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Resilient nations.*

# REQUEST FOR PROPOSAL

## **“Services for Preparation of Sectoral Road Maps and One-on-One Consultancy to SMEs”**

**RFP No.:** UNDP-TUR-RFP(MC1)-2019/1

**Project:** Turkey Resilience Project in Response to the Syria Crisis-C1: Job Creation

**Country:** Turkey

**Issued on:** 9 January 2019

**UNDP TURKEY COUNTRY OFFICE**

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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 for Contracts which is inserted in the Bid Data Sheet (BDS):

**Section 1:** This Letter of Invitation

**Section 2:** Instruction to Bidders

**Section 3:** Bid Data Sheet (BDS)

**Section 4:** Evaluation Criteria

**Section 5:** Terms of Reference

**Section 6:** Returnable Proposal Forms

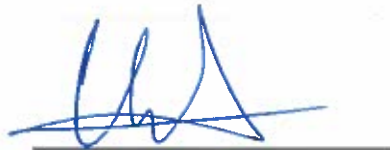
- Form A: Technical Proposal Submission Form
- Form B: Proposer Information Form
- Form C: Joint Venture/Consortium/Association Information Form
- Form D: Qualification Form
- Form E: Format of Technical Proposal
- Form F: Financial Proposal Submission Form
- Form G: Financial Proposal Form
- Form H: 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 Bid 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. You may also utilize the "Accept Invitation" function in eTendering system, where applicable. This will enable you to receive amendments or updates to the RFP. Should you require further clarifications, kindly communicate with the contact person/s identified in the attached Bid Data Sheet as the focal point for queries on this RFP.

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

**Issued by:**



**Name:** Ümit ALSAÇ

**Title:** Procurement Officer

**Date:** January 9, 2019

**Approved by:**



**Name:** Üsame YALÇIN

**Title:** Assistant Resident Representative (Operations)

**Date:** January 9, 2019

## Section 2. Instruction to Bidders

### A. GENERAL PROVISIONS

<b>1. Introduction</b>	<p>1.1 Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at <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 Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.</p> <p>1.3 As part of the proposal, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (<a href="http://www.ungm.org">www.ungm.org</a>). The Bidder may still submit a proposal even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.</p>
<b>2. Fraud &amp;Corruption, Gifts and Hospitality</b>	<p>2.1 UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all Bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at <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 Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p>2.3 In pursuance of this policy, UNDP  (a) Shall reject a proposal if it determines that the selected Bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question;  (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.</p> <p>2.4 All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at <a href="http://www.un.org/depts/ptd/pdf/conduct_english.pdf">http://www.un.org/depts/ptd/pdf/conduct_english.pdf</a></p>
<b>3. Eligibility</b>	<p>3.1 A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to UNDP whether they are subject to any sanction or temporary suspension imposed by these organizations.</p> <p>3.2 It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.</p>
<b>4. Conflict of Interests</b>	<p>4.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:</p> <p>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</p>

	<p>documents to be used for the procurement of the goods and services in this selection process;</p> <p>b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or</p> <p>c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.</p>
4.2	In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP's confirmation on whether or not such a conflict exists.
4.3	<p>Similarly, the Bidders must disclose in their proposal their knowledge of the following:</p> <p>a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and</p> <p>b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.</p> <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</p>
4.4	The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.

## **B. PREPARATION OF PROPOSALS**

5. General Considerations	<p>5.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p> <p>5.2 The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNDP</p>
6. Cost of Preparation of Proposal	6.1 The Bidder shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNDP shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.
7. Language	7.1 The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNDP, shall be written in the language (s) specified in the BDS.
8. Documents Comprising the Proposal	<p>8.1 The Proposal shall comprise of the following documents:</p> <p>a) Documents Establishing the Eligibility and Qualifications of the Bidder;</p> <p>b) Technical Proposal;</p> <p>c) Financial Proposal;</p> <p>d) Proposal Security, if required by BDS;</p> <p>e) Any attachments and/or appendices to the Proposal.</p>
9. Documents Establishing the Eligibility and Qualifications of the Bidder	9.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to UNDP's satisfaction.
10. Technical Proposal Format and Content	<p>10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.</p> <p>10.2 The Technical Proposal shall not include any price or financial information. A Technical</p>

	<p>Proposal containing material financial information may be declared non-responsive.</p> <p>10.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNDP, and at no expense to UNDP</p> <p>10.4 When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the UNDP. Unless otherwise specified, such training as well as training materials shall be provided in the language of the Proposal as specified in the BDS.</p>
<b>11. Financial Proposals</b>	<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>
<b>12. Proposal Security</b>	<p>12.1 A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal.</p> <p>12.2 The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected.</p> <p>12.3 If the Proposal Security amount or its validity period is found to be less than what is required by UNDP, UNDP shall reject the Proposal.</p> <p>12.4 In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the 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 BDS.</p> <p>12.5 The Proposal Security may be forfeited by UNDP, and the Proposal rejected, in the event of any one or combination, of the following conditions:</p> <p>a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or;</p> <p>b) In the event that the successful Bidder 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 Bidder.</p>
<b>13. Currencies</b>	<p>13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <p>a) UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and</p> <p>b) In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.</p>
<b>14. Joint Venture, Consortium or</b>	<p>14.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with</p>

<b>Association</b>	<p>authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p> <p>14.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>14.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p> <p>14.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>14.5 JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <ul style="list-style-type: none"> <li>a) Those that were undertaken together by the JV, Consortium or Association; and</li> <li>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</li> </ul> <p>14.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>14.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.</p>
<b>15. Only One Proposal</b>	<p>15.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p> <p>15.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> <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 Bidder 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 Bidder; or</li> <li>f) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.</li> </ul>
<b>16. Proposal Validity Period</b>	<p>16.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be</p>



	<p>rejected by UNDP and rendered non-responsive.</p> <p>16.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.</p>
<b>17. Extension of Proposal Validity Period</b>	<p>17.1 In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.</p> <p>17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>17.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.</p>
<b>18. Clarification of Proposal</b>	<p>18.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.</p> <p>18.2 UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>18.3 UNDP shall 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>
<b>19. Amendment of Proposals</b>	<p>19.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective Bidders.</p> <p>19.2 If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.</p>
<b>20. Alternative Proposals</b>	<p>20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>



eTendering submission	<p>Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected.</p> <p>22.6 Electronic submission through eTendering, if allowed or specified in the BDS, 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 BDS;</li> <li>b) The Technical Proposal and the Financial Proposal files <b>MUST BE COMPLETELY SEPARATE</b> 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 Bidders 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 BDS.</li> <li>d) Detailed instructions on how to submit, modify or cancel a proposal in the eTendering system are provided in the eTendering system Bidder 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>
23. Deadline for Submission of Proposals and Late Proposals	<p>23.1 Complete Proposals must be received by UNDP in the manner, and no later than the date and time, specified in the BDS. UNDP shall only recognize the date and time that the 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>
24. Withdrawal, Substitution, and Modification of Proposals	<p>24.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p> <p>24.2 Manual and Email submissions: A Bidder may withdraw, substitute or modify its Proposal by sending a written notice to UNDP, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of 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 Bidder 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 Bidder to properly follow the system instructions, duly edit and submit a substitution or modification of the Proposal as needed. Detailed instructions on how to cancel or modify a Proposal directly in the system are provided in Bidder User Guide and Instructional videos.</p> <p>24.4 Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the 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, Bidders will receive an automatic notification once their proposal is opened.</p>

#### D. EVALUATION OF PROPOSALS

<b>26. Confidentiality</b>	<p>26.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>26.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.</p>
<b>27. Evaluation of Proposals</b>	<p>27.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p> <p>27.2 Evaluation of proposals is made of the following steps:</p> <ul style="list-style-type: none"> <li>a) Preliminary Examination</li> <li>b) Minimum Eligibility and Qualification (if pre-qualification is not done)</li> <li>c) Evaluation of Technical Proposals</li> <li>d) Evaluation of Financial Proposals</li> </ul>
<b>28. Preliminary Examination</b>	<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>
<b>29. Evaluation of Eligibility and Qualification</b>	<p>29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>29.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <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 Bidder; and</li> <li>f) They have a record of timely and satisfactory performance with their clients.</li> </ul>
<b>30. Evaluation of Technical and Financial Proposals</b>	<p>30.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive Bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the proposal document where required.</p> <p>30.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request</p>

	<p>for the password of the Financial Proposals of Bidders whose Technical Proposal were found not responsive.</p> <p>30.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.</p> <p>30.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p><b>Rating the Technical Proposal (TP):</b></p> <p style="text-align: center;"><math>TP\ Rating = (Total\ Score\ Obtained\ by\ the\ Offer / Max.\ Obtainable\ Score\ for\ TP) \times 100</math></p> <p><b>Rating the Financial Proposal (FP):</b></p> <p style="text-align: center;"><math>FP\ Rating = (Lowest\ Priced\ Offer / Price\ of\ the\ Offer\ Being\ Reviewed) \times 100</math></p> <p><b>Total Combined Score:</b></p> <p><b>Combined Score = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</b></p> </div>
31. Due Diligence	<p>31.1 UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:</p> <ul style="list-style-type: none"> <li>a) Verification of accuracy, correctness and authenticity of information provided by the Bidder;</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 Bidder, or with previous clients, or any other entity that may have done business with the Bidder;</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 Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder;</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 Bidder for a clarification of its Proposal.</p> <p>32.2 UNDP's request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP.</p> <p>32.3 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.</p>
33. Responsiveness of	<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</p>

<b>Proposal</b>	<p>terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.</p> <p>33.2 If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.</p>
<b>34. Nonconformities, Reparable Errors and Omissions</b>	<p>34.1 Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.</p> <p>34.2 UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.</p> <p>34.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> <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 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;</li> <li>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</li> <li>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.</li> </ul> <p>34.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
<b>E. AWARD OF CONTRACT</b>	
<b>35. Right to Accept, Reject, Any or All Proposals</b>	<p>35.1 UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.</p>
<b>36. Award Criteria</b>	<p>36.1 Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.</p>
<b>37. Debriefing</b>	<p>37.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.</p>
<b>38. Right to Vary Requirements at the Time of Award</b>	<p>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.</p>
<b>39. Contract Signature</b>	<p>39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.</p>

