years: 15 pts.</li> <li>– 15-18 Years: 12 pts.</li> <li>– 10-14 Years: 9 pt.</li> </ul>	15	

	<b>Computer, Language and Reporting Competencies:</b> <ul style="list-style-type: none"> <li>– Advanced in MS Office and Web based applications. Knowledge in network administration and use of hardware/software: 5 pts.</li> <li>– Advanced spoken and written English: 2 pts.</li> <li>– Proven research and report drafting skills: 3 pts</li> </ul>	10	
	<b>Specific experience relevant to the assignment:</b> At least 5 years of professional experience in ICT capacity assessment of public institutions and/or international organizations: <ul style="list-style-type: none"> <li>– More than 12: Years: 40 pts.</li> <li>– 8-12 Years: 35 pts.</li> <li>– 5-7 Years: 30 pt.</li> </ul> Knowledge and experience on gender mainstreaming: 10 pts.	40	
	Preparation of project methodologies and Terms of References for similar project activities: <ul style="list-style-type: none"> <li>– More than 2 projects: 15 pts.</li> <li>– 2 projects: 12 pts.</li> <li>– 1 project: 9 pts.</li> </ul>	15	
	At least 2 years of experience working as a consultant on analyzing data, operational models and institutional processes: <ul style="list-style-type: none"> <li>– More than 8 Years: 15 pts.</li> <li>– 5-8 Years: 12 pts.</li> <li>– 2-4 Years: 9 pts.</li> </ul>	15	
<b>Total Section 3</b>			<b>400</b>

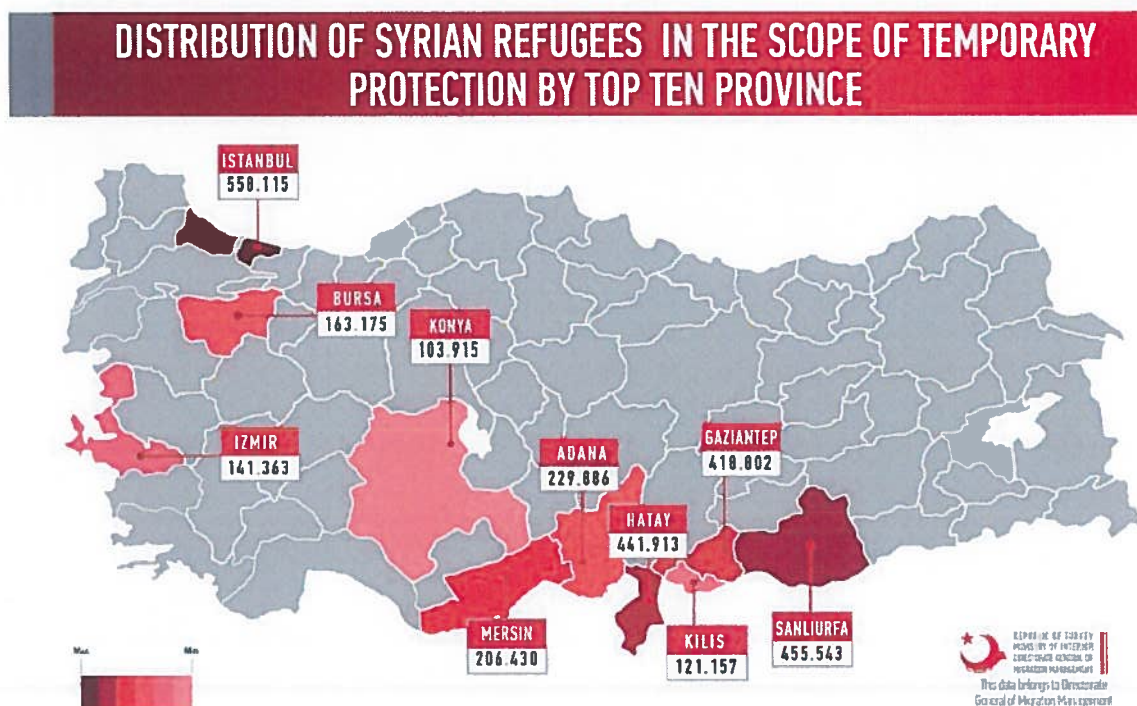


## Section 5. Terms of Reference

### A. Background Information and Rationale, Project Description

#### Country Background

Turkey is the one of countries with the highest number of refugees in the world. According to registers of the Directorate General of Migration Management (DGMM) number of registered Syrians under temporary protection reached 3.611.834 (1.651.864 women) as of 13.12.2018. Approximately 96 percent of the Syrians under temporary protection live outside the temporary accommodation centres, the majority of which concentrated in Istanbul and in provinces across the Syrian border. The large number of Syrians and high concentration in certain provinces has significantly impacted the national/local labour market and consequently some provinces with higher demand for workforce such as Adana, Mersin, Konya, Bursa and Izmir started to attract overflow of Syrians from border provinces. The influx of Syrians under temporary protection and their gradual penetration to other provinces inevitably created additional demand for services to be delivered by national and local service providers.



Source: Directorate General of Migration Management Figures 13 December 2018

Turkey currently provides temporary protection status to Syrians in Turkey. This status entitles Syrians under temporary protection access to basic services including employment (right to work provided with "Regulation on Work Permit of Refugees under Temporary Protection" on 15 January 2016). As the Syrian population increased and their stay in Turkey is prolonged, the needs of both Syrian and host communities go beyond humanitarian, and call for longer term, more durable solutions. The Regional Refugee and Resilience Plan (3RP) bringing together the plans developed under the leadership of national authorities to ensure protection, humanitarian assistance and strengthen resilience allocated funds for the expansion of livelihood and job opportunities for Syrians under temporary protection and host community members.

In addition to these efforts, there is need for developing various policies targeting specific needs of Syrian women and women in host community. Language barrier for Syrian women and responsibility child care and care of elder and/or people with disabilities prevents both women groups from participating into labour market. Another difficulty about women employment is that they are referred to jobs reproducing traditional gender roles.

Under the coordination of UNDP, the 3RP focuses on both the supply and demand side of the labour market with expected outputs on (i) gender-sensitive active labour market policies for the impacted communities (ii) stronger awareness on labour rights and institutional responsibilities/duties (iii) knowledge base to identify job opportunities for the Syrians and for better fill the gap between labour demand and supply (iv) stronger coordination mechanisms for better policy making and implementation (v) capacities of policy makers and service providers in livelihoods sector (vi) pilot local economic development initiatives to increase employment opportunities and labour demand in the selected localities.

Observations indicate that relatively low skills level for Syrians under temporary protection which significantly overlaps with the skills of the host community points to a possible risk of high-competition among two communities which could only be tackled by active labour market services which are within the mandate of Turkish Employment Agency (İŞKUR).

The Employment and Skills Development Project is implemented under the UNDP Syria Crisis Response and Resilience Programme and the first component of the programme mainly addresses the design and implementation of active labour market policies targeting both Syrians under temporary protection and the host communities to reduce the risk of tensions and enhance social cohesion. The activities will be based on an institutional capacity assessment/functional and organizational review, looking into the various work streams including digital channels, outreach, collection of applications, registration, identification of the profiles and need for services, job counselling, matching and placement, as well as existing capacities with regard to human resources, IT/physical infrastructure and processes of İŞKUR headquarters, as well as its local offices operating in the five target provinces (Gaziantep, Hatay, Istanbul, Kilis and Sanliurfa) in a duration of two years. **This Terms of Reference describes the activities to be implemented as Activity 1 of this programme “Assessments and Roadmaps for Capacity Development and Digital Transformation of İŞKUR”.**

#### Institutional Background

In Turkey, the first central public structure for delivering employment services was established in 1946 under the name “İş ve İşçi Bulma Kurumu” and this institution was restructured in 2000 under the name İŞKUR to better comply with the changing circumstances as the result of economic globalisation. The institution improved its active labour market policies with the help of law 4904 published in 2003. With the same law, operational rights were granted to Private Employment Agencies and there are now 434 active Private Employment Agencies in Turkey. The burden for matching the unemployed, especially the low skilled labour, with jobs remains to be on İŞKUR and it will remain this way in the foreseeable future.

