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AMENDMENT NO. 2
ANSWERS TO QUESTIONS

Date: 04.01.2019

Subject: Amendment No. 2 to RFP for Procurement of CONSULTANCY SERVICES FOR OPERATIONALIZING OF A DIGITAL TRANSFORMATION CENTER ON LEAN MANUFACTURING (DISCRETE AND PROCESS) IN IZMIR PROVINCE (LOT 1) and CONSULTANCY SERVICES FOR OPERATIONALIZING OF DIGITAL TRANSFORMATION CENTERS ON LEAN MANUFACTURING (DISCRETE ONLY) IN GAZIANTEP AND MERSIN PROVINCES (LOT 2)

Ref: UNDP-TUR-RFP(MC1)-2018/16

Dear Madam/Sir,

Please find Attachment-1 for "Answers to Questions" received from Prospective Proposers in the context of subject RFP issued on 30.11.2018.

You are kindly requested to prepare and submit your proposals in response to our subject RFP with the consideration of these answers; whereas all other clauses of the RFP, except as amended herein, remaining valid.

Deadline for Physical Submission of Proposals has remained unchanged. Please make sure that your proposals are physically delivered to the address stipulated in the RFP, on or before 14 January 2019, 14:00 pm (Turkey Local Time)

Attachment-1 Answers to Questions from Prospective Proposers

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Üsâme Yalçın', is written over a light blue background.

Üsâme Yalçın

Assistant Resident Representative (Operations)

ATTACHMENT-1- ANSWERS TO QUESTIONS FROM PROSPECTIVE PROPOSERS

Question 1: See Page Nr. 27, Clause 1.2.7: “Tracked record of successful cooperation with universities and research institutes to develop curriculum and methodologies on productivity and/or digital-based lean transformation”

Could you please clarify if you require any particular format from proposers for demonstrating requested tracked record?

Answer 1: Proposers shall demonstrate their strength/experience over mentioned criteria through documentary proof in any format. There is no specific format requested by UNDP.

Question 2: See Page Nr. 27, Clause 1.2.8: “Successful implementation of projects funded by governmental agencies (development agencies) to improve productivity in manufacturing industry/industrial zones/industrial clusters”

Could you please clarify what does “development agency” refer to?

Answer 2: Any agency focusing on development and growth within a specified region or state by providing necessary resources and assistance, will be considered as a Development Agency.

Question 3: At page nr. 37, it is stated that the centers will provide services to SMEs for “improving productivity, expanding their product base and enhancing marketing capacities”. However, on page 39, it is stated that the centers will focus on digital based lean manufacturing. How much can we expand the scope of the project to areas other than production operations?

In the RFP, it is not stated what digital-based lean manufacturing refers to in transformation center context. Is it digital production line or conventional lean applications tailored with digital solutions? Could you elaborate?

Answer 3:

Proposers are expected to focus on raising awareness and training of selected SMEs on “Digital based lean manufacturing” as well as the “sustainability of the transformation centers” in the long run.

Digital based lean manufacturing in transformation center context refers to lean applications tailored with digital solutions. The main purpose of the Transformation Centers is to raise awareness of SMEs on digital based lean manufacturing and provide them with trainings. Theoretical and experiential trainings will be given to SMEs in the Transformation Centers. Trainings will be conducted by the trainers trained by the Service Provider(s). These trainings will focus on increasing the productivity of selected SMEs through transformation of their manufacturing process into lean manufacturing tailored with digital solutions. Please refer to Section 5.E. for details on “approach and methodology considerations” for the overall assignment for both LOTs.

Question 4: See Page Nr. 31, 32, 34, 35 for 3 project associates in Izmir (LOT 1) and for 3 project associates in Gaziantep and Mersin (LOT 2). Project Associates are requested to have;

- Page nr. 31-32: “Specific Experience relevant to the assignment (Manufacturing Industry, lean transformation / experience in Izmir)”

- Page nr. 34: "Specific Experience relevant to the assignment (Manufacturing Industry, lean transformation / experience in Gaziantep)"
- Page nr. 35: "Specific Experience relevant to the assignment (Manufacturing Industry, lean transformation / experience in Mersin)"
- Page nr. 35: "Specific Experience relevant to the assignment (Manufacturing Industry, lean transformation / experience in Gaziantep/Mersin)"

It is not clear whether project associates are requested to have experience in manufacturing industry, lean transformation "or" experience in the mentioned regions "or" both. Please clarify.

Answer 4: Subject clauses (for 6 project associates) have been amended to read as follows:

"Specific Experience relevant to the assignment (Experience in Manufacturing Industry and lean transformation)".

All associates are expected to have specific experience in both manufacturing industry and lean transformation.