<b>40. Contract Type and General Terms and Conditions</b>	40.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at <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>
<b>41. Performance Security</b>	41.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS 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.
<b>42. Bank Guarantee for Advanced Payment</b>	42.1 Except when the interests of UNDP so require, it is UNDP's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at <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>
<b>43. Liquidated Damages</b>	43.1 If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.
<b>44. Payment Provisions</b>	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.
<b>45. Vendor Protest</b>	45.1 UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures: <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>
<b>46. Other Provisions</b>	<p>46.1 In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar services, UNDP shall be entitled to same lower price. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.2 UNDP is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.3 The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15 <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. Bid Data Sheet

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

BDS No.	Ref. to Article # of 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	Will not be conducted
5	16	Proposal Validity Period	90 days
6	12	Proposal Security	Required in the amount of USD 12.000,00 Acceptable Form of Proposal Security <ul style="list-style-type: none"> <li>▪ Bank Guarantee (See Section 6-Form H for template)</li> </ul>
7	42	Advanced Payment upon signing of contract	Not Allowed
8	43	Liquidated Damages	Will not be imposed
9	41	Performance Security	Performance Bond or Bank Guarantee shall be submitted by the Contractor for an amount of 10% (ten percent) of the final price of the Contract. Issuance of Performance Bond in UNDP's predefined format is a prerequisite to Contract Signature between the successful Proposer and UNDP.



10	13	Currency of Proposal	United States Dollar (USD)
11	23	Deadline for submitting requests for clarifications/questions	10 Calendar days before the submission deadline
12		Contact Details for submitting clarifications/questions	<b>Focal Person in UNDP:</b> Ümit Alsaç, Procurement Officer <b>Address:</b> Yıldız Kule, Yukarı Dikmen Mah, Turan Güneş Bulvarı, No:106, Cankaya, Ankara, 06550 Turkey <b>E-mail address:</b> tr.procurement@undp.org
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Direct communication to prospective Proposers by email and Posting on the websites: UNDP Web Site, UNDP CO Web Site, UNGM and UNDB.  <b>E-mail address:</b> tr.procurement@undp.org
14	23	Deadline for physical submission of the Proposals	<b>January 31, 2019 14:00 hrs. (GMT + 3)</b>
15	22	Allowable Manner of Submitting Proposals	Courier/Hand Delivery. Proposers shall submit 1 original proposal and 1 of its copy. The original proposal and its copy shall be separately enveloped. The envelope shall bear the mark either "ORIGINAL" or "COPY".
16	22	Proposal Submission Address	UNDP Turkey Office Turkey Resilience Project in Response to the Syria Crisis-C1: Job Creation Yıldız Kule, Yukarı Dikmen Mah, Turan Güneş Bulvarı, No:106, 16 <sup>th</sup> Floor Cankaya, Ankara, 06550 Turkey
17	22	Electronic submission (email or eTendering) requirements	Not Applicable
18	27-36	Evaluation Method for the Award of Contract	Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively  The minimum technical score required to pass is 70%.
19		Expected date for commencement of Contract	March 4, 2019

20		Maximum expected duration of contract	8 months after contract signature.
21	36	UNDP will award the contract to:	One Proposer Only
22	40	Type of Contract	Facesheet Contract for Goods and/or Services to UNDP <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>
23	40	UNDP Contract Terms and Conditions that will apply	UNDP General Terms and Conditions for Contracts <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>
24	14	Joint Venture, Consortium and Associations	Joint Venture (JV), Consortium or Associations are eligible to apply to this RFP. Form B: Proposer Information Form and Form D: Qualification Form should be filled out and submitted separately by each party of the Joint Venture (JV)/ Consortium/Association.
25		Tax Exemption	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 Treasury and 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, Ministry of Treasury and Finance's General Communiqués. The Contractor to be selected shall not 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 Financial Proposal Price.
26		Payment	<p>Payment for deliverables shall be effected by UNDP within 30 days upon issuance of Confirmation of Service Receipt for each deliverable, and acceptance and approval of the related invoice by UNDP. If the deliverables are not produced and delivered by the Contractor to the satisfaction of UNDP, no payment will be made even if the contractor has invested time to produce and deliver such deliverables.</p> <p>In case a local proposer established and operating in Turkey is awarded the contract, the payment shall be effected in TL through conversion of the US\$ amount by the official UN exchange rate valid on the date of money transfer. Otherwise, the payments shall be effected in US Dollars.</p>
27		Other Information Related to the RFP	<p>1) The documents that will be attached to Form B: Bidder Information Form (such as Certificate of Incorporation/Business Registration and Power of Attorney) can be submitted in local languages in the case that they are provided only in the local language by issuing authorities. In that case, the English translations of these documents shall be submitted by Proposers along with original documents in the local language.</p> <p>2) The proposers shall clearly specify on the CVs of key personnel the role they are proposed for. For key personnel proposed as sector specialists, the sector they will be responsible for shall be specified on the CVs.</p> <p>A declaration of availability which states that they will be able to work for this assignment during its duration shall be signed by proposed key personnel and attached to CVs.</p>

			<p>Proposers shall not propose more key personnel for a specific position (team leader, key expert, sector specialist or analyst) than required in the Terms of Reference. Same person can not be proposed for different positions.</p>
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## 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. Failure to submit any one of these documents will result in automatic disqualification of the respective proposer.

- Appropriate signatures (please see Form B: Proposer Information Form)
- Power of Attorney (please see Form B: Proposer Information Form)
- Minimum eligibility and qualification documents provided (please see Form D: Qualification Form)
- Technical and Financial Proposals submitted separately
- Proposal Validity
- Proposal Security submitted as per RFP requirements with compliant validity period (Form H: Form of Proposal Security)

### Minimum Eligibility and Qualification Criteria

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

Subject	Criteria	Document Submission requirement
<b>ELIGIBILITY</b>		
Legal Status	Proposer is a legally registered entity.	Form B: Proposer Information Form
Eligibility	Proposer is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with RFP clause 3 of Section 2. Instruction to Proposers.	Form A: Technical Proposal Submission Form
Conflict of Interest	No conflicts of interest in accordance with RFP clause 4 of Section 2. Instruction to Proposers.	Form A: Technical Proposal Submission Form
Bankruptcy	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the proposer that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
<b>QUALIFICATION</b>		
History of Non-Performing Contracts <sup>1</sup>	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
Litigation History	No consistent history of court/arbitral award decisions against the Proposer for the last 3 years.	Form D: Qualification Form

<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 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.

Previous Experience	<p>Minimum 5 years of relevant experience.</p> <p><i>(For JV/Consortium/Association, all Parties separately should meet this requirement)</i></p>	Form D: Qualification Form
	<p>Minimum 2 contracts of similar value, nature and complexity implemented and completed over the last 5 years.</p> <p><i>(For JV/Consortium/Association, all Parties cumulatively should meet this requirement)</i></p>	Form D: Qualification Form
Financial Standing	<p>Minimum average annual turnover of USD 500,000.00 for the last 3 fiscal years.</p> <p><i>(For JV/Consortium/Association, all Parties cumulatively should meet this requirement)</i></p>	Form D: Qualification Form
	<p>Proposer must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability. In this regard, average current ratio (current assets/current liabilities) shall be at least 0,75 in the last 3 fiscal years.</p> <p><i>(For JV/Consortium/Association, average current ratios of all parties will be considered).</i></p> <p>Proposers who have average current ratios between 0,50-0,75 in the last 3 fiscal years shall submit letters of good financial standing (bank reference letter) from banks which demonstrate that they have lines of credit available to them.</p> <p><i>(For JV/Consortium/Association, only parties that have current ratios between less than 0,75 in the last 3 fiscal years are required to submit letters of good financial standing (bank reference letter) from banks).</i></p>	Form D: Qualification Form

## Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Max. Points Obtainable
1.	Proposer's qualification, capacity and experience	200
2.	Proposed Methodology, Approach and Implementation Plan	350
3.	Management Structure and Key Personnel	450
	<b>Total</b>	<b>1000</b>

Section 1. Proposer's qualification, capacity and experience		Max. Points obtainable
1.1	<p>General Organizational Capability which is likely to affect implementation: firm history, financial stability, project financing capacity, extent to which any work would be subcontracted:</p> <p>1.1.1 Age of the firm:  Less than or equal to 5 years: <b>10 pts.</b>  5-10 years: <b>15 pts.</b>  More than 10 years: <b>20 pts.</b>  <i>(For JV/Consortium/Association, average age of all parties will be considered).</i></p> <p>1.1.2 Financial Stability:  Average annual turnover in the last 3 fiscal years: USD 500.000,00-USD 750.000,00 <b>10 pts.</b>  USD 750.000,01- USD 1.000.000,00 <b>15 pts.</b>  More than USD 1.000.000,00 <b>20 pts.</b>  <i>(For JV/Consortium/Association, average cumulative values of all parties will be considered).</i></p> <p>1.1.3 Project financing capacity (current ratio calculation for the last 3 fiscal years should be provided with the financial statements)  Average current ratio in the last 3 years: less than 0,75; <b>0 pts.</b>  0,75- 1,25; <b>10 pts.</b>  More than 1,25; <b>20 pts.</b>  <i>(For JV/Consortium/Association, average current ratios of all parties will be considered).</i></p> <p>1.1.4 Extent to which any service would be subcontracted:  No subcontracting foreseen: <b>10 pts.</b>  Subcontracting foreseen: <b>0 pt.</b></p>	70
1.2	Relevance of specialized knowledge and experience on similar engagements done in the region/country:	110