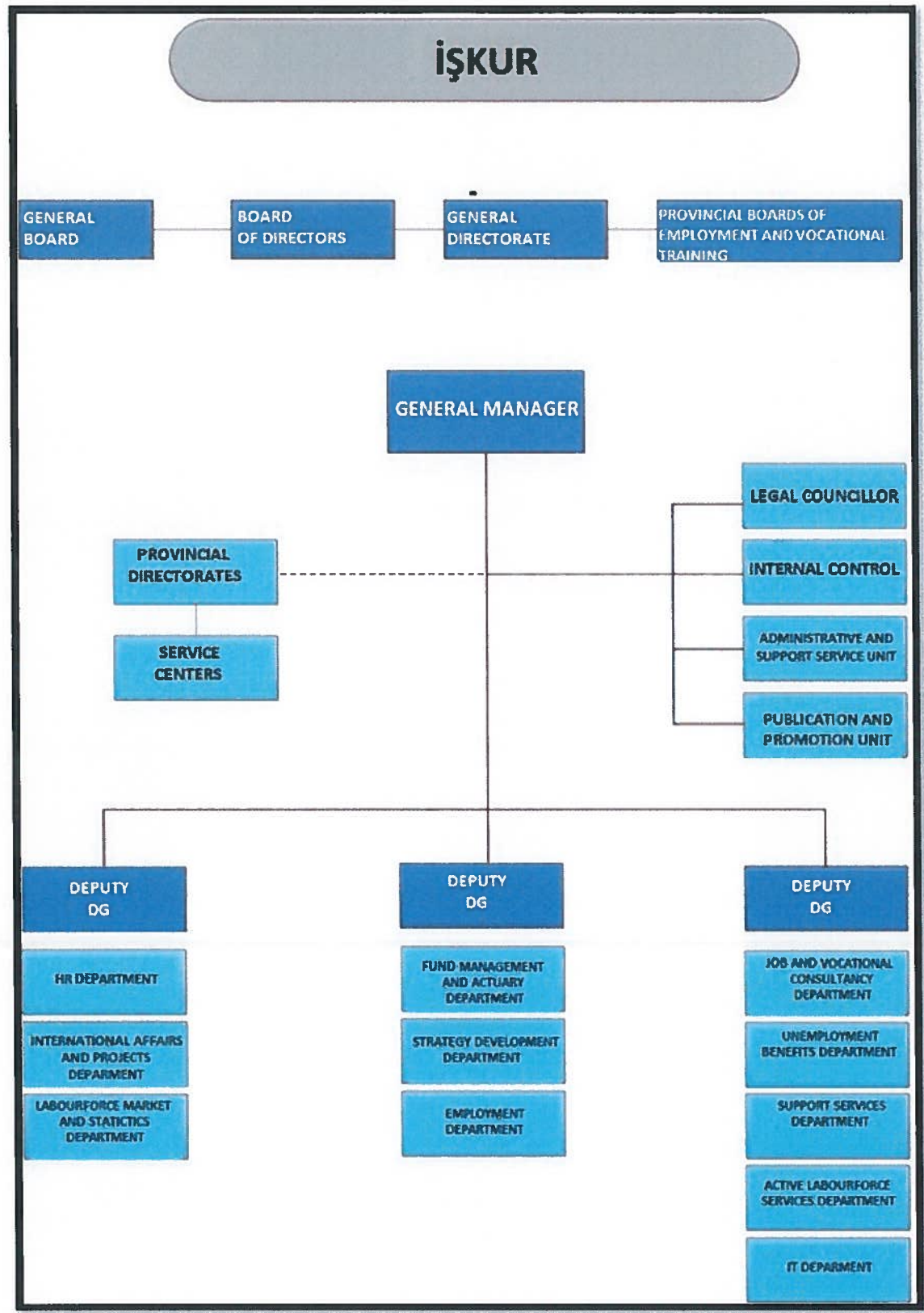
In 2011 and 2012, 4255 “Job and Vocational Consultants (JVC)” were employed to provide services to the unemployed and matching them with vacancies. The efforts for expanding JVCs and organisation of in-service trainings were supported by national budget as well as by the European Commission’s Instrument for Pre-accession Assistance (IPA) funds. Activities for improving the capacities of JVCs were implemented under the “Improving the Quality of Public Employment Services Operation” financed under the Human Resources Development Operational Programme.

Currently İŞKUR is organised in Ankara Headquarters and in 81 Provinces with provincial directorates and 77 service centres and 2621 service points. As the time of writing of this document, İŞKUR employs 8469 persons to deliver services. 6978 of these persons are employed in provincial offices and 3874 of those are employed



as JVCs. İŞKUR's staff profile is relatively young and there is a critical mass of employees open to changes in the work processes.

Organisation chart of the institute is given below.



## Digital Infrastructure

İŞKUR has central Information and Communication Technology (ICT) Services (information systems) for better implementation of employment services including active labour market services with ISO certification of 9000/9001 and 27001:2013. These ICT services are being used by 81 provincial İŞKUR Directorates, 77 service centres, 7 additional service buildings and 2.621 service points (Universities, Social Assistance Foundations, Municipalities), which have internet connection to access ICT services at İŞKUR Headquarters. 8.469 İŞKUR users, 3.703 service point users, 1.653.410 employer users and 4.998.267 registered active job seekers are also using these ICT services via İŞKUR portal which is managed centrally. The information systems have 16 technical and 10 administrative central internet-based modules indicated below which were developed by .net, C# on the 2013 framework with Oracle and MS SQL databases:

Technical Modules	Administrative Modules
<ul style="list-style-type: none"><li>• Job Placement</li><li>• Labour Market</li><li>• Compensation (RSQ, OIC, KCO, YCO)</li><li>• Active Labour Force Programs (İEP, MEK, GİP)</li><li>• Job and career counselling</li><li>• Private Employment Agencies</li><li>• Agricultural Agents</li><li>• Overseas Employment</li><li>• Employment Fair and Career Day</li><li>• Provincial Employment</li><li>• Consultant Management System</li><li>• Community Programs</li><li>• IPA (Labour Market Research) Surveys</li><li>• İŞKUR Statistics</li></ul>	<ul style="list-style-type: none"><li>• Human resources</li><li>• Payroll</li><li>• Accounting</li><li>• Corporate Income and Expenses</li><li>• Fixed Assets</li><li>• Stock</li><li>• Electronic Document Management</li><li>• IDMS (IT Demand Management System)</li><li>• Opinion Suggestion</li><li>• FRMS (Fault Requests Management System)</li></ul>

Each module given above has been maintained by 2 development and 1 domain expert with combination of İŞKUR and TURKSAT personnel. Each developer has responsibility of about 3 software modules. Each request is solved based on the complexity of the request which might be solved in 1 day or 1 month.

These above modules have also web service connections with 11 institutions, which are Social Security Institution, Directorate of income management, ministry of family, labour and social services, higher education institution, TURKSAT, general directorate of population and citizenship affairs, general directorate of immigration administration, PTT, OSYM, Ministry of National Education, Ministry of Justice of Turkey. In addition to the above modules, some İŞKUR departments such as the Strategy Development Department are also using special off-the-shelf software such as finance department.

İŞKUR is using OLAP connection to get the reports for the historical and survey data placed in the above modules' Databases and also working on business intelligence to meet daily reporting needs more effectively. Excel is also being used for analysing survey data by SPSS software and for preparing budgets.

In terms of ICT inventory, İŞKUR has branded PC, notebook, printers, etc, which are about 7-8 years old, using by the users and Blade servers for the modules above as virtualizations via VMWARE. No OEM products has been used so far.

In terms of backup and disaster recovery, relevant backups are being processed by İŞKUR ICT Department, and Business Continuity Centre is currently being established but No disaster recovery centre has been planned.

İŞKUR also has a call centre to measure the satisfaction of employers and job seekers. Each week, about 250-300 employers and job seekers have been called. There is also <http://www.alo170.gov.tr/> to provide services for employers and job seekers.

#### Other Relevant Actions

As the result of Turkish Government 2023 targets, there is accelerated need for İŞKUR to activate its active labour market services. In the last few years, this need is augmented by the Syrian crisis which caused multiplication of job seekers in a very short period of time. In order to meet the rapidly increasing needs, a number of capacity development projects have been implemented and some more are in the process of implementation. Along with the projects conducted by national resources, brief information about the most outstanding capacity development projects financed by international resources are given below.

##### *Improvement of Public Employment Services Operation (PES)*

The project was designed to improve the quality of employment services in Turkey and implemented in General Directorate of İŞKUR and 43 provinces located in regions eligible for IPA funding between January 2011 and March 2014. The project specifically targeted to increase İŞKUR's capacity in terms of developing and implementing public employment policies as well as improving its recognition in general public and increase accessibility to İŞKUR services for increasing employment and reducing unemployment.

##### *Improvement of Job and Vocational Consultancy Services Operation*

The project is under preparation to be submitted for support under IPA 2014-2020 funding. In line with innovative attempts of İŞKUR, the project aims to improve institutional capacity in general and Job and Vocational Consultancy services in particular to achieve higher rates in matching job seekers with employers. The project also aims to raise awareness about and increase visibility of İŞKUR services.

##### *Employment Support for Syrians under Temporary Protection and Turkish Citizens Project*

The project is financed through EU's Facility for Refugees in Turkey (FRIT) fund in collaboration with the World Bank. The project has two components. First component concentrates on designing and implementation of active labour market programmes such as language training, vocational training and on the job training programmes. It is envisaged that 14,800 individuals will benefit from the training programmes. The second component will address capacity building of İŞKUR in profiling of job seekers, establishment of monitoring systems, improvement and diversification of policy development and service delivery tools, staff training and purchase of technical equipment.