Question 5: See Page nr. 69, Clause 1.3: "Relevance of specialized knowledge and experience on similar engagements done in the region/country".

Could you please clarify what does "region" stand for?

Answer 5: Region stands for Europe and CIS Countries.

Question 6: Is there any restriction in the number of pages of any section of the proposals?

Answer 6: Please refer to Form A: Technical Proposal Submission Form (Page Nr. 63);

"Company Profile should not exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured".

There is no restriction in the number of pages of proposals' other sections except for the company profile as per above clause of RFP.

Question 7: Is it mandatory to follow exact numbering in RFP while building technical proposal(s)? Can proposers add additional sections?

Answer 7: Proposers are strongly recommended to develop their technical proposals in line with "FORM E: Format of Technical Proposal" (Page nr. 69 -70) of the RFP. To build up clear and articulate proposals, proposers are recommended to follow the numbering in "FORM E: Format of Technical Proposal". Proposers can introduce additional sections in their technical proposals.

Question 8: Will ongoing projects be considered as credentials during technical evaluation?

Answer 8: Completed activities of the ongoing projects will be considered as credentials during technical evaluation. Successful completion of services in the context of ongoing projects shall be demonstrated with documentary proof i.e. service acceptance reports submitted by the clients and respective invoices.

Question 9: Please clarify what is the main purpose of developing training curriculum? Is it for the purpose of training trainers or for the purpose of training SMEs?

Answer 9: Training curriculum will be mainly designed for training of SMEs. They will be prepared for use of trainers to provide trainings to the SMEs. However, service provider(s) are expected to provide trainings to the trainers through the topics related to the same curriculum and guide them on how to use and engage training curriculum during training of SMEs.

Question 10: See Page nr. 45: It is stated that the target number of SMEs to benefit from the one-on-one mentoring services is 24. These services are requested to be conducted for minimum 3 months and for minimum 4 days per month for each SME. Considering this fact, the schedule seems too tight to complete the activities within the specified timeline with only 2 Mentors. Is it possible to assign Project Associates to conduct one-on-one mentoring services in addition to Mentors?

Answer 10: One-on-one mentoring services shall be conducted by mentors only. Proposers shall make sure to indicate which key personnel will be assigned for each activity in accordance with the TOR.

In order to avoid tight schedule for the service providers, amendment has been made to the subject clause as follows:

Please refer to Section 5.E. APPROACH AND METHODOLOGY (LOT 1), (Page Nr.45):

- *“Clause 1.9.4: After selection of the SMEs in consultation with UNDP/Implementing Partner, contractor will conduct one-on-one mentoring services for all selected SMEs for minimum 3 months. This duration may extend up to the end of the assignment on 31 December 2019 depending on the number of consultants assigned for this service. However, one-on-one mentoring service shall be provided for minimum 4 days per month for each SME. In their Approach and Methodology, proposers should demonstrate the duration they will allocate and invest for one-on-one mentoring services”.*

Subject clause has been amended to read as follows:

- *“Clause 1.9.4: After selection of the SMEs in consultation with UNDP/Implementing Partner, contractor will conduct one-on-one mentoring services for all selected SMEs for minimum 3 months. This duration may extend up to the end of the assignment on 31 December 2019 depending on the number of consultants assigned for this service. However, one-on-one mentoring service shall be provided for minimum 2 days per month for each SME. In their Approach and Methodology, proposers should demonstrate the duration they will allocate and invest for one-on-one mentoring services”.*

Please also refer to Section 5.E. APPROACH AND METHODOLOGY (LOT 2), (Page Nr.49):

- *“Clause 1.8.4: After selection of the SMEs in consultation with UNDP/Implementing Partner, contractor will conduct mentoring services for all selected SMEs for minimum 3 months. This duration may extend up to the end of the assignment on 31 December 2019 depending on the number of consultants assigned for this service. However, mentoring service is expected to be provided for minimum 4 days per month for each SME. In their Approach and Methodology, proposers should demonstrate the duration they will allocate and invest for mentoring services”.*

Subject clause has been amended to read as follows:

- *“1.8.4: After selection of the SMEs in consultation with UNDP/Implementing Partner, contractor will conduct mentoring services for all selected SMEs for minimum 3 months. This duration may extend up to the end of the assignment on 31 December 2019 depending on the number of consultants assigned for this service. However, mentoring service is expected to be provided for minimum 2 days per month for each SME. In their Approach and Methodology, proposers should demonstrate the duration they will allocate and invest for mentoring services”.*

Question 11: Please confirm that the dates indicated in Section F. Activity, Deliverable and Schedules table (page nr. 51) are calendar days.

Answer 11: It is confirmed that the mentioned dates for deliverables in the table (page nr. 51) are calendar days.