	<p>- Successfully completed 2 contracts of similar value and nature in the area of developing strategy documents (strategy reports, roadmaps, needs assessment reports, impact assessment reports, situation analysis or similar studies), sectoral assessment studies, surveys or research either at local or national or global levels in the last 5 years: 60 pts.</p> <p>- Successfully completed 3 or more contracts of similar value and nature in the area of developing strategy documents (strategy reports, roadmaps, needs assessment reports, impact assessment reports, situation analysis or similar studies), sectoral assessment studies, surveys or research either at local or national or global levels in the last 5 years: 80 pts.</p> <p>- Successfully completed at least 1 contract of similar value and nature in the area of survey, research, assessment or strategy development in cooperation with local economic actors (chambers, business associations, industrial zones, technoparks) or governmental institutions in the last 5 years: 30 pts. (For JV/Consortium/Association, contracts of all parties will be considered).</p>	
1.3	<p>Organizational Commitment to Sustainability (mandatory weight)</p> <p>1.3.1. Organization is compliant with ISO 14001 or ISO 14064 or equivalent: 5 pts. (For JV/Consortium/Association, at least one party should meet the requirement to get points)</p> <p>1.3.2. Organization is a member of the UN Global Compact: 5 pts. (For JV/Consortium/Association, at least one party should meet the requirement to get points)</p> <p>1.3.3. 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.): 10 pts. (For JV/Consortium/Association, at least one party should meet the requirement to get points)</p>	20
Total Section 1		200

Section 2. Proposed Methodology, Approach and Implementation Plan		Max. Points obtainable
2.1	<p><b>Understanding of the requirement: Have the important aspects of the assignment been addressed in sufficient detail? Are the different components of the assignment 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>– 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: 80 pts.</li> <li>– Very Strong: All important aspects of the task have been addressed in sufficient detail: 64 pts.</li> <li>– Strong: Most of the important aspects of the task have been addressed in sufficient detail: 56 pts.</li> <li>– Moderate: Only a few important aspects of the task have been addressed by the proposer: 40 pts.</li> <li>– Weak: No methodology: 0 pt.</li> </ul>	80
2.2	<p><b>Details on access of the Proposer to databases that provide information in regard to economy, industry, technology, innovation, marketing, etc. to access wider range of information on the latest trends in the manufacturing industry at the global level.</b></p>	60

	<ul style="list-style-type: none"> <li>– Outstanding: The proposer provides information on its access to publicly available open data bases and fee based databases that cover information on all 4 target sectors and manufacturing industry. All of these data bases are relevant for this assignment. The proposer explains how it will use these data bases to carry out requirements of this assignment. 60 pts.</li> <li>– Very strong: The proposer provides information on its access to publicly available open data bases and fee based databases that cover information on 3 target sectors and manufacturing industry. Most of these data bases are relevant for this assignment. The proposer explains how it will use these data bases to carry out requirements of this assignment. 48 pts.</li> <li>– Strong: The proposer provides information on its access to publicly available open data bases and fee based databases that cover information on 2 target sectors and manufacturing industry. Most of these data bases are relevant for this assignment. 42 pts.</li> <li>– Moderate: The proposer provides information on its access to publicly available open databases that cover information on 1 target sector and manufacturing industry. Some of these data bases are relevant for this assignment. 30 pts.</li> <li>– Weak: No data base access information provided. 0 pts.</li> </ul>	
2.3	<p><b>Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for meeting targets.</b></p> <p>(Describe involvement of Senior Management and key personnel in performance monitoring and 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>– 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 and schedules: 50 pts.</li> <li>– 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 and schedules: 40 pts.</li> <li>– Strong: Performance monitoring and evaluation mechanisms and tools are sufficient for the requirement: 35 pts.</li> <li>– Moderate: Performance monitoring and evaluation mechanisms and tools are proposed however their link with this requirement isn't elaborated sufficiently: 25 pts.</li> <li>– Weak: No Performance monitoring and evaluation mechanism: 0 pt.</li> </ul>	50
2.4	<p><b>Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic.</b></p> <ul style="list-style-type: none"> <li>– Outstanding: The implementation plan includes all activities in proper sequence and in accordance with due dates written in ToR. It is logical and realistic. The details of implementation are described for each separate activity. (70 pts)</li> <li>– Very strong: The implementation plan includes most of the activities in proper sequence and in accordance with due dates written in ToR. It is logical and realistic. The details of implementation are described for each separate activity. (56 pts)</li> <li>– Strong: The implementation plan includes more than half of the activities in proper sequence and in accordance with due dates written in ToR. The details of implementation are described for the overall assignment, but not for each separate activity. (49 pts)</li> <li>– Moderate: The implementation plan includes some of the activities in proper sequence and in accordance with due dates written in ToR. (35 pts)</li> <li>– Weak: No implementation plan provided (0 pt).</li> </ul>	70
2.5.	<p><b>Are risks that may arise in implementation identified and addressed along with mitigation mechanisms?</b></p> <ul style="list-style-type: none"> <li>– Outstanding: The methodology includes possible risks that may arise in relation to the implementation of the assignment. All these foreseen risks are relevant for the</li> </ul>	40



	<p>assignment. The proposer provides mitigation mechanisms to address all foreseen risks. All of these mechanisms are logical and realistic. (40 pts)</p> <ul style="list-style-type: none"> <li>– Very strong: The methodology includes possible risks that may arise in relation to the implementation of the assignment. Most of these foreseen risks are relevant for the assignment. The proposer provides mitigation mechanisms to address most of the foreseen risks. Most of these mechanisms are logical and realistic. (32 pts)</li> <li>– Strong: The methodology includes possible risks that may arise in relation to the implementation of the assignment. Some of these foreseen risks are relevant for the assignment. The proposer provides mitigation mechanisms to address some of the foreseen risks. These mechanisms are logical and realistic. (28 pts)</li> <li>– Moderate: The methodology includes some possible risks that may arise in relation to the implementation of the assignment. Some of these foreseen risks are relevant for the assignment. There are no mitigation mechanisms. (20 pts)</li> <li>– Weak: No risk and mitigation mechanism provided. (0 pt.)</li> </ul>	
2.6.	<p><b>Does the methodology include information on allocation of key personnel (total working days for each staff) to each separate activity and deliverable? Is this allocation compatible with nature of each deliverable and price schedule format provided in Form G: Financial Proposal form?</b></p> <ul style="list-style-type: none"> <li>– Information on allocation of key personnel (total working days for each staff) to each separate activity and deliverable provided. This allocation is compatible with nature of each deliverable and price schedule format provided in Form G: Financial Proposal form? (50 pts)</li> <li>– Information on allocation of key personnel (total working days for each staff) to each separate activity and deliverable provided. The allocation is not compatible with nature of each deliverable and price schedule format provided in Form G: Financial Proposal form? (10 pts.)</li> <li>– Information on allocation of key personnel (total working days for each staff) to each separate activity and deliverable not provided. (0 pt)</li> </ul>	50
<b>Total Section 2</b>		<b>350</b>

<b>Section 3. Management Structure and Key Personnel</b>			<b>Max. Points obtainable</b>
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? Are roles and titles of each personnel proposed clearly identified?		50
3.2	Qualifications of key personnel proposed		400
3.2.a	1 Team Leader		90
	Has advanced degree (MSc, PhD) in engineering, economics, business or public administration, social sciences, international relations or other relevant areas.	10	

	<p><b>Specific Experience relevant to the assignment:</b></p> <p>-Minimum Requirement: At least 6 years of experience in the last 12 years as consultant, researcher, manager or similar positions in developing strategy documents (strategy reports, roadmaps, needs assessment reports, impact assessment reports, situation analysis or similar studies), sectoral assessment studies, surveys or research either at local or national or global levels (30 pts.)</p> <p>-Asset: More than 6 years of experience in the last 12 years as consultant, researcher, manager or similar positions in developing strategy documents (strategy reports, roadmaps, needs assessment reports, impact assessment reports, situation analysis or similar studies), sectoral assessment studies, surveys or research either at local or national or global levels: 4 points for each year up to 5 years (20 pts.)</p> <p>- Minimum Requirement: At least 2 years of experience in the last 10 years in private sector development within enterprises, local economic actors, NGOs or development agencies (30 pts.)</p>	80	
3.2 b	5 Key Experts		120 (5x24 pts.)
	Has advanced degree (MSc, PhD) in engineering, economics, business or public administration, social sciences, international relations or other relevant areas. (2 pts. for each key expert who has advanced degree and maximum 10 pts. in total)	10	
	<p><b>Specific Experience relevant to the assignment:</b></p> <p>-Minimum Requirement: At least 4 years of experience in the last 10 years in research, data analysis, survey, consultancy on micro economic issues, growth and competitiveness, business development or similar assignments (8 pts. for each key expert and maximum 40 pts. in total)</p> <p>-Asset: More than 4 years of experience in the last 10 years in research, data analysis, survey, consultancy on micro economic issues, growth and competitiveness, business development or similar assignments (2 pts. for each additional year up to 4 years, maximum 8 pts. for each key expert and maximum 40 pts. in total)</p> <p>- Minimum Requirement: At least 2 years of experience in the last 10 years with SMEs, private sector, local economic actors as a consultant, mentor, trainer or researcher to develop business development strategies or to increase competitiveness.: (6 pts. for each key expert and maximum 30 pts. in total)</p>	110	
3.2.c	3 Analysts		70 (3x21 pts.+7 pts.)
	Has advanced degree (MSc, PhD) in engineering, economics, business or public administration, social sciences, international relations or other relevant areas. (3 pts. for each analyst who has advanced degree and maximum 9 pts. in total)	9	