##### *Activities Implemented under the İŞKUR – UNHCR Cooperation Protocol*

These activities aim to support the adaptation of individuals applying for or already under temporary protection status to labour market in Turkey by improving institutional capacity of İŞKUR. Funds provided by the EU and UNHCR will be allocated for supporting technical, physical and human resources structure of İŞKUR, assisting İŞKUR to deliver multilingual services, organisation of events and training programmes as well as supporting visibility of İŞKUR under a framework to be constructed together with both parties for the purposes of increasing accessibility of Syrian refugees to public employment services.

##### *İŞKUR Institutional Capacity Support Project*

The project is funded by International Development Agency of Germany (GIZ) and aims to improve the public employment services to refugees from Syria and other countries as well as host communities. Staff has received training for improving their service delivery capacities and study visits were organised to Germany. Monitoring and accompaniment activities, support for accessibility to İŞKUR services, technical capacity improvement and social support and awareness raising activities are under progress.

İŞKUR Plus Service Points to be established in university campuses with enhanced support to individuals are being established under this fund.

#### *Support for Labour Migration Management in Turkey*

The project is implemented together with the Vocational Qualifications Authority, Ministry of Employment, Social Services and Family and International Organisation for Migration (IOM) with the objectives of improving verification of skills of Syrians and Turkish citizens and supporting JVCs for their inclusion in the workforce. İŞKUR is not the direct implementing partner but the activity partner in this project. Under the project, Syrians residing in Kahramanmaraş under temporary protection were supported with broader aim of establishing social cohesion in labour force market participation in the province. It is also aimed to provide on the job training to 30 Syrians and 30 citizens of Turkey. The activities are planned to be expanded to other provinces in Turkey such as Izmir and Istanbul.

#### *İŞKUR's Cooperation with ILO*

İŞKUR has signed a cooperation protocol with ILO for expanding joint efforts. The protocol forms a framework for activities targeting to design and implement active labour market programmes for supporting Syrians under temporary protection as well as the host communities for their access to public employment services. İŞKUR also supported ILO under the "Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection in Turkey and the Host Communities" project by delivering training for trainers to 18 JVCs for delivery of basic life skills training.

### **B. Project Description**

This project is part of the "Employment and Skills Development Programme – Component I" financed by German Government through KfW German Development Bank and implemented by UNDP. The programme intends to strengthen the capacity of İŞKUR to expand active labour market services and update capacities and services where needed to respond to demand for services for Turkish and Syrian job seekers. Assessment of İŞKUR's capacity and digital maturity and development of road maps for capacity development and digital transformation is the crucial phase of this programme.

### **C. Specific Objectives**

Specific objectives of this contract are;

- to identify and address the capacity development needs of İŞKUR to design and implement active labour market policies to serve both the Syrians under temporary protection and Turkish host community members.
- to prepare Capacity Development and Digital Transformation Roadmaps for İŞKUR's strengthened employment service delivery
- to develop action plans in line with the Digital Transformation Roadmap and to prepare technical specifications for works, goods or services for the actions needed in the short term.

#### Expected Results

In order to establish the basis of the capacity development and digital transformation efforts for İŞKUR and to initiate necessary actions, at the end of the assignment, the contractor is expected to deliver;

- GAP analysis of İŞKUR Services and Institutional Capacities
- Digital maturity assessment of İŞKUR
- Roadmap for capacity development
- Roadmap for digital transformation

- Technical specifications and/or Terms of References for works, goods or services needed in the short run

#### Geographical Area to be covered

The operation will be implemented in mainly at İŞKUR Headquarters in Ankara and in Provincial Directorates located in project pilot provinces, İstanbul, Sanliurfa, Gaziantep, Kilis and Hatay.

#### **D. Scope of the assignment**

The contractor will analyse the root problems preventing İŞKUR to operate more effectively and efficiently and develop concrete strategies on how to tackle them in a realistic way.

Some examples of areas which need special attention from the Contractor are summarised below; this is not an exhaustive list and is given based on preliminary observations made in a limited time frame. The contractor is expected to systematically address a broader scope of root causes with in-depth analysis

- Required labour force of İŞKUR to provide employment services at a satisfactory level across the country. There is a need to multiply the labour force.
- Required balance between workload and service delivery if staff spends more time on services creating relatively low level of employment
- Time spent by İŞKUR staff on eligibility check of the applicants to receive services or verification of information supplied by them due to difficulties in access of information hosted by other public institutions.
- Proper and independent impact assessment for evaluating the effectiveness and efficiency of services it delivers and for drawing recommendations for improvement
- Reallocation of staff time (especially JVC's time for both their current assignments and the regular office work).
- Expanding the service delivery points which would be effective enough to reduce the work load of service centres
- Conducting proper needs analysis to identify training needs of the unemployed more specifically
- Management of unemployment funds by İŞKUR and establishment of effective fund and financial management mechanisms.
- Standardisation of services provided to to job seeking Syrians and Turkish citizens
- Improvement of physical capacities of provincial offices
- Considering growing demand from migrants or persons under temporary protection, improvement of language skills of staff dealing with them to overcome the language barrier
- Current framework of the software used by İŞKUR and potential improvements,
- Digitalisation of all İŞKUR business processes
- Access to the data of relevant organisations which might create bottleneck in business processes and high burden on the IT department.

*It should be noted that during capacity needs analysis, the activities should not be limited to identifying the necessities to improve business processes, redesigning a business process from scratch should also be discussed whenever necessary.*

In order to reach the contract objectives, the contractor will implement the following activities:

#### **1. Activities:**

##### **1.1. Preparing the Inception Report**

Following the signing of the contract, the contractor will meet with the UNDP and İŞKUR representatives to discuss their expectations from the assignment and will address any changing circumstances as might happen by the time contract is signed. Any modifications will be reflected to the work schedule and details of each task to be implemented under each activity which will be given in the technical proposal will be updated if necessary. Updated task descriptions and work schedule will be presented as a brief inception report within 10 days following the signature of the contract. During the inception period, a working group within İŞKUR will be established.

## **1.2. Assessment of Institutional capacity of İŞKUR including GAP Analysis**

Under this activity, the contractor will focus on the management structure, operations and capacity of İŞKUR. The institutional capacity assessment / functional and organisational review will be carried out by deeply looking into the various work streams including digital channels, outreach, collection of applications, registration, identification of the profiles and need for services, job counselling, matching and placement, as well as existing capacities with regard to human resources, IT/physical infrastructure and processes of İŞKUR headquarters, İŞKUR's Communication, Outreach, advocacy and visibility activities as well as its local offices operating in the five target provinces.

While the overall concept of the institutional capacity assessment and details of its implementation will be agreed with the UNDP and İŞKUR in detail during the inception phase, the assessment will review as a minimum, the environment in which İŞKUR is operating (legislative framework, organizational role and responsibilities), institutional structures and workflows (including physical infrastructure, IT infrastructure, institutional set up, departments, units and mandates) as well as individual capacities of central and field staff. In addition, an analysis of İŞKUR capacities to provide it's multi – channel services to both Syrians and host community members will be conducted and İŞKUR channels (İŞKUR, İŞKUR+, Web, mobile, call centre, etc.) will be reviewed to clarify which services would be best to reach out to the target groups. In all analysis, contractor is expected to provide data and information segregated by gender.

This activity will be implemented under three tasks;

### **1.2.1. Desk Study**

The contractor will review the legislation directly or indirectly governs the operations of İŞKUR, institutional strategies and Policy Papers (activity reports, performance programmes, financial reports etc.) especially work flow diagrams, target indicators and reports on their progress in order to understand and evaluate business processes of İŞKUR. Project documents related to İŞKUR's capacity development, Analysis-Design-Security documents related to İŞKUR's ICT Infrastructure and İŞKUR's documentation for communication, outreach, advocacy and visibility activities (if any) will also be reviewed. Final reports of the completed projects, progress reports and other documents of ongoing projects and project documents, application forms, etc. for future projects will be reviewed in detail to construct a coherent framework for capacity development activities.

### **1.2.2. Interviews with İŞKUR Staff and other Stakeholders**

Starting from the top management of İŞKUR, the contractor will conduct face to face interviews with main operational departments identified in the organogram and other support departments if deemed necessary. Final agreement on the scope of the analysis will be agreed at the inception phase. Managers of all units decided to be covered within the scope of the assignment shall be interviewed separately to gain insight of the business processes of İŞKUR. The questions to be asked during the interviews can be shared with relevant departments before the interviews conducted. Members of the working group established during the inception phase and other relevant staff selected from departments within the scope of this assignment shall also be interviewed. Mandate of each department, their activities, bottlenecks in daily operations will be discussed in the working group. The institutional capacity assessment/functional and organizational review will look into the various work streams including:

- outreach
- collection of applications
- registration
- identification of the profiles and need for services,
- job counselling, matching and placement,
- existing capacities with regard to human resources,
- İŞKUR's communication, outreach, advocacy and visibility activities

Similar interviews shall also be conducted with the representatives of UNDP and funding organisations of the other capacity development projects such as EUD, ILO, World Bank, IOM, UNHCR and GIZ to include their perspective in the assessment of the capacity.

In line with the scope defined above, the contractor will also pay visits to five pilot provinces to understand their processes, the shortcomings in their daily operations.

### **1.2.3. Observation of critical processes and business flows**

After diagnosing the bottlenecks in the operations of İŞKUR, the contractor will identify critical processes and these critical processes will be observed and analysed in detail. The contractor will accompany İŞKUR staff in implementing their daily assignments under these processes and will observe their practices and the difficulties they face in their day to day operations. Observations will also be conducted in two selected service centres serving Syrians under temporary protection. Gender differences will be specifically considered during the observations. These provinces will be selected in consultation with İŞKUR and UNDP representatives.

Assessment of Institutional capacity of İŞKUR will be completed within 8 weeks after contract signature.

### **1.3. Assessment of İŞKUR's digital maturity including GAP Analysis**

The main aim of this activity is to assess the differences in performance between a business' information systems to determine whether business requirements are being met and, if not, what steps should be taken to ensure they are met successfully for digitalization of İŞKUR employment services and Digital transformation. This assessment will also contribute to İŞKUR to take its position more quickly according to the requirements of the new age and to provide digitalized service channels which would ease the access to both Syrians and host community members. Even more importantly, digitized service channels will also enable İŞKUR to reach specific policy groups (young people, women and etc.) more easily.

The assessment will focus on the below areas at minimum but may cover other areas if necessary:

- Hardware
- Software (WEB and Mobile)
- Network
- Business Processes
- Physical infrastructure
- Digital Archive
- Information Security
- Connection with other institutions (Web Services)
- Backup & Recovery & Disaster
- Performance & Availability
- Reporting & Statistics
- Business Intelligence
- Capacity Planning

- Change Management
- Big Data Management & Data Warehouse
- Service and Maintenance
- Call Center(s)
- E-signatory
- Monitoring & Evaluation
- Artificial Intelligence & Machine Learning
- Training & Capacity Building & distance learning,

During the assessment of above areas, special attention will be paid on how men and women have been affected differently and their differentiating needs will be taken into consideration.

Assessment of İŞKUR's digital maturity will be completed within 8 weeks after contract signature.

#### **1.4. Presentation of findings and reporting**

The contractor will compile all information collected under Activity 1 based on the interviews and observations and prepare a detailed presentation about the findings. The findings will be reported in a format of gap assessment. This gap assessment will be conducted through a comparison of the targeted capacity and the current/existing capacity in İŞKUR along the selected categories. These categories can be tentatively listed as: institutional structures/partnerships, operational processes including workflows among departments within İŞKUR as well as other relevant government institutions, physical set up, IT infrastructure (hardware and software), digitalization of İŞKUR employment services and individual/HR capacities. The findings will be presented first to the İŞKUR management and selected staff and UNDP in a one-day workshop to be organized by UNDP. Contractor shall take utmost care in providing an effective communication medium during the workshop and provide interpretation services if necessary.

The morning of the workshop will be devoted to presentation of findings. The contractor will describe each finding in sufficient detail to explain how they reach this conclusion. In order to keep the focus on the findings, presentation of possible solutions will be avoided. After the presentation, the contractor will moderate discussions with the managers of İŞKUR about validity of findings. Findings should be presented as gender segregated where ever possible.

The afternoon of the workshop will be devoted to subject matter departments. The contractor will group its critical findings under different headings and each department related to that heading will separately discuss with the contractor. Meanwhile, a parallel discussion will be conducted with the IT department. *The workshop will be organised within the 8<sup>th</sup> week of the contract.*

The contractor will revise its findings based on the feedback received from the participants and present them in a coherent way as the Gap Assessment Report within 9 weeks after contract signature.

#### **1.5. Preparation of road maps**

Based on the findings, observations and their discussion with İŞKUR, the contractor will develop two road maps laying out the short, medium and long-term capacity improvement and digital transformation interventions along with the estimated budget for each intervention. The short-term action items identified in the roadmaps will be prioritized whereas action items to be implemented in longer terms will be considered for future project ideas and proposals/phases. The capacity improvement roadmap shall cover strategic, operational and digitalisation aspects of institutional transformation.

Strategic aspect of the capacity development roadmap will address structural transformation of İŞKUR and re-design of its operations in a holistic manner. The roadmap will present a short, medium and long-term vision for the future of İŞKUR. It will identify institutional goals for İŞKUR at strategy level and define structural targets for the short term (next two years), medium term (up to 5 years) and long term (beyond five years).



Main streams of operations shall be defined for each term together with the relevant metrics. The structural goals should not only consider the İŞKUR structure but its operational links with major stakeholders.

Operational aspect of the capacity development roadmap will address enhancement of services by improving existing service delivery channels as well as developing new ones. Current status of operations will be the starting point of this road map. While the operational roadmap describes how the services can be improved with the current status and developments expected in immediate term, it will also take into consideration the strategic transformation proposed as part of the strategic aspect of the road map. Goals for delivery of services in each stream of operation, tactics for the achievement of those, actions to be taken for improvement and metrics to be observed will be described. Potential risks for the actions proposed should also be identified in the operational section of the road map.

Roadmap for digital transformation of İŞKUR employment services which includes an analysis of the areas specified in Activity 1.4. and also core business processes of İŞKUR will be presented. A comprehensive and in-depth analysis will be conducted of the digital maturity of İŞKUR and a roadmap will be drawn up indicating specifically how to digitize which business processes. The roadmap will also include items such as multi-channel management, capacity development and technical assistance related actions including their respective timeframe, with short and medium-term interventions will quantify the gains obtainable through İŞKUR digitization, constituting a basis of scientific analyses for later studies of cost-benefit and feasibility.

This Roadmap will also to list and prioritize for İŞKUR to equip new generation competencies which would enhance its institutional capacity in a sustainable manner which would have a greater impact not only in the short-run but also in the medium and long run for specific employment services to be provided to both Syrians and also host community members. In line with the agreed priority actions, digital transformation interventions will be designed within the limits of the project budget and implemented for more effective employment service delivery.

Final full-fledged roadmap laying out the short, medium and long-term development interventions to strengthen İŞKUR capacities for more effective employment service delivery targeting the Turkish and Syrian population will be prepared and presented to İŞKUR for final feedback. The actions in the roadmaps to be prioritized within the scope of this Phase of the project will be jointly agreed with UNDP and İŞKUR, whereas other actions might be considered for future project ideas and proposals/phases. Road maps will be prepared from a national perspective and will also address specific interventions for pilot provinces.

The final roadmap for Digital Transformation of İŞKUR will also prioritize and emphasize the below issues, but not limited to:

- How to enhance İŞKUR desktop and mobile software with more user friendly, considering differentiating needs of men and women, full inter-connection and easily accessing and providing all necessary information for İŞKUR and end users and make use them as 7/24 basis online using as much as possible,
- How to enhance the İŞKUR desktop and mobile software as more automatic via Artificial Intelligence and Machine Learning applications such as risk profile assessments, e-consultancy/guidance, matching job seekers with open positions, impact assessment, analytical/impact assessment of İŞKUR news on the media, İŞKUR social media management/analysis (such as comment management, profane words management), İŞKUR human resource performance analysis/management,
- How to digitize all İŞKUR business process and also transferring paper process into digital process,
- How to make JVCs' business easier during their visiting employers (such as questionnaires, mobile office etc),

- How to enhance İŞKUR software web services connections and integration with other Ministries such as Social Security Institution, Directorate General of Migration Management, Ministry of Treasury and Finance, Ministry of Education, Ministry of Interior, etc in order to get and confirm all necessary data for İŞKUR software modules,
- The implementation plan for transferring 2013 software development framework into latest framework,
- Preparation of Terms of References and Technical Specifications and also their budgets for prioritized areas (agreed with İŞKUR) in order to enable İŞKUR tendering process as attached to the roadmap (such as updating & new software modules (desktop and/or mobile), modernization of HW & SW & Internet infrastructures, etc),

After completion of the road maps, the contractor will identify priority action items that need to be implemented immediately after the completion of the assignment. These action items shall be limited in number and address most urgent interventions that are needed. Identified high priority items should be fully compatible with the road maps proposed.

Preparation of roadmaps shall be completed within 14 weeks after contract signature.

### **1.6. Presentation of the roadmaps and reporting**

After finishing the roadmap and identifying the priority action items, the contractor will make a presentation in a half-day event "to be organized by UNDP". The event will be in conference format where the road maps will be presented to representatives from UNDP, İŞKUR HQs and pilot provinces. While the emphasis will be mostly on the prioritised actions, other long-term interventions will also be briefly presented. Contractor shall take utmost care in providing an effective communication medium during the conference and provide interpretation services if necessary. Participants' comments on the proposed road maps and action items will be taken into consideration during finalisation of the road maps.

Following the event, the roadmap and priority action items will be finalised and presented as a report within 15 weeks after contract signature.