	<p><b>Specific Experience relevant to the assignment:</b></p> <p>-Minimum Requirement: At least 3 years of experience in the last 10 years in research, data analysis, survey, consultancy on micro economic issues, growth and competitiveness, business development or similar assignments (7 pts. for each analyst and maximum 21 pts. in total)</p> <p>-Minimum Requirement: At least 3 years of experience in the last 10 years in conducting qualitative and/or quantitative research, data analysis or similar studies(7 pts. for each analyst and maximum 21 pts. in total)</p> <p>-Asset: More than 3 years of experience in the last 10 years in conducting qualitative and/or quantitative research, data analysis or similar studies (1 pt. for each additional year up to 4 years, maximum 4 pts. for each analyst and maximum 12 pts. in total)</p> <p>-Asset: Research articles, papers on manufacturing industry, countries' economic profiles, development challenges or private sector development (1 pt. for each article or paper published by any of the 3 analysts up to 7 and maximum 7 pts. in total)</p>	61	
3.2 d	4 Sector Specialists		120 (4x29 pts.+4 pts.)
	Has advanced degree (MSc, PhD) in engineering, economics, business or public administration, social sciences, international relations or other relevant areas (3 pts. for each sector specialist who has advanced degree and maximum 12 pts. in total)	12	
	<p><b>Specific Experience relevant to the assignment:</b></p> <p>-Minimum Requirement: At least 5 years of experience in the last 12 years in their respective sectors within public sector, private sector, SMEs or business associations as consultant, employee, manager, researcher or similar roles. (10 pts. for each sector specialist and maximum 40 pts. in total)</p> <p>-Minimum Requirement: At least 2 years of experience in the last 10 years in analyzing, preparing or reviewing reports on their respective sectoral development strategies for private sector, individual SMEs or governmental agencies (10 pts. for each sector specialist and maximum 40 pts. in total)</p> <p>-Asset: More than 2 years of experience in the last 10 years in analyzing, preparing or reviewing reports on their respective sectoral development strategies for private sector, individual SMEs or governmental agencies (1 pt. for each additional year up to 6 years, maximum 6 pts. for each sector specialist and maximum 24 pts. in total)</p> <p>-Asset: Research articles, papers on development of their respective sectors (1 pt. for each article or paper published by any of the 4 sector specialists up to 4 and maximum 4 pts. in total)</p>	108	
<b>Total Section 3</b>			<b>450</b>

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

As of December 2018, Turkey hosts over 3,5 million Syrians under temporary protection. Syrians are mainly located in the Southeast Anatolia region bordering Syria, but as the crisis continued, the population has expanded to other regions as well. Turkey hosts the largest refugee population in the world and has demonstrated strong national ownership of the response. The Government of Turkey provides a rights-based legal framework through the Temporary Protection regulation, which offers access to education, health care, employment and social security to Syrians. According to the Government of Turkey, it spent 30 billion USD over the last 5 years on the response to the Syria crisis.

Currently, out of the 3,5 million registered Syrian refugees, more than 3,3 million refugees live amongst Turkish host communities (5 % of Syrian refugees are living in the temporary accommodation centers). 40% of the 3,5 million refugees are concentrated in 4 provinces in the South East namely Kilis, Hatay, Gaziantep and Şanlıurfa with the municipalities that have been impacted the most while hosting more than 100,000 Syrians. Populations have either reached or exceeded 2023 population projections. Kilis, for instance, hosts almost as many Syrian refugees as its local population.

UNDP supports the Government of Turkey to respond to this large-scale displacement through its Syria Crisis and Resilience Response Programme in Turkey to strengthen the resilience of refugees, host community members, local municipalities and relevant national institutions to cope with and recover from the impact. UNDP's resilience response strategy is to invest in existing national and local systems to ensure they can adequately serve both host and refugee communities.

UNDP uses a resilience-based development approach which focuses on support to the Government of Turkey on both the supply and demand side of the labor market on the jobs and employment component. In terms of the labor supply side, this includes amongst others market based vocational skills training, adult language skills training and business skills development. UNDP will also provide institutional capacity development to expand employment delivery for Syrians and host community members, including screening and registration of job seekers. In terms of labor demand side (i.e. job creation), UNDP works on the local economic development with Governmental parties, focusing on mainly SMEs and entrepreneurs as the source for the economic growth and consequently the job creation. However, there are several challenges that Turkey's industrial sector faces even in creating job opportunities to the host communities.

These structural challenges are mainly low value-added production, resulting in a limited positioning in international markets and low productivity for Turkey. However, in the global market, new technologies, necessity on environmentally sustainable production with efficient use of resources such as transformation to lean manufacturing and digitalization, Industry 4.0, innovation, value-added products challenging traditional products, etc. affects the competitiveness of the SMEs and the sectors that any country claims to be strong in.

Turkey is ranked 53<sup>rd</sup> country amongst 137 countries according to the World Economic Forum's report on Global Competitiveness 2017-2018. According to the highlights shared by the World Economic Forum from the report, ten years on from the global financial crisis, economies remain at risk from further shock and are ill-prepared for the next wave of innovation and automation and a decade of data illustrates the importance of balancing flexibility with protection in labour markets and why big hoped-for gains in productivity from innovation have remained elusive.<sup>2</sup>

Global Competitiveness Index data also suggests that the reason innovation often fails to ignite productivity is due to an imbalance between investments in technology and efforts to promote its adoption throughout the wider economy. According to the report, global competitiveness will be more and more defined by the innovative capacity of a country

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<sup>2</sup> <http://reports.weforum.org/global-competitiveness-index-2017-2018/press-release/>

and talents will become increasingly more important than capital and therefore the world is moving from the age of capitalism into the age of talentism.<sup>3</sup>

To overcome these challenges, UNDP is aiming at creating actual jobs in its Project entitled *Turkey Resilience Project in Response to the Syria Crisis, Component 1: Job Creation* through an industrial transformation for higher productivity, higher and more sustainable growth leading to better employment opportunities.<sup>4</sup> Transformation of local industries programme in the Project will address technological and technical improvement in processing, production, logistics, new product development and/or product innovation and business development that would lead to a need in additional employment.

The Industrial Transformation Programme in the Project aims at developing strategic roadmaps for Gaziantep and its economic geography as the most affected region (South-eastern Anatolia region including Mersin) by the Syria Crisis. 5 strategic roadmaps will be prepared for the whole region's economy to analyse afore-mentioned challenges in Turkey and the strategies to be followed for an industrial transformation that will bring advanced technology manufacturing capabilities to the sectors including latest trends in the world that shows the best practices and ways to reach that capabilities.

Strategic roadmaps are expected to respond to the challenges faced after the Syria Crisis as well. As hosting the largest refugee population in the world, 40% of the 3,5 million Syrians under Temporary Protection are concentrated in 4 provinces namely Şanlıurfa, Gaziantep, Kilis and Hatay. Local economies are under pressure of absorbing the new labour force originated after the Syria crisis in addition to existing unemployment. Absorption of the labour force would have direct social impact in the region where competition over accessing to the labour market cause social tensions between the 2 communities.

Strategic roadmaps will elaborate the strategies per 4 sectors; namely textile, food, machinery&metal and plastic sectors, separately while 1 roadmap will address the whole manufacturing industry with the defined context above.

This Terms of Reference (ToR) herein identifies the scope of the services for the strategic roadmaps that will be developed and shared with the sector representatives including companies, business associations and public authorities, etc. within the framework of the Industrial Transformation Programme.

## **b. Specific Objectives**

The overall objective of this requirement is first to prepare 5 strategic roadmaps targeting 4 specific sectors namely textile, food, machinery and plastic sectors to respond to the challenges, opportunities and changes in the national, regional and international markets and to absorb the labour force originated after the Syria Crisis and 1 strategic roadmap to address the manufacturing industry with a global approach analyzing the new approaches and technologies in manufacturing industry that could be applied in Turkish industry, specifically Gaziantep and its economic geography.

"Strategic roadmaps for the Industrial Transformation with Advanced Technology Capabilities" will be on 4 sectors in manufacturing industry as follows:

1. Textile Industry Strategic Road Map
2. Food Industry Strategic Road Map
3. Machinery&Metal Industry Strategic Road Map
4. Plastic Industry Strategic Road Map

and the 5<sup>th</sup> Strategic Roadmap with a global perspective:

- 5) "New Approaches in the Manufacturing Industry"

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<sup>3</sup> <http://reports.weforum.org/global-competitiveness-index-2017-2018/press-release/>

<sup>4</sup> Gaziantep Industrial Transformational Agenda, UNDP, 2016

Second objective is to provide one-on-one consultancy to 20 SMEs in Gaziantep (5 SMEs per sector) to support them in implementing the strategies and transformation elaborated in the reports.

### **c. Scope**

Each of the roadmaps focusing on the specific 4 sectors to be prepared will target the project provinces namely Gaziantep, Kilis, Hatay, Adana and Mersin as the most impacted provinces from the Syria Crisis amongst others. Nevertheless, the roadmap to be prepared with a global approach is expected to have a broader perspective and provide strategic overview to all the sectors regardless of their locations.

The main target group for the strategic roadmaps are SMEs, however local economic actors such as Chambers of Trade, Industry, Craftsmen, industrial zones, business associations and public authorities responsible are expected to benefit from the roadmaps to develop their own policies to increase the competitiveness of the local and national economy.

The Contractor is expected to develop applicable strategies for sectors which will require extensive knowledge on the current situation in the sectors.

The activities and tasks to be conducted to finalize the assignment are as follows:

- Preparation of 4 strategic roadmaps for textile, food, machinery and plastic industry analysing their competitiveness, growth, labor absorption and innovation capacity comparing with the latest development and trends in the global market,
- During the preparation phase of the sectoral reports, the Contractor is expected to conduct interviews with representatives of Gaziantep Chamber of Industry, Adana Chamber of Industry, Antakya Chamber of Commerce and Industry (Hatay), Mersin Chamber of Commerce and Industry, and Kilis Chamber of Commerce and Industry that will be facilitated by UNDP Country Office and also 10 SMEs in each sector to discuss their current challenges and concerns with regard to their growth and competitiveness in their sector to feed the substance of the report which would be facilitated by the Chambers,
- Preparation of a strategic roadmap entitled “New Approaches in Manufacturing Industry” that will provide a strategic overview regarding the latest developments, approaches and technologies that transform the current production methodologies and products in the manufacturing industry. This strategic road map also shall include the recommendations to the SMEs that could be implemented in their own production and strategic planning to increase their competitiveness.
- The roadmaps will be shared with the target groups through 4 workshops (25 participants for each sector) and a conference (100 participants). Workshops and the conference will be organised by UNDP Turkey Country Office. The Contractor will prepare the agenda of the workshops and the conference and prepare a report on the outcome of the workshops and conferences to be annexed to actual roadmaps,
- One-on-one consultancy to 20 SMEs in Gaziantep (5 SMEs per sector) for each strategic roadmap on 4 specific sectors will be provided by the Contractor to support them in implementing the strategies and transformation elaborated in the reports. The beneficiary SMEs shall have more than 50 employees.