Upon the submission of the Roadmaps and the approval by UNDP, a meeting will be held with the participation of İŞKUR and UNDP where the priority actions will be determined and agreed. Following the agreement of İŞKUR and UNDP on the findings and pre-determined priority actions, a full-day event will be organised by UNDP with the participation all relevant stakeholders including KfW German Development Bank representatives. The Contractor shall be present in this event and deliver the final presentation on the roadmaps.

### **1.7. Preparation of Terms of Reference/Technical Specifications for Priority Actions**

Based on the actions prioritised as an outcome of the roadmaps and gap analysis reports, the contractor will also be asked to specify in detail the works, services or equipment required for the implementation of priority actions and estimate a budget for them. Priority actions could address the following needs of both headquarters, and provisional directorates;

- Physical Infrastructure (Renovation, Refurbishment, Furnishing etc.)
- IT infrastructure (Purchase of Software, Hardware etc.)
- Process Improvement (Trainings, Improvement of Business Processes, Organizational Developments etc.)

Depending on the urgency of the findings, the contractor shall be required to develop technical specifications/terms of reference for each pilot provinces within the framework of the needs given above. The basis of the actions will be determined according to the outcomes of the Roadmaps for each province. The contractor will prepare terms of reference(s) (in case of service procurement) or technical specifications (in

case of equipment or works procurement) for the implementation of these actions along with budget estimations for each selected action items. The Contractor will be asked to develop 5 technical specifications/terms of reference in total. For each technical specifications/terms of reference, the contractor will conduct a brief market analysis to estimate a procurement budget. The Terms of Reference or Technical Specifications as well as the budget estimation documents shall be mature enough to be used by UNDP for acquiring relevant services or equipment using UNDP procedures. Guidance on the format and content of the documents will be provided by UNDP.

The contractor will invest 3 weeks in preparing Terms of Reference/Technical Specifications and the activity will be completed within 17 weeks after contract signature.

### **1.8. Preparation of the Final Report**

Upon the submission of all deliverables to UNDP, Contractor shall submit a Final Report which will be composed of details of processes and activities undertaken by the Contractor, Field Visits and Interviews conducted with İŞKUR staff both in Headquarters and Provincial Directorates along with all documentation utilised for the preparation of GAP Analysis Report and Roadmaps. Contractor is also expected to submit a detailed schedule for Field Visit as an annex to the Final Report. All deliverables will be an annex to the Final Report and submitted in electronic and hard copies.

The Final Report will be submitted within 18 weeks after the Contract Signature.

### **E. Approach and Methodology**

Contractors are expected to present their extensive approach and detailed methodology in their technical proposal.

## F. Activities, Deliverables and Schedules

Activities, deliverables and schedules are indicated in table below.

Activities	Deliverables	Target Deadlines for submission to UNDP Following contract signature	Review and Approval by UNDP in Consultation with İŞKUR	Target Deadlines for post-review
<b>Contract Signature</b>	<b>N/A</b>	<b>Day "0"</b>	<b>N/A</b>	<b>N/A</b>
Preparation of an Inception Report	Inception report	10 <sup>th</sup> Day	Yes	2 <sup>nd</sup> Week
Assessment of Institutional capacity of İŞKUR	N/A	8 <sup>th</sup> Week	No	N/A
Assessment of İŞKUR's digital maturity	N/A	8 <sup>th</sup> Week	No	N/A
Presentation on the findings and reporting	GAP Analysis: Capacity Assessment Report and	9 <sup>th</sup> Week	Yes	10 <sup>th</sup> Week
	GAP Analysis: Digital Maturity Report	9 <sup>th</sup> Week	Yes	10 <sup>th</sup> Week
Preparation of road maps	N/A	14 <sup>th</sup> Week	No	N/A
Presentation of the roadmaps and reporting	Capacity Development Roadmap	15 <sup>th</sup> Week	Yes	17 <sup>th</sup> Week
	Digital Transformation Roadmap	15 <sup>th</sup> Week	Yes	17 <sup>th</sup> Week
Preparation of Terms of Reference/Technical Specs for Priority Actions	ToR / TS for priority actions and budget estimations	17 <sup>th</sup> Week	Yes	21 <sup>st</sup> Week
Preparation of Final Report	Final Report	18 <sup>th</sup> Week	Yes	21 <sup>st</sup> Week

The Reports shall be submitted to UNDP and İŞKUR in English in electronic format. Comments of UNDP and İŞKUR will be incorporated in the reports.

## G. Key Performance Indicators and Service Level

The Contractor will continuously monitor the implementation of contract activities according to standard procedures (inception phase monitoring, periodic monitoring and final assessment). Project monitoring and evaluation will be based on a periodic assessment of progress on delivery of specified project results and towards achievement of project objectives.

UNDP will monitor the contract activities and ensure implementation in a timely and efficient manner, in particular through commenting on inception, progress and final reports and advising on progress on the delivery of specific project results and towards achievement of project results.

The minimum performance indicators under this assignment are:

- Number of interviews with top level managers (General Director, Vice General Directors, Department Heads) of İŞKUR: 10
- Number of interviews with funding and implementing agencies of capacity development projects for İŞKUR: 5
- Number of İŞKUR units where interview with the staff conducted (excluding IT department): 10
- Number of İŞKUR staff interviewed: 20
- Number of IT Department units where interview with the staff conducted: 5
- Number of provincial directorates visited: 5

Key services required	Minimum standard of services acceptable	Corrective Actions
Preparation of an Inception Report	<p>Report will include:</p> <ul style="list-style-type: none"> <li>- Identification of any changes in the circumstances between the time the tender is announced, and the contract is signed.</li> <li>- Summary of initial communication with İŞKUR and UNDP since the starting of the contract and outcomes of the meetings and information exchanged.</li> <li>- Revisions in the methodology that may be required due to changes in the circumstances.</li> <li>- Recommendations for further improvement of the methodology based on the consultations with İŞKUR and UNDP.</li> <li>- Finalization of the scope of the analysis to be conducted as the result of findings during the inception phase</li> <li>- Implementation details of the methodology</li> <li>- Detailed time plan updated based on the revisions that may be necessary.</li> </ul> <p>The report submitted on or before 10th day, after contract signature</p>	<ul style="list-style-type: none"> <li>- UNDP shall ask for clarifications and revisions on the report if the contractor fails to meet minimum acceptable standards</li> <li>- UNDP will be informed in advance about any delays of the deadline of the activity</li> </ul>
Assessment of Institutional capacity of İŞKUR	<p>Assessment will reflect the outcomes of the</p> <ul style="list-style-type: none"> <li>- Reviews on</li> </ul>	<ul style="list-style-type: none"> <li>- The minutes of meeting with interviewees and signed attendance sheets will be</li> </ul>

	<ul style="list-style-type: none"> <li>○ all legislation directly or indirectly governs the operations of İŞKUR.</li> <li>○ institutional strategy document(s) and policy reports</li> <li>○ documents of projects completed in the last three years, projects currently under progress and projects under preparation</li> </ul> <ul style="list-style-type: none"> <li>- Interviews with <ul style="list-style-type: none"> <li>○ representatives of 10 operational departments</li> <li>○ service delivery and support units in five pilot provinces</li> </ul> </li> <li>- Identification of critical processes and business flows</li> </ul> <p>Assessment has to be completed on or before 8th Week, after contract signature</p>	<p>prepared and shared with UNDP.</p> <ul style="list-style-type: none"> <li>- UNDP shall request for repetition of meetings or suggest meetings with relevant departments' staff if contractor fails to meet acceptable standards</li> <li>- UNDP will be informed in advance about any delays of the deadline of the activity</li> </ul>
Assessment of İŞKUR's digital maturity	<p>Assessment will reflect the outcomes of the</p> <ul style="list-style-type: none"> <li>- Review of ICT Infrastructure</li> <li>- the differences in performance between business' information systems</li> <li>- Analysis-Design-Security documents related to İŞKUR's ICT Infrastructure</li> <li>- the completed projects, progress reports and other documents of ongoing projects and project documents, application forms, etc. for future projects</li> <li>- İŞKUR channels (İŞKUR, İŞKUR+, Web, mobile, call centre, etc.)</li> <li>- existing capacities with regard to human resources</li> <li>- identify critical processes and these critical processes</li> <li>- Interviews with ICT staff</li> </ul>	<ul style="list-style-type: none"> <li>- The minutes of meeting with relevant staff of the areas mentioned in the section 1.2 and 1.4 and signed attendance sheets will be prepared and shared with UNDP.</li> <li>- UNDP shall request for repetition of meetings or suggest meetings with relevant departments' staff if contractor fails to meet acceptable standards</li> <li>- UNDP will be informed in advance about any delays of the deadline of the activity and change requests</li> </ul>

	Assessment has to be completed on or before 8th Week, after contract signature	
Presentation of the GAP Analysis and Capacity Assessment	<p>Part of the one-day workshop with:</p> <ul style="list-style-type: none"> <li>- Presentation of all findings of the analysis in minimum one hour with special emphasis on the critical processes and business flows.</li> <li>- Minimum two hours of discussion with İŞKUR and UNDP about the findings, recording of discussions.</li> </ul> <p>The workshop has to be held on or before 9th Week after contract signature GAP Analysis Report for İŞKUR Capacity has to be submitted on or before 9th Week after contract signature.</p>	<ul style="list-style-type: none"> <li>- Workshop evaluation forms will be filled out by the participants and the results will be shared with UNDP.</li> <li>- UNDP and its implementing partner will be present during the presentation for observation.</li> <li>- UNDP shall request for repetition of presentation and/or workshops if contractor fails to meet acceptable standards</li> <li>- The minutes of the workshops and signed attendance sheets will be prepared and shared with UNDP.</li> <li>- UNDP shall ask for clarifications and revisions on the report if the contractor fails to meet minimum acceptable standards</li> <li>- UNDP will be informed in advance about any delays of the deadline of the activity and change requests</li> </ul>
Presentation of Digital Maturity Analysis	<p>Part of the one-day workshop with:</p> <ul style="list-style-type: none"> <li>- Presentation of all findings of assessing the differences in performance between a business' information systems to determine whether business requirements are being met and, if not, what steps should be taken to ensure they are met successfully for İŞKUR and local offices into digitalization of İŞKUR employment services and Digital transformation</li> <li>- Presentation of how to contribute to İŞKUR take</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluation forms will be filled out by the participants and the results will be shared with UNDP.</li> <li>- UNDP and its implementing partner will be present during the presentation for observation.</li> <li>- UNDP shall request for repetition of presentation and/or workshops if contractor fails to meet acceptable standards</li> <li>- The minutes of the workshops and signed attendance sheets will be prepared and shared to UNDP.</li> <li>- UNDP shall ask for clarifications and revisions on the report if the contractor fails to meet minimum acceptable standards</li> </ul>



	<p>its position more quickly according to the requirements of the new age and to provide digitalized service channels which would ease the access to both Syrians and host community members</p> <ul style="list-style-type: none"> <li>- Presentation of how to enable İŞKUR to reach specific policy groups (young people, women and etc.) more easily</li> </ul> <p>The workshop has to be held on or before 9th Week after contract signature GAP Analysis Report for İŞKUR Digital Maturity has to be submitted on or before 9th Week after contract signature.</p>	<ul style="list-style-type: none"> <li>- UNDP will be informed in advance about any delays of the deadline of the activity and change requests</li> </ul>
Preparation of road maps	<p>Roadmap development will include:</p> <ul style="list-style-type: none"> <li>- Internal brainstorming sessions for identification of strategies and set of actions for improvement of services and institutional transformation of İŞKUR</li> <li>- Continuous liaison with İŞKUR and UNDP for getting preliminary feedback on developed strategies and set of actions.</li> </ul> <p>Road map preparation will be completed on or before 14th Week, after contract signature</p>	<ul style="list-style-type: none"> <li>- UNDP shall ask for clarifications and revisions on the roadmaps and/or priority action items if the contractor fails to meet minimum acceptable standards</li> <li>- UNDP will be informed in advance about any delays of the deadline of the activity and change requests</li> </ul>
Presentation of the roadmaps and reporting	<p>Roadmap will set targets, define metrics and recommend strategies and actions for:</p> <ul style="list-style-type: none"> <li>- Short term (2 years) for improvement of services and introduction of new services</li> <li>- Medium term (2 to 5 years) for introduction of new services and structural transformation</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluation forms will be filled out by the participants and the results will be shared with UNDP.</li> <li>- UNDP and its implementing partner will be present during the presentation for observation.</li> <li>- UNDP shall request for repetition of presentation if</li> </ul>

	<ul style="list-style-type: none"> <li>- Long term (beyond 5 years) for structural transformation.</li> <li>- Presentation of road maps of laying out the short, medium and long-term digital transformation interventions and digitalization aspects of institutional transformation</li> <li>- Presentation the digital maturity of İŞKUR and how to digitize which business processes within the limits of the project budget and implemented for more effective employment service delivery</li> <li>- Presentation of prioritized areas of İŞKUR digital transformation</li> <li>- Presentation of a basis of scientific analyses for later studies of cost-benefit and feasibility about İŞKUR digitization</li> <li>- Presentation of Technical Specifications prepared for Priority Actions</li> </ul> <p>The presentation will be made on or before 15th Week, after contract signature</p>	<p>contractor fails to meet acceptable standards</p> <ul style="list-style-type: none"> <li>- UNDP shall ask for clarifications and revisions on the roadmaps if the contractor fails to meet minimum acceptable standards</li> <li>- UNDP will be informed in advance about any delays of the deadline of the activity and change requests</li> </ul>
Preparation of Terms of Reference/Technical Specs for Priority Actions	<p>Terms of Reference/Technical Specs and market analysis for a total of up to five priority actions to be agreed with İŞKUR and UNDP each of which:</p> <ul style="list-style-type: none"> <li>- Define sufficient detail for description of goods or services to be procured.</li> <li>- Demonstrate that sufficient number of vendors that will deliver the defined goods and services within the estimated budget</li> <li>- Documents are compatible with UNDP procurement procedures and document templates</li> </ul> <p>The TORs and TSs will be ready on or before 17th Week, after contract signature</p>	<ul style="list-style-type: none"> <li>- UNDP shall ask for clarifications and revisions on the TORs/TSs if the contractor fails to meet minimum acceptable standards</li> <li>- UNDP will be informed in advance about any delays of the deadline of the activity and change requests</li> </ul>

Preparation of the Final Report	<p>Report will contain:</p> <ul style="list-style-type: none"> <li>- Findings of the analysis as agreed with İŞKUR and UNDP in the workshop</li> <li>- Recommended strategies and detailed road maps for improvement of İŞKUR services, introduction of new services and transformation of İŞKUR structure as agreed with İŞKUR and UNDP in the conference</li> <li>- Prioritization of actions and presentation of Terms of Reference / Technical Specs for up to five priority actions as agreed with İŞKUR and UNDP as annexes to the final report.</li> </ul> <p>The report will be submitted on or before 18th Week, after contract signature</p>	<ul style="list-style-type: none"> <li>- UNDP shall ask for clarifications and revisions on the Final Report if the contractor fails to meet minimum acceptable standards</li> <li>- UNDP will be informed in advance about any delays of the deadline of the activity and change requests</li> </ul>
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#### **H. Governance and Accountability**

The contract will be managed by UNDP. The beneficiary is Turkish Employment Agency. A Committee which will be composed of UNDP and İŞKUR representatives is going to be established. The Committee will meet during the inception phase to be informed about the approach of the contractor and to provide technical guidance to the contractor for expected outcomes. The Committee will meet on a regular basis during the assignment and lastly upon the submission of the final report to review the findings and recommended road maps.

UNDP governs subject contract and the Contractor will be directly accountable to UNDP.

#### **I. Facilities to be provided by UNDP**

No facilities will be provided by UNDP. The Consultant shall ensure that experts are adequately supported and equipped and shall ensure that the service is in accordance with the provisions of the national legislation. In particular it shall ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support its activities under the contract and to ensure that its employees are paid regularly and in a timely fashion.

Office space will be provided by the Contractor.

No equipment is to be purchased on behalf of any parties as part of this service contract or transferred to any parties at the end of this contract.

All expert expenditures for travel to the five pilot provinces of Turkey will be covered by the contractor.

#### **J. Expected duration of the contract/assignment**

Expected commencement time of the assignment is February 2019.

Expected duration of the assignment will be 21 weeks after contract signature.

Maximum expected duration of the contract is 6 months.

#### **K. Duty Station**

The operation will be implemented in Ankara and in five pilot provinces of Turkey which are İstanbul, Sanliurfa, Gaziantep, Kilis and Hatay. The project management will be based in Ankara and all experts are expected to perform in Ankara with visits to five provinces stated above.

#### **L. Professional Qualifications of the Successful Contractor and its key personnel**

In addition to the qualification requirement stipulated for the proposer throughout the RFP, the proposers shall possess documented experience on the following:

- 1.1. Having experience in conducting assessments on institutional capacities, workflows and processes
- 1.2. Having a network of consultants and experts that have been working on Consultancy Services and providing consultancy to Public Institutions/Organisations/Companies on capacity assessment and digital transformation
- 1.3. Having experience in capacity assessment and digital maturity assessment of a Public Institution/Organisation and Private Company
- 1.4. Having strong project management resources, control mechanisms as part of company standard procedures in strategic consultancy services
- 1.5. The Contractor shall provide adequate staff in terms of expertise and time allocation in order to complete the tasks required and to achieve the overall and the specific objectives of the Contract in terms of time, cost and quality. The Contractor should establish a team consisting of following Key Personnel to conduct the activities and provide the deliverables:

#### **Key Personnel**

All experts who have crucial roles in implementing the contract are referred to as key experts. Proposers will submit CVs of Key Experts in their proposals. Experts planned to take part in the scope of the project will need to be approved by UNDP in coordination with İŞKUR.