Other selection criteria for the identification of the beneficiary enterprises will be developed by the Contractor.

### **d. Approach and Methodology**

The expected approach from the Contractor is to develop applicable strategies for the SMEs with concrete recommendations applicable to the local context while providing a projection with regard to the potential developments that would affect whole sector especially with respect to their competitiveness at regional, national and global level. Taking into consideration that Turkey is hosting the largest refugee population in the world (over 3,5 million Syrian refugees as of December 2018) and the targeted provinces in this study are hosting over 40% of the refugee population in Turkey, the Contractor shall include social impact analysis of the strategies that are being developed and the contribution to the labor absorption capacity of the sectors with respect to the additional workforce constituted after the Syria Crisis in the region and in the country.

#### **1. Preparation of 5 Strategic Roadmaps**

4 strategic roadmaps focusing on specific sectors shall include (but not limited to) the following contents;

- Situation Analysis of the 4 sectors including a holistic approach elaborating internal and external activities that are affecting the operations of the sector starting from the procurement of the raw material to the logistics of the products to the internal and external markets with a benchmarking with other countries' sectoral structure such as human resources, operational capabilities and technology performance,
- A value-chain based analyses including analyses of processors, intermediary processors, retailers, etc.
- Latest trends in the regional and global market with respect to the 4 sectors indicating Turkey's positioning, competitiveness and comparative advantages compared to the other leading players in the global market or emerging economies,
- Future scenarios for the 4 sectors that would affect the competitiveness: new products, production techniques, marketing strategies (green products, socially responsible production),
- Policy recommendations for the public sector to support the 4 sectors to overcome the challenges they have been facing with benchmarks of other countries' policies including the incentives that could be provided by the public authorities to support industrial transformation,
- Recommendations for the business associations and Chambers that represent sectors and SMEs and provide them with a vision to lead them while they are implementing the proposed strategies,
- Measures to integrate Syrian labor force through the assessment of the labor absorption capacity of the sectors (capacity to create new jobs or required qualifications that could be met by the existing work force in the refugee and host community members),
- Sample cases indicating the methodologies to measure the productivity in SMEs (diagnosis tool) and identifying the readiness of the sectors/SMEs for the industrial transformation through advanced technology manufacturing capabilities,
- A toolkit for relevant stakeholders to use for analyzing other sectors to better understand their labor absorption capacity and competitiveness. This toolkit shall include the indicators that could be used and also the initial resources to be reached for this type of analysis.

To involve the private sector to the development of sectoral strategies, the Contractor shall conduct interviews during the preparation phase of the sectoral reports with

- Chamber representatives in Gaziantep, Adana, Hatay, Mersin and Kilis that will be facilitated by UNDP Turkey Country Office (3 hours of interview will be arranged for the Contractor),
- 10 SMEs in each sector in the aforementioned provinces (Gaziantep 4, Adana 2, Mersin 1, Kilis 1, Hatay 2) to discuss their current challenges and concerns with regards to their growth and competitiveness in their sector to feed the substance of the report which would be facilitated by the Chambers, (4 hours of interview per SME),

5<sup>th</sup> strategic roadmap entitled "*New Approaches in Manufacturing Industry*" shall provide a vision by analyzing the cross-cutting issues for all sectors such as environment friendly production processes, digitalization, lean transformation, new marketing strategies and emerging markets, etc.

The report is expected to provide clear picture of the necessities to have a competitive power in the global market based on the *new approaches in the manufacturing industry* including innovative products, marketing strategies, eco-friendly products, customers' expectations, new players in the global value chain, etc.

The report shall include (but not limited to) the following contents;

- General introduction with a benchmark of Turkish Industry with another country having same economic structure and performance but with a better competitiveness in the world,
- Green technologies and the use of renewable energy in manufacturing industry such as efficient use of resources through new techniques in treatment or generation of power through recycling,
- Lean transformation enabling manufacturing industry to produce without waste,
- Innovation performance of specific sectors based on already implemented technology auditing and following strategies that are applied to increase the innovation performance of the sectors,
- Recommendations to increase the "Design to value" capabilities in Turkish industry such as partnerships and investment areas through best cases in other countries and elaborate the link with the branding strategies in sectoral reports,

- Branding strategies in the global market (eco-friendly products, fair trade etc.) and applicable strategies for Turkish industry such as merging with another brand, clusters, etc. that would increase the competitiveness,
- Best practices from Industrial Zones with specific services to boost competitiveness of SMEs,
- Industry 4.0 and Digitalization in Manufacturing Industry with its actual influence for sectors that have already transformed their production process.

## **2. Development of Contents&Materials and Conduct of 4 Workshops and a Conference in Gaziantep**

To share the reports with SMEs and economic actors (Chambers, public authorities, industrial zones, etc.) and to receive their feedback with regards to the strategies developed, 4 sectoral workshops and one conference will be organized. The logistic arrangements such as venue, catering, travel and accommodation of the participants will be borne by UNDP Turkey Country Office while the Contractor will prepare the content of the events (workshops and conference) including management of the sessions by determination of speakers, presentation (ppt), documentation and materials to be printed for the participants. The programme of the workshops and conference will be developed by the Contractor (design and conceptualization of the workshops and conference) and submitted to the UNDP Turkey Country Office for approval.

A report will be prepared by the Contractor regarding the proceedings of workshops and will be added as an Annex to the actual roadmaps.

The conference will aim wider audience from both private and public sector representatives coming from the provinces in the region to share the latest trends in the manufacturing industry in the global market and share the potential effects on the Turkish manufacturing industry. The Contractor will prepare a report on the proceedings of the Conference and add it as an annex to the actual roadmap.

The events will be organized in Gaziantep and the number of estimated participants and the estimated duration are as follows:

- 4 sectoral workshops (1 day each) with the participation of 25 representatives from private sector (SMEs and local economic actors) that could be organized simultaneously,
- 1 day conference for the Strategic Roadmap entitled “New Approaches in the Manufacturing Industry” with the participation of 100 private and public sector representatives.

For logistic arrangements, the Contractor will present an indicative timeline for the workshops and conference to UNDP Turkey Country Office 1 month prior to the events in order for UNDP to organize the venue and other arrangements.

The participants to the workshops will be company owners, executive directors and production managers. The participants will receive evaluation forms indicating the proposed strategies for their sector and be asked to fill out the forms with pros and cons on strategies and these evaluation reports will be added to the actual report.

## **3. One-on-one consultancy for the implementation of the strategic roadmaps in 4 sectors**

To support SMEs in implementing the strategies developed, the Contractor shall provide **one-on-one consultancy** to 20 SMEs (5 SMEs per sector, and 5 days allocated to each SME) for each sectoral roadmap in Gaziantep. One-on-one consultancies will continue simultaneously. 1 contractor key personnel will be responsible for each beneficiary SME. Contractor will provide selection criteria for the identification of the beneficiary enterprises and the list of beneficiary SMEs will be approved by UNDP Turkey Country Office and its implementing partner.

The expected outcome of the one-on-one consultancy is to provide technical support to the beneficiary SMEs to prepare their strategic plan to implement the recommended strategies to increase their competitiveness through added-value products by either shifting their production processes (e.g. lean manufacturing and digitalization) or repositioning their products in the new potential markets or change the product range to reach new emerging markets, etc.

The expected methodology is to apply OD-PIP (Organizational development – Performance Improvement Planning) for each company and the expected outcome is an action plan for them to transform their production process with advances technology in the end.

The contractor shall submit an action plan which includes the content of advisory, data, indicators and production processes to be monitored during the consultancy, to be followed during the one-on-one consultancy to the UNDP



Turkey CO and Ministry of Industry and Technology, the implementing partner.

Selection criteria for the identification of beneficiaries shall be clearly determined with qualitative and quantitative indicators (number of employees, annual turnover, the management structure, etc.).

SMEs shall be selected among the participants to the workshops and the conference and in accordance with referrals of the local economic actors (chambers, industrial zones, technoparks etc.). The selection criteria could be applied through printed forms to be distributed during the events or through an online application form.

The report to be prepared on the outcome of the one-on-one consultancies will include information on the steps and procedures to be taken by the SME and its roadmap for its transformation.

**e. Deliverables and Schedules/Expected Outputs**

The Contractor shall schedule submission of deliverables/outputs to meet target delivery dates, considering that UNDP and/or MoIT will also invest time for review as detailed in below table. However, if lead times extend due to delays in review of deliverables by UNDP and/or implementing partners, the Contractor will not be responsible for such delays.

UNDP may reject deliverables if Contractor fails to revise the outputs in line with the comments of UNDP and implementing partner. Any rejection shall not delay the target delivery.