#### **Key expert 1: Team Leader**

##### Job description

Team leader will have the responsibilities as follows;

- To coordinate the overall management and implementation of the project.
- To be the main contact person for all communication with the UNDP CO and the İŞKUR,
- To transmit the reports to the relevant authorities.
- To be responsible of management of the team composed of key and non-key experts and allocation of duties among experts for the efficiency and success of the activities
- To ensure timely submission of all operation outputs as required.
- To ensure measurable indicators and determine controlling procedures within sound monitoring and evaluating of operation activities.

##### Minimum Qualifications

Education:

- University education in economics, social sciences, administrative sciences or other relevant fields

Years of general professional experience:

- At least 15 years of general professional experience

Computer, Language and Reporting Competencies:

- Advanced in MS Office and Web based applications
- Advanced spoken and written English
- Proven research and report drafting skills

Specific experience relevant to the assignment:

- At least 5 years of experience in employment, labour market and/or public or private employment services
- At least 5 years of experience in institutional capacity assessment of public services preferably related to employment
- Experience as a team leader / project manager in at least 2 projects financed by international donors/ organizations/companies.

### **Key expert 2: Institutional Capacity Assessment Expert**

#### Job description

The Institutional Capacity Assessment Expert will have the responsibilities as follows;

- To design and conduct interviews with relevant managers/staff for mapping business processes,
- To supervise junior experts assigned to the project,
- To make observations on the day-to-day activities of the İŞKUR staff,
- To identify bottlenecks in daily operations,
- To develop strategies and action plans for the elimination of operational bottlenecks
- To present findings and recommended road maps to the contracting authority and the beneficiary
- Assisting team leader in preparation of presentations and reports.
- To ensure timely submission of all operation outputs as required.
- To ensure measurable indicators and determine controlling procedures within sound monitoring and evaluating of operation activities.

#### Minimum Qualifications

Education:

- University education in economics, social sciences, administrative sciences or other relevant fields

Years of general professional experience:

- At least 12 years of general professional experience

Computer, Language and Reporting Competencies:

- Advanced in MS Office and Web based applications
- Advanced spoken and written English
- Proven research and report drafting skills

Specific experience relevant to the assignment:

- At least 5 years of experience in employment, labour market and/or public or private employment services
- At least 5 years of experience in institutional capacity assessment of public services in employment and public or private labour market
- Experience as key expert in at least 2 projects

### **Key expert 3: Digital Transformation Expert**

### Job description

The Digital Transformation Expert will have the responsibilities as follows;

- To design and conduct interviews with relevant managers/staff for mapping business processes,
- To supervise IT junior experts assigned to the project,
- To make observations on the day-to-day activities of the İŞKUR staff,
- To identify bottlenecks in daily operations,
- To develop strategies and action plans for the elimination of operational bottlenecks
- To present findings and recommended road maps to the contracting authority and the beneficiary
- Assisting team leader in preparation of presentations and reports.
- To ensure timely submission of all operation outputs as required.
- To ensure measurable indicators and determine controlling procedures within sound monitoring and evaluating of operation activities.

### Minimum Qualifications

Education:

- University education in Digital Systems, Computer Science or Engineering, Business Administration, Mathematics, Statistics or related field

Years of general professional experience:

- At least 10 years of general professional experience

Computer, Language and Reporting Competencies:

- Advanced in MS Office and Web based applications
- Advanced spoken and written English
- Proven research and report drafting skills

Specific professional experience:

- At least 5 years of professional experience in ICT capacity assessment of public institutions and/or international organizations:
- Prepared at least 1 project methodology and Terms of References for similar project activities
- At least 2 years of experience working as a consultant on analysing data, operational models and institutional processes

### **Other experts**

Senior Experts having following qualifications will be employed full time or part time during the project as required.

- Procurement experts that will develop Terms of References or Technical Specifications for priority actions.

Junior experts having following qualifications will be employed full time or part time during the project as required.

- Capacity assessment experts that can conduct interviews, analyse collected information and assist reporting and presentation.
- IT experts that can make observations on the IT processes to identify bottlenecks and draw recommendations.

- Communication expert that will assist the team leader for the organisation of the workshop and closing event.

The Contractor shall select and hire other experts as required according to the profiles identified in their technical proposal and these Terms of Reference. All experts must be independent and free from conflicts of interest in the responsibilities accorded to them. In alignment with UNDP's gender equality and women's empowerment values, preference will be given to female experts among experts having comparable skills and expertise.

The selection procedures used by the Contractor to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience. The findings of the selection panel shall be recorded. The selection of experts shall be subject to approval of UNDP.

*Note: Proposers are encouraged to propose teams respecting gender equality.*

#### **M. Schedule of Payments**

The price quoted will be inclusive of all gross salaries of experts as well as all kinds of expenses that will incur in relation to the Contract, including but not limited to relocation expenses and all legal expenses.

Payments will be effected upon submission of the deliverables and acceptance and approval by the UNDP in consultation with İŞKUR. If the deliverables are not submitted as defined in the TOR, the Contractor will not be entitled to any payment.

The contractor will be paid in TRY through conversion of the USD amount by the official UN exchange rate valid on the date of money transfer. The Contractor based in another country shall be paid in USD:

<b>Deliverable</b>	<b>Percentage of Payment</b>	<b>Pre-requisite for Payment</b>
Inception Report	5%	Inception Report is approved by UNDP in coordination with İŞKUR.
GAP Analysis: Capacity Assessment Report and Digital Maturity Report	25%	Capacity assessment report and digital maturity report are approved by UNDP in coordination with İŞKUR.
Capacity Development Roadmap and Digital Transformation Roadmap	30%	Roadmaps are approved by UNDP in coordination with İŞKUR.
5 ToRs / TS for priority actions and budget estimations	20%	ToRs and technical specifications are approved by UNDP in coordination with İŞKUR.
Final Report	20%	Final report is approved by UNDP in coordination with İŞKUR.
<b>TOTAL</b>	<b>100% of total contract amount</b>	<b>The payment will be realized as per all-inclusive total financial proposal.</b>



## Section 6: Returnable Proposal Forms / Checklist

This form serves as a checklist for preparation of your Proposal. Please complete the Returnable Proposal 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 Proposers Item 22.

### Technical Proposal Envelope:

<b>Have you duly completed all the Returnable Proposal Forms?</b>	
▪ Form A: Technical Proposal Submission Form	<input type="checkbox"/>
▪ Form B: Proposer Information Form	<input type="checkbox"/>
▪ Form C: Joint Venture/Consortium/ Association Information Form	<input type="checkbox"/>
▪ Form D: Qualification Form	<input type="checkbox"/>
▪ Form E: Format of Technical Proposal	<input type="checkbox"/>
▪ Form H: Proposal Security Form	<input type="checkbox"/>
<b>Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?</b>	<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 Proposer:	[Insert Name of Proposer]	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 Proposers 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 Proposal 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 Proposal 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 Proposer] to sign this Proposal and bind it should UNDP accept this Proposal.

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_  
Signature: \_\_\_\_\_

*[Stamp with official stamp of the Proposer]*

## Form B: Proposer Information Form

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

- 
- Environmental Management Certifications such as ISO 14001, etc.
  - Letter of Intent for Sub-contracting indicating the names of companies which could be selected as a sub-contractor by the Contractor.

## Form C: Joint Venture/Consortium/Association Information Form

Name of Proposer:	[Insert Name of Proposer]	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]

<b>Name of leading partner</b> (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 Proposer:	[Insert Name of Proposer]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

If JV/Consortium/Association, to be completed by each partner.

### Historical Contract Non-Performance

- ☐ Contract non-performance did not occur for the last 3 years (2015, 2016 and 2017)
- ☐ Contract(s) not performed for the last 3 years (2015, 2016 and 2017)

Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

### Litigation History (including pending litigation)

- ☐ No litigation history for the last 3 years (2015, 2016 and 2017)
- ☐ Litigation History as indicated below

Year of dispute	Amount in dispute (in US\$)	Contract Identification	Total Contract Amount (current value in US\$)
		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 5 years (i.e. 01 January 2014 thru 31 December 2018).

List only those assignments for which the Proposer was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Proposer's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Proposer, or that of the Proposer's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Proposer 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

Proposers 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

<b>Annual Turnover for the last 3 years (2015, 2016 and 2017)</b>	Year	USD
	Year	USD
	Year	USD
<b>Latest Credit Rating (if any), indicate the source</b>		

Financial information (in US\$ equivalent)	Historic information for the last 3 years (2015, 2016 and 2017)		
	Year 1 (2015)	Year 2 (2016)	Year 3 (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			

☐ Proposers shall submit the 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:

- a) Must reflect the financial situation of the Proposer or party to a JV, and not sister or parent companies;
  - b) Historic financial statements must be audited by a certified public accountant;
  - c) 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 Proposer:	[Insert Name of Proposer]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

The Proposer's proposal should be organized to follow this format of Technical Proposal. Where the Proposer is presented with a requirement or asked to use a specific approach, the Proposer 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.

Please refer to "Section 4. Evaluation Criteria" for a more detailed outline which will guide you to compose your technical proposal.

### **SECTION 1: Proposer's qualification, capacity and expertise**

1.1 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

1.2 Relevance of specialized knowledge and experience on similar engagements

1.3 Quality assurance model and risk mitigation measures. Proposer provided the approach to be deployed for assuring quality of the assignment and mitigating risks

### **SECTION 2: Proposed Methodology, Approach and Implementation Plan**

2.1 This section should demonstrate the Proposer'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.

2.2 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? (Describe important aspects of each deliverable and their relevance to each other over the course of the project)

2.3 Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference (Detail overall process and prescribe the list of activities to be performed for accomplishment of the contract in accordance with the requirements. Offerors should place special importance to showing how previous experience can relate or be applied to Turkey context)

2.4 Details on how the different service elements (Capacity assessment, digital transformation assessment, Roadmaps for improvement, drafting ToRs and technical specifications after assessments) shall be organized, controlled and delivered

2.5 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement (Describe involvement of Senior Management in performance

monitoring and evaluation process. Prescribe the precautions/actions to be adapted in case of poor performance and undesirable outcome)

2.6 Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic and prepared in line with the Project's time plan (Provide a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing. Plan shall elaborate on each province for defining the needs of the subject provincial directorates)

2.7 List of key personnel to be assigned for the entire contract period by elaborating on number and position of personnel to be assigned for each activity and the duration to be invested by each personnel for completing each activity

2.8 Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract

2.9 Any other comments or information regarding the project approach and methodology that will be adopted.

## SECTION 2A: Proposer'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

<b>Name of Personnel</b>	[Insert]
<b>Position for this assignment</b>	[Insert]
<b>Nationality</b>	[Insert]
<b>Language proficiency</b>	[Insert]
<b>Education/ Qualifications</b>	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i>
<b>Professional certifications</b>	[Insert] <i>[Provide details of professional certifications relevant to the scope of services]</i>
	<ul style="list-style-type: none"> <li>▪ Name of institution: [Insert]</li> <li>▪ Date of certification: [Insert]</li> </ul>

<b>Employment Record/ Experience</b>	<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]
<b>References</b>	<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 Proposer:	[Insert Name of Proposer]	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 Proposal Data Sheet.

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

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_  
Signature: \_\_\_\_\_

*[Stamp with official stamp of the Proposer]*

## Form G: Financial Proposal Form

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

The Proposer 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 Proposers. Any Financial information provided in the Technical Proposal shall lead to Proposer's disqualification.

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

### Preparation of Financial Proposal:

- The Proposers shall fill out, sign and stamp the 'Price Schedule' as per RFP.
- The proposers shall learn from all relevant authorities in Turkey and countries of transit/destination, the legislation, laws and regulations that will affect timely and successful performance of this contract and relevant costs, including but not limited to insurance, customs, levies, etc. The proposers shall factor these expenses in their price proposals as the Contractor shall not be entitled to receive any amount other than it quoted in this tender for these expenses.
- The format shown on the following pages is a requirement for the preparation of the Financial Proposal. Any deviation from this format may result in disqualification of the Proposer.

### Pricing and Payment:

- The Contractor(s) based in Turkey shall be paid in TRY through conversion of the USD amount by the official UN exchange rate valid on the date of money transfer. The Contractor(s) based in another country shall be paid in USD.
- **Payments will be effected to the contractor on percentage basis as indicated in below table, regardless of the price offered for each deliverable in Price Schedule.**

Deliverable	Percentage of Payment	Pre-requisite for Payment
Inception Report	5%	Inception Report is approved by UNDP in coordination with İŞKUR.
GAP Analysis: Capacity Assessment Report and Digital Maturity Report	25%	Capacity assessment report and digital maturity report are approved by UNDP in coordination with İŞKUR.
Capacity Development Roadmap and Digital Transformation Roadmap	30%	Roadmaps are approved by UNDP in coordination with İŞKUR.
5 ToRs / TS for priority actions and budget estimations	20%	ToRs and technical specifications are approved by UNDP in coordination with İŞKUR.
Final Report	20%	Final report is approved by UNDP in coordination with İŞKUR.
TOTAL	100% of total contract amount	The payment will be realized as per all-inclusive total financial proposal.

## Price Schedule

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

All Personnel expected to be assigned for the entire contract period and other line items are demonstrated in below table for each deliverable regardless of relevance with the deliverable. If offer does not involve any particular personnel or items listed in the table, offeror should mark the price cells as zero.

Please quote "number of days" for professional fees and "quantity" for other costs.

**Currency of the proposal: USD**

Item No.	Description of Services	Title/Item Name	UOM	Unit Price (USD)	Number of days / Qty	Total Price (USD)	
1	Inception Report	Team Leader	Person-Day				
		Institutional Capacity Assessment Expert	Person-Day				
		Digital Transformation Expert	Person-Day				
		Non-key Experts (Please specify)	Person-Day				
		Subtotal Professional Fees					
		International Flights	Round Trip				
		Local Flights	Round Trip				
		Accommodation	Night				
		Other (Please specify other expenses)	Lump Sum				
		Subtotal Other Costs					
Price for Deliverable # 1							
2.	Gap analysis: Capacity assessment report & digital maturity report	Team Leader	Person-Day				
		Institutional Capacity Assessment Expert	Person-Day				
		Digital Transformation Expert	Person-Day				
		Non-key Experts (Please specify)	Person-Day				
		Subtotal Professional Fees					
		International Flights	Round Trip				
		Local Flights	Round Trip				
		Accommodation	Night				
		Other (Please specify other expenses)	Lump Sum				
		Subtotal Other Costs					
Price for Deliverable # 2							
3	Capacity Development Roadmap and Digital Transformation Roadmap	Team Leader	Person-Day				
		Institutional Capacity Assessment Expert	Person-Day				
		Digital Transformation Expert	Person-Day				
		Non-key Experts (Please specify)	Person-Day				
		Subtotal Professional Fees					
		International Flights	Round Trip				
		Local Flights	Round Trip				
		Accommodation	Night				
		Other (Please specify other expenses)	Lump Sum				
		Subtotal Other Costs					



Price for Deliverable # 3							
4	ToR / TS for priority actions and budget estimations	Team Leader	Person-Day				
		Institutional Capacity Assessment Expert	Person-Day				
		Digital Transformation Expert	Person-Day				
		Non-key Experts (Please specify)	Person-Day				
		Subtotal Professional Fees					
		International Flights	Round Trip				
		Local Flights	Round Trip				
		Accommodation	Night				
		Other (Please specify other expenses)	Lump Sum				
		Subtotal Other Costs					
Price for Deliverable # 4							
5	Final Report	Team Leader	Person-Day				
		Institutional Capacity Assessment Expert	Person-Day				
		Digital Transformation Expert	Person-Day				
		Non-key Experts (Please specify)	Person-Day				
		Subtotal Professional Fees					
		International Flights	Round Trip				
		Local Flights	Round Trip				
		Accommodation	Night				
		Other (Please specify other expenses)	Lump Sum				
		Subtotal Other Costs					
Price for Deliverable # 5							
TOTAL AMOUNT OF FINANCIAL PROPOSAL							

Summary of Overall Prices	
	Amounts (USD)
PROFESSIONAL FEES	
OTHER COSTS	
TOTAL AMOUNT OF FINANCIAL PROPOSAL	

## Form H: Form of Proposal Security

**Proposal Security must be issued using the official letterhead of the Issuing Bank.  
Except for indicated fields, no changes may be made on this template.**

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To: UNDP

*[Insert contact information as provided in Data Sheet]*

WHEREAS [Name and address of Proposer] (hereinafter called "the Proposer") has submitted a Proposal to UNDP dated [Click here to enter a date](#) to execute Services [Insert Title of Services] (hereinafter called "the Proposal"):

AND WHEREAS it has been stipulated by you that the Proposer shall furnish you with a Bank Guarantee by a recognized bank for the sum specified therein as security in the event that the Proposer:

- a) Fails to sign the Contract after UNDP has awarded it;
- b) Withdraws its Proposal after the date of the opening of the Proposals;
- c) Fails to comply with UNDP's variation of requirement, as per RFP instructions; or
- d) Fails to furnish Performance Security, insurances, or other documents that UNDP may require as a condition to rendering the contract effective.

AND WHEREAS we have agreed to give the Proposer such this Bank Guarantee:

NOW THEREFORE we hereby affirm that we are the Guarantor and responsible to you, on behalf of the Proposer, up to a total of *[amount of guarantee] [in words and numbers]*, such sum being payable in the types and proportions of currencies in which the Price Proposal is payable, and we undertake to pay you, upon your first written demand and without cavil or argument, any sum or sums within the limits of *[amount of guarantee as aforesaid]* without your needing to prove or to show grounds or reasons for your demand for the sum specified therein.

This guarantee shall be valid up to 30 days after the final date of validity of proposals.

### SIGNATURE AND SEAL OF THE GUARANTOR BANK

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Name of Bank \_\_\_\_\_

Address \_\_\_\_\_

*[Stamp with official stamp of the Bank]*