The list of tasks, activities, deliverables, their due dates and lead time for UNDP and/or Ministry of Industry and Technology (MoIT) review are as follows:

Major task	Activity	Deliverable	Target delivery date to UNDP for Approval and Acceptance*	Lead Time for UNDP and/or MoIT Review
1. Preparation of 5 Strategic Roadmaps	Methodology and outline of the strategic roadmaps including the interview questions for the meetings with Chambers and SMEs during the preparation of the reports	1)Content and Template of the 5 strategic roadmaps	15 days after contract signature.	3 days.
	Interviews held with the Chambers and sector representatives in 5 provinces	2)Report on the interviews	30 days after contract signature.	3 days.
	Preparation of 4 strategic roadmaps on 4 sectors	3) 4 Strategic Roadmaps in English and Turkish including a toolkit to be used for further analysis to be conducted by relevant stakeholders	85 days after contract signature	10 days.
	Preparation of 1 strategic roadmap entitled "New Approaches in Manufacturing Industry"	4) "New Approaches in the Manufacturing Industry" Report in English and Turkish.	90 days after contract signature	7 days.
2. Development of Content&Materials for 4 Workshops and the Conduct of 4 Workshops and a Conference in Gaziantep	Development of Contents&Materials for 4 Workshops and the Conference to be held in Gaziantep	5) Agenda including the speakers, plan, presentations and documents to be distributed to the participants	100 days after the contract signature	3 days.
	Attendance to and conduct of workshops and conference. Preparation of the reports on the outcome	6) Report (in English and Turkish) on the proceedings of the workshops and the	Attendance and conduct of workshops and conference.	10 days.

	of the workshops and the conference.	conference with a consolidated version of the strategic roadmaps.	5 days between 100 days after contract signature and 120 days after contract signature.  Report on the outcome of the workshops and the conference: 130 days after contract signature.	
3. One-on-one consultancy for the implementation of the strategic roadmaps in 4 sectors.	Identification of selection criteria of the SMEs who will benefit from the one-on-one consultancy	7) Selection criteria and the application form that will be announced and distributed at the workshops and the conference.	100 days after the contract signature	3 days.
	Conduct of one-on-one consultancy to 20 SMEs (5 from each of the 4 sectors).	8) Report on the outcome of the one-on-one consultancies (one for each SME indicating the steps to be taken by the SME and the roadmap for its transformation)	Conduct of one-on-one consultancies: Between 130 days after contract signature and 200 days after the contract signature. (5 days for each SME*20 SMEs=100 days in total)  Report on the outcome of the one-on-one consultancies: 200 days after contract signature.	10 days.

\*Target delivery is the due date for approval/acceptance of UNDP after all reviews of UNDP and/or MoIT are completed and necessary revisions are made by the Contractor.

#### f. Key Performance Indicators and Service Level

Key services required and performance indicators are elaborated in the table below:

Key services required	Minimum standard of services acceptable
Preparation of 5 Strategic Roadmaps	<ul style="list-style-type: none"> <li>– Clear and comprehensive roadmaps that include applicable strategies for each sector and provide a vision for whole manufacturing industry.</li> <li>– Preparation and submission of documents within deadlines.</li> </ul>
Design, conceptualization and conduct of the 4 sectoral workshops and a conference	<ul style="list-style-type: none"> <li>– Agenda of the events shall allow active participation to the events and facilitate receiving feedback from the participants,</li> <li>– Presentations shall clearly summarize the roadmaps while elaborating on the roadmap to be followed by the SMEs and sector representatives for the industrial transformation.</li> <li>– Preparation and submission of reports within deadlines and in accordance with UNDP CO approved contents and templates.</li> </ul>
Provision of one-on-one consultancy	<ul style="list-style-type: none"> <li>– 20 SMEs shall benefit from the one-on-one consultancy and will receive tailor made business plan to implement the proposed strategies in the roadmaps.</li> </ul>

	<ul style="list-style-type: none"> <li>- Provision of consultancy, facilitation of recommended strategies, techniques and approaches by beneficiary SMEs,</li> <li>- Positive feedback from at least 75% of beneficiary SMEs that receive one-on-one consultancy.</li> <li>- Preparation and submission of reports within deadlines and in accordance with UNDP CO approved contents and templates.</li> </ul>
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#### **g. Governance and Accountability**

The Contractor shall be responsible directly to the Syria Crisis and Resilience Response Portfolio Manager and Project Manager in charge of Component 1: Job Creation for all the deliverables.

The Contractor shall inform the Portfolio Manager and Project Manager bi-weekly via e-mail and without a fixed reporting template regarding the progress they have made.

The Contractor shall meet with the local economic actors (Chambers) and SMEs to conduct interviews during the preparation of the reports.

The meetings will be facilitated by the UNDP Turkey CO. The costs of logistic arrangements of the workshops and conference (accommodation, catering etc.) will be borne by UNDP Turkey CO.

The approving authority of each deliverable will be UNDP Turkey CO. Its implementing partner, Ministry of Industry and Technology will have inputs with regards to the roadmaps and reports prepared by the Contractor. The Contractor is obliged to finalize roadmaps and reports by taking into account UNDP CO's and Ministry of Industry and Technology's feedback.

#### **h. Facilities to be provided by UNDP and Duty Station**

UNDP Turkey CO won't be providing a facility for the Contractor to work during the contract. UNDP Turkey CO will facilitate organizing the meetings with the SMEs and local economic actors in 5 provinces through its field office in Gaziantep and field coordinator based in Adana.

The Contractor shall work remotely but will travel to Gaziantep, Mersin, Adana, Hatay and Kilis to conduct interviews with SMEs and local economic actors. These interviews will be facilitated by UNDP Turkey Country Office, Field Office in Gaziantep and Field Coordinator in Adana.

The logistic arrangements, such as venue, catering, travel and accommodation of the participants, of 4 workshops and the conference that will be organized in Gaziantep will be borne by UNDP Turkey Country Office.

#### **i. Expected duration of the assignment**

The duration of the assignment is 200 days from signing of the contract (the due date of Deliverable 8: The report on the outcome of the one-on-one consultancies to SMEs).

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

The Contractor shall have documented similar experience in the area of developing strategy documents (strategy reports, roadmaps, needs assessment reports, impact assessment reports, situation analysis or similar studies), sectoral assessment studies, surveys or research either at local or national or global levels in the last 5 years.

The contractor shall have a clear understanding of the current situation of the 4 sectors identified and the manufacturing industry in general which will be assessed within methodologies to be submitted along with their proposals.

Documented and completed similar experience in the area of survey, research, assessment or strategy development, in cooperation with local economic actors (chambers, business associations, industrial zones, technoparks) or

governmental institutions in the last 5 years will be considered as an asset in terms of accessing to accurate information regarding the sectors and the manufacturing industry.

Having access to databases that provide information in regard to economy, industry, technology, innovation, marketing, etc. will be an asset to access wider range of information on the latest trends in the manufacturing industry at the global level. Proposers shall give information on their access to databases within their submitted methodology.

The Contractor is highly recommended to engage with the local governmental agencies such as development agencies to avoid duplications in the reports and pay utmost attention not to repeat already prepared and shared reports by other stakeholders.

Key personnel to be proposed by the Contractor shall include the following members:

#### 1.1. 1 Team Leader

Team Leader shall be responsible for coordinating all the activities and review the roadmaps before submission to UNDP and inform UNDP regularly regarding the developments as required. The team leader may provide one-on-one consultancies as well. The qualifications of the team leader are as follows:

Team Leader	Minimum Requirements	Assets
<b>General Qualifications</b>	<ul style="list-style-type: none"> <li>– Bachelor's Degree in engineering, economics, business or public administration, social sciences, international relations or other relevant areas,</li> <li>– Proficient in both Turkish and English</li> </ul>	<ul style="list-style-type: none"> <li>– Advanced degree (MSc, PhD) in engineering, economics, business or public administration, social sciences, international relations or other relevant areas.</li> </ul>
<b>General Professional Experience</b>	<ul style="list-style-type: none"> <li>– At least 10 years of general professional experience.</li> </ul>	
<b>Specific Experience</b>	<ul style="list-style-type: none"> <li>– At least 6 years of experience in the last 12 years as consultant, researcher, manager or similar positions in developing strategy documents (strategy reports, roadmaps, needs assessment reports, impact assessment reports, situation analysis or similar studies), sectoral assessment studies, surveys or research either at local or national or global levels,</li> <li>– At least 2 years of experience in the last 10 years in private sector development within enterprises, local economic actors, NGOs or development agencies.</li> </ul>	<ul style="list-style-type: none"> <li>– Additional years of experience as consultant, researcher, manager or similar positions in developing strategy documents (strategy reports, roadmaps, needs assessment reports, impact assessment reports, situation analysis or similar studies), sectoral assessment studies, surveys or research either at local or national or global level will be considered as an asset (See Section 4 - Technical Evaluation Criteria of the RFP)</li> </ul>

#### 1.2. 5 Key Experts

Key Experts shall be responsible for the preparation of the roadmaps and their presentation during the workshop and conference. Key experts also can be assigned for the one-on-one consultancies to SMEs. The qualifications of key experts are as follows

Key Experts	Minimum Requirements	Assets
<b>General Qualifications</b>	<ul style="list-style-type: none"> <li>– Bachelor's Degree in engineering, economics, business or public administration, social sciences, international relations or other relevant areas,</li> <li>– Proficient in both Turkish and English</li> </ul>	<ul style="list-style-type: none"> <li>– Advanced degree (MSc, PhD) in engineering, economics, business or public administration, social sciences, international relations or other relevant areas,</li> </ul>
<b>General Professional Experience</b>	<ul style="list-style-type: none"> <li>– At least 8 years of general professional experience.</li> </ul>	
<b>Specific Experience</b>	<ul style="list-style-type: none"> <li>– At least 4 years of experience in the last 10 years in research, data analysis, survey, consultancy on micro economic issues, growth and competitiveness, business development or similar assignments.</li> <li>– At least 2 years of experience in the last 10 years with SMEs, private sector, local economic actors as a consultant, mentor, trainer or researcher to develop business development strategies or to increase competitiveness.</li> </ul>	<ul style="list-style-type: none"> <li>– Additional years of experience in research, data analysis, survey, consultancy on micro economic issues, growth and competitiveness, business development or similar assignments will be considered as an asset (See Section 4 - Technical Evaluation Criteria of the RFP)</li> </ul>

### 1.3. 3 Analysts

Analysts shall be responsible for the qualitative and quantitative research during preparation of strategic roadmaps in through local and international online and/or printed resources on economy, industry, development, competitiveness, etc. The qualifications of the analysts are as follows

Analysts	Minimum Requirements	Assets
<b>General Qualifications</b>	<ul style="list-style-type: none"> <li>– Bachelor's Degree in engineering, economics, business or public administration, social sciences, international relations or other relevant areas,</li> <li>– Proficient in both Turkish and English</li> </ul>	<ul style="list-style-type: none"> <li>– Advanced degree (MSc, PhD) in engineering, economics, business or public administration, social sciences, international relations or other relevant areas,</li> </ul>
<b>General Professional Experience</b>	<ul style="list-style-type: none"> <li>– At least 5 years of general professional experience.</li> </ul>	
<b>Specific Experience</b>	<ul style="list-style-type: none"> <li>– At least 3 years of experience in the last 10 years in research, data analysis, survey, consultancy on micro economic issues, growth and competitiveness, business development or similar assignments.</li> <li>– At least 3 years of experience in the last 10 years in conducting qualitative and/or quantitative research, data analysis or similar studies.</li> </ul>	<ul style="list-style-type: none"> <li>– Additional years of experience in conducting qualitative and/or quantitative research, data analysis or similar studies (See Section 4 - Technical Evaluation Criteria of the RFP)</li> <li>– Research articles, papers on manufacturing industry, countries' economic profiles, development challenges or private sector development.</li> </ul>

### 1.4. 4 Sector Specialists

Sector specialists shall contribute to the diagnostic, design and development of strategies to be elaborated in the roadmaps based upon the qualitative and quantitative research conducted by analysts and researches compiled by the key experts. They may also be assigned for one-on-one consultancies to SMEs. The qualifications of the sector specialists are as follows:

Sector Specialists	Minimum Requirements	Assets
<b>General Qualifications</b>	<ul style="list-style-type: none"> <li>– Bachelor's Degree in engineering, economics, business or public administration, social sciences, international relations or other relevant areas,</li> <li>– Proficient in both Turkish and English</li> </ul>	<ul style="list-style-type: none"> <li>– Advanced degree (MSc, PhD) in engineering, economics, business or public administration, social sciences, international relations or other relevant areas,</li> </ul>
<b>General Professional Experience</b>	<ul style="list-style-type: none"> <li>– At least 8 years of general professional experience.</li> </ul>	
<b>Specific Experience</b>	<ul style="list-style-type: none"> <li>– At least 5 years of experience in the last 12 years in their respective sectors within public sector, private sector, SMEs or business associations as consultant, employee, manager, researcher or similar roles.</li> <li>– At least 2 years of experience in the last 10 years in analyzing, preparing or reviewing reports on their respective sectoral development strategies for private sector, individual SMEs or governmental agencies.</li> </ul>	<ul style="list-style-type: none"> <li>– Additional years of experience in analyzing, preparing or reviewing reports on their respective sectoral development strategies for private sector, individual SMEs or governmental agencies will be considered as an asset (See Section 4 - Technical Evaluation Criteria of the RFP)</li> <li>– Research articles, papers on development of their respective sectors.</li> </ul>

**Non-key personnel:** The Contractor will employ 3 assistant experts during the one-on-one consultancies to SMEs. The duties of assistant experts will be to accompany and assist key personnel during the conduct of consultancies, to take notes and gather information that will be used for preparation of the report on the outcome of the one-on-one consultancies.

The assistant experts shall have a university degree (associate degree or higher) in engineering, economics, business or public administration, social sciences, international relations or other relevant areas and have at least 1 year of similar professional experience in the last 5 years. The CVs of assistant experts are not required for technical evaluation, but they will be submitted to UNDP CO latest a week before the conduct of one-on-one consultancies start and be upon approval of UNDP CO.

#### **k. Price and Schedule of Payments**

The contract price is a fixed output-based price regardless of extension of the herein specific duration. The contract price is gross, and inclusive of all travel, accommodation, transportation, equipment, office and etc. expenses required for the successful provision of services and outputs as well all legal expenses, including but not limited to social security, income tax, pension, visa etc., which shall be required by applicable laws. Contractor will not receive any additional payment for such kind of expenses.

Payment for deliverables shall be effected by UNDP within 30 days upon issuance of Confirmation of Service Receipt for each deliverable, and acceptance and approval of the related invoice by UNDP. If the deliverables are not produced and delivered by the Contractor to the satisfaction of UNDP, no payment will be made even if the contractor has invested time to produce and deliver such deliverables.

In case a local proposer established and operating in Turkey is awarded the contract, the payment shall be effected in TL through conversion of the US\$ amount by the official UN exchange rate valid on the date of money transfer. Otherwise, the payments shall be effected in US Dollars.

The schedule of payments is as follows:

Major task	Activity	Deliverable	Target delivery date to UNDP for Approval	Amount of payment
1. Preparation of 5 Strategic Roadmaps	Methodology and outline of the strategic roadmaps including the interview questions for the meetings with Chambers and SMEs during the preparation of the reports	1) Content and Template of the 5 strategic roadmaps	15 days after contract signature.	The price proposed by the Contractor for Deliverable 1.
	Interviews held with the Chambers and sector representatives in 5 provinces	2) Report on the interviews	30 days after contract signature.	The price proposed by the Contractor for Deliverable 2.
	Preparation of 4 strategic roadmaps on 4 sectors	3) 4 Strategic Roadmaps in English and Turkish including a toolkit to be used for further analysis to be conducted by relevant stakeholders	85 days after contract signature	The price proposed by the Contractor for Deliverable 3.
	Preparation of 1 strategic roadmap entitled "New Approaches in Manufacturing Industry"	4) "New Approaches in the Manufacturing Industry" Report in English and Turkish.	90 days after contract signature	The price proposed by the Contractor for Deliverable 4.
2. Development of Content&Materials and Conduct of 4 Workshops and a Conference in Gaziantep	Development of Content&Materials for 4 Workshops and the Conference to be held in Gaziantep	5) Agenda including the speakers, plan, presentations and documents to be distributed to the participants	100 days after the contract signature	The price proposed by the Contractor for Deliverable 5.
	Attendance to and conduct of workshops and conference. Preparation of the reports on the outcome of the workshops and the conference.	6) Report (in English and Turkish) on the proceedings of the workshops and the conference with a consolidated version of the strategic roadmaps.	Attendance and conduct of workshops and conference. 5 days between 100 days after contract signature and 120 days after contract signature.  Report on the outcome of the workshops and the conference: 130 days after contract signature.	The price proposed by the Contractor for Deliverable 6.

3. One-on-one consultancy for the implementation of the strategic roadmaps in 4 sectors.	Identification of selection criteria of the SMEs who will benefit from the one-on-one consultancy	7) Selection criteria and the application form that will be announced and distributed at the workshops and the conference.	100 days after the contract signature	The price proposed by the Contractor for Deliverable 7.
	Conduct of one-on-one consultancy to 20 SMEs (5 from each of the 4 sectors).	8) Report on the outcome of the one-on-one consultancies (one for each SME indicating the steps to be taken by the SME and the roadmap for its transformation)	<p>Conduct of one-on-one consultancies: Between 130 days after contract signature and 200 days after the contract signature. (5 days for each SME*20 SMEs=100 days in total total)</p> <p>Report on the outcome of the one-on-one consultancies: 200 days after contract signature.</p>	<p>50% of the price proposed by the Contractor for Deliverable 8 will be paid upon issuance of Confirmation of Service Receipt for completion of one-on-one consultancies to first 10 SMEs and delivery of corresponding reports of these SMEs.</p> <p>Remaining 50% of the price proposed by the Contractor for Deliverable 8 will be paid upon issuance of Confirmation of Service Receipt for completion of one-on-one consultancies to remaining 10 SMEs and delivery of corresponding reports of these SMEs.</p>



## 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 BDS 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 Bid Data Sheet.

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

I, the undersigned, certify that I am duly authorized by [Insert Name of 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>

Form C: Joint Venture/Consortium/Association Information Form

<b>Name of Proposer:</b>	[Insert Name of Proposer]	<b>Date:</b>	Select date
<b>RFP reference:</b>	[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:  
\_\_\_\_\_

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

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

Name of partner:  
\_\_\_\_\_

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

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

Name of partner:  
\_\_\_\_\_

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

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

Name of partner:  
\_\_\_\_\_

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

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

Form D: Qualification Form

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

**Historical Contract Non-Performance**

<input type="checkbox"/> Contract non-performance did not occur for the last 3 years			
<input type="checkbox"/> Contract(s) not performed for the last 3 years			
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)**

<input type="checkbox"/> No litigation history for the last 3 years			
<input type="checkbox"/> 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.

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 2 (two) Clients or more in the last 5 years. These statements should show the value and nature of the assignment successfully completed for that client.

#### Financial Standing

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

Financial Information (in US\$ equivalent)	Historic Information for the last 3 fiscal years		
	Year 1	Year 2	Year 3
	<i>Information from Balance Sheet</i>		
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
	<i>Information from Income Statement</i>		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			
Current Ratio			

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

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

Proposers who have average current ratios between 0,50-0,75 in the last 3 fiscal years shall submit letters of good financial standing (bank reference letter) from banks which demonstrate that they have lines of credit available to them.

*(For JV/Consortium/Association, only parties that have current ratios between less than 0,75 in the last 3 fiscal years are required to submit letters of good financial standing (bank reference letter) from banks).*

## Form E: Format of Technical Proposal

Please ensure that the information below is adapted in accordance with the technical evaluation criteria included in Section 4. The below sections correspond to the sample criteria included in this template RFP in Section 4]

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.

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

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

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

This section should demonstrate the 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.

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

- 2.9 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 and diplomas 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>	<p><i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i></p> <p>[Insert]</p>
<b>Professional certifications</b>	<p><i>[Provide details of professional certifications relevant to the scope of services]</i></p> <ul style="list-style-type: none"> <li>▪ Name of institution: [Insert]</li> <li>▪ Date of certification: [Insert]</li> </ul>
<b>Employment Record/ Experience</b>	<p><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></p> <p>[Insert]</p>
<b>References</b>	<p><i>[Provide names, addresses, phone and email contact information for two (2) references]</i></p> <p>Reference 1: [Insert]</p> <p>Reference 2: [Insert]</p>

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 Bid Data Sheet.

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

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

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

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

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

[Stamp with official stamp of the 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. (i.e. the proposers shall not insert any monetary figure for any of the key personnel which they do not explain in detail in their technical proposals)

Currency of the proposal: USD

The Proposers shall fill out below price schedule. Any price schedule quoted by the proposers other than below table may be rejected by UNDP.

<b>Task 1: Preparation of 5 Strategic Roadmaps</b> <b>Activity 1: Methodology and outline of the strategic roadmaps including the interview questions for the meetings with Chambers and SMEs during the preparation of the reports</b> <b>Deliverable 1: Content and Template of the 5 strategic roadmaps</b>						
Price Item	A. Number of Staff	Unit	B. Quantity per staff	C. Total Quantity** (=AxB)	D. Unit Price (USD)	E. Total Price (=CxD) (USD)
Team Leader	1	working day				
Key Experts	5	working day				
Sector Specialists	4	working day				
Total Price of Deliverable 1 (USD)						
<b>Task 1: Preparation of 5 Strategic Roadmaps</b> <b>Activity 2: Interviews held with the Chambers and sector representatives in 5 provinces</b> <b>Deliverable 2: Report on the interviews</b>						

Price Item	A. Number of Staff	Unit	B. Quantity per staff	C. Total Quantity** (=AxB)	D. Unit Price (USD)	E. Total Price (=CxD) (USD)
Team Leader	1	working day				
Key Experts	5	working day				
Sector Specialists	4	working day				
Travel Expenses*	N/A	One Way	N/A			
Accommodation Expenses*	N/A	Nights	N/A			
Other Expenses* (communication, stationary, printing, car rental etc.)	N/A	Lump- Sum	Lump-Sum	Lump-Sum		
Total Price of Deliverable 2 (USD)						

#### Task 1: Preparation of 5 Strategic Roadmaps

##### Activity 3: Preparation of 4 strategic roadmaps on 4 sectors

**Deliverable 3: 4 Strategic Roadmaps in English and Turkish including a toolkit to be used for further analysis to be conducted by relevant stakeholders**

Price Item	A. Number of Staff	Unit	B. Quantity per staff	C. Total Quantity** (=AxB)	D. Unit Price (USD)	E. Total Price (=CxD) (USD)
Team Leader	1	working day				
Key Expert	4	working day				
Sector Specialists	4	working day				
Analysts	3	working day				
Other Expenses* (communication, stationary,	N/A	Lump- Sum	Lump-Sum	Lump-Sum		

translation, printing, etc.)						
Total Price of Deliverable 3 (USD)						
Task 1: Preparation of 5 Strategic Roadmaps						
Activity 4: Preparation of 1 strategic roadmap entitled "New Approaches in Manufacturing Industry"						
Deliverable 4: Delivery of "New Approaches in the Manufacturing Industry Report" in English and Turkish.						
Price Item	A. Number of Staff	Unit	B. Quantity per staff	C. Total Quantity** (=AxB)	D. Unit Price (USD)	E. Total Price (=CxD) (USD)
Team Leader	1	working day				
Key Experts	2	working day				
Analysts	2	working day				
Other Expenses* (communication, stationary, translation, printing, etc.)	N/A	Lump-Sum	Lump-Sum	Lump-Sum		
Total Price of Deliverable 4 (USD)						
Task 2: Development of Content&Materials and Conduct of 4 Workshops and a Conference in Gaziantep						
Activity 1: Development of Content&Materials for 4 Workshops and the Conference to be held in Gaziantep						
Deliverable 5: Agenda including the speakers, plan, presentations and documents to be distributed to the participants						
Price Item	A. Number of Staff	Unit	B. Quantity per staff	C. Total Quantity** (=AxB)	D. Unit Price (USD)	E. Total Price (=CxD) (USD)
Team Leader	1	working day				

Key Experts	5	working day				
Sector Specialists	4	working day				
Analysts	1	working day				
Other Expenses* (communication, stationary, printing, etc.)	N/A	Lump-Sum	Lump-Sum	Lump-Sum		
Total Price of Deliverable 5 (USD)						

**Task 2: Development of Content&Materials and Conduct of 4 Workshops and a Conference in Gaziantep**

Activity 2: Attendance to and conduct of workshops and conference. Preparation of the reports on the outcome of the workshops and the conference.

Deliverable 6: Report (in English and Turkish) on the proceedings of the workshops and the conference with a consolidated version of the strategic roadmaps.

Price Item	A. Number of Staff	Unit	B. Quantity per staff	C. Total Quantity** (=AxB)	D. Unit Price (USD)	E. Total Price (=CxD) (USD)
Team Leader	1	working day				
Key Experts	5	working day				
Sector Specialists	4	working day				
Analysts	3	working day				
Travel Expenses*	N/A	One Way	N/A			
Accommodation Expenses*	N/A	Nights	N/A			
Other Expenses* (communication, stationary,	N/A	Lump-Sum	Lump-Sum	Lump-Sum		

translation, printing, car rental etc.)						
Total Price of Deliverable 6 (USD)						
<b>Task 3: One-on-one consultancy for the implementation of the strategic roadmaps in 4 sectors.</b> <b>Activity 1: Identification of selection criteria of the SMEs who will benefit from the one-on-one consultancy.</b> <b>Deliverable 7: Selection criteria and the application form that will be announced and distributed at the workshops and the conference.</b>						
Price Item	A. Number of Staff	Unit	B. Quantity per staff	C. Total Quantity** (=AxB)	D. Unit Price (USD)	E. Total Price (=CxD) (USD)
Key Experts	4	working day				
Sector Specialists	4	working day				
Total Price of Deliverable 7 (USD)						
<b>Task 3: One-on-one consultancy for the implementation of the strategic roadmaps in 4 sectors.</b> <b>Activity 2: Conduct of one-on-one consultancy to 20 SMEs (5 from each of the 4 sectors).</b> <b>Deliverable 8: Report on the outcome of the one-on-one consultancies (one for each SME indicating the steps to be taken by the SME and the roadmap for its transformation)</b>						
Price Item	A. Number of Staff	Unit	B. Quantity per staff	C. Total Quantity** (=AxB)	D. Unit Price (USD)	E. Total Price (=CxD) (USD)
Team Leader	1	working day				
Key Experts	5	working day				
Sector Specialists	4	working day				
Assistant Experts	3	working day				
Travel Expenses*	N/A	One Way	N/A			

Accommodation Expenses*	N/A	Nights	N/A			
Other Expenses* (communication, stationary, translation, printing, car rental etc.)	N/A	Lump-Sum	Lump-Sum	Lump-Sum		
Total Price of Deliverable 8 (USD)						

GRAND TOTAL PRICE PROPOSAL (USD)	
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\* The Proposers shall provide details of travel, accommodation and other expenses in case they put a price for those items. Total quantity (Column C) for travel and accommodation items shall be the total number of one way flights for all staff to be assigned to that deliverable and the total number of nights of stay for all staff to be assigned to that deliverable. Hence, the details shall include allocation of total number of one way flights/nights to each staff group.

\*\* The maximum number of working days that can be proposed for key and non-key personnel for each activity/deliverable are given in the table below. Proposers can propose quantities that are lower than those given in the table, but they can not exceed these quantities in their financial proposals:

**Table: The maximum number of working days that can be proposed for key and non-key personnel for each activity/deliverable.**

Major task	Activity	Deliverable	Target delivery date to UNDP for Approval	Maximum number of working days that can be proposed
1. Preparation of 5 Strategic Roadmaps	Methodology and outline of the strategic roadmaps including the interview questions for the meetings with Chambers and SMEs during the preparation of the reports	1) Content and Template of the 5 strategic roadmaps	15 days after contract signature.	Team Leader: 5 working days Key Experts: 10 working days Sector Specialists: 12 working days
	Interviews held with the Chambers and sector representatives in 5 provinces	2) Report on the interviews	30 days after contract signature.	Team Leader: 15 working days Key Experts: 15 working days Sector Specialists: 16 working days
	Preparation of 4 strategic roadmaps on 4 sectors	3) Delivery of 4 Strategic Roadmaps in English and Turkish including a	85 days after contract signature	Team Leader: 40 working days Key Experts: 100 working days

		toolkit to be used for further analysis to be conducted by relevant stakeholders		Sector Specialists: 100 working days Analysts: 81 working days
	Preparation of 1 strategic roadmap entitled "New Approaches in Manufacturing Industry"	4) Delivery of "New Approaches in the Manufacturing Industry Report" in English and Turkish.	90 days after contract signature	Team Leader: 15 working days Key Experts: 50 working days Analysts: 50 working days
2. Development of Content&Materials and Conduct of 4 Workshops and a Conference in Gaziantep	Development of Content&Materials for 4 Workshops and the Conference to be held in Gaziantep	5) Design and conceptualization: Submission of Agenda including the speakers, plan, presentations and documents to be distributed to the participants	100 days after the contract signature	Team Leader: 5 working days Key Experts: 5 working days Sector Specialists: 4 working days Analysts: 3 working days
	Attendance to and conduct of workshops and conference. Preparation of the reports on the outcome of the workshops and the conference.	6) Report (in English and Turkish) on the proceedings of the workshops and the conference with a consolidated version of the strategic roadmaps.	Attendance and conduct of workshops and conference. 5 days between 100 days after contract signature and 120 days after contract signature.  Report on the outcome of the workshops and the conference: 130 days after contract signature.	Team Leader: 5 working days Key Experts: 10 working days Sector Specialists: 12 working days Analysts: 9 working days
3. One-on-one consultancy for the implementation of the strategic roadmaps in 4 sectors.	Identification of selection criteria of the SMEs who will benefit from the one-on-one consultancy	7) Submission of the selection criteria and the application form that will be announced and distributed at the workshops and the conference.	100 days after the contract signature	Key Expert: 4 working days Sector Specialists: 4 working days
	Conduct of one-on-one consultancy to 20 SMEs (5 from each of the 4 sectors).	8) Report on the outcome of the one-on-one consultancies (one for each SME indicating the steps to be taken by the SME and the roadmap for its transformation)	Conduct of one-on-one consultancies: Between 130 days after contract signature and 200 days after the contract signature. (5 days for each SME*20	Team Leader: 40 working days Key Experts: 40 working days Sector Specialists: 40 working days Assistant Experts: 120 working days



			<p>SMEs=100 days in total total)</p> <p>Report on the outcome of the one-on-one consultancies: 200 days after contract signature.</p>	
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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]*