



*Empowered lives.
Resilient nations.*

REQUEST FOR PROPOSAL

“Consultancy Services for Establishment and Operationalization of Innovation Centers”

RFP No.: UNDP-TUR-RFP(MC1)-2019/2

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

Country: Turkey

Issued on: 10 January 2019

UNDP TURKEY COUNTRY OFFICE

Contents

SECTION 1. LETTER OF INVITATION.....	4
SECTION 2. INSTRUCTION TO BIDDERS	5
A. GENERAL PROVISIONS	5
1. Introduction.....	5
2. Fraud &Corruption, Gifts and Hospitality	5
3. Eligibility	5
4. Conflict of Interests	5
B. PREPARATION OF PROPOSALS.....	6
5. General Considerations.....	6
6. Cost of Preparation of Proposal	6
7. Language	6
8. Documents Comprising the Proposal.....	6
9. Documents Establishing the Eligibility and Qualifications of the Bidder	6
10. Technical Proposal Format and Content	6
11. Financial Proposals.....	7
12. Proposal Security.....	7
13. Currencies	7
14. Joint Venture, Consortium or Association.....	7
15. Only One Proposal.....	8
16. Proposal Validity Period.....	8
17. Extension of Proposal Validity Period	9
18. Clarification of Proposal.....	9
19. Amendment of Proposals	9
20. Alternative Proposals	9
21. Pre-Proposal Conference	9
C. SUBMISSION AND OPENING OF PROPOSALS	10
22. Submission	10
23. Deadline for Submission of Proposals and Late Proposals.....	11
24. Withdrawal, Substitution, and Modification of Proposals	11
25. Proposal Opening	11
D. EVALUATION OF PROPOSALS	11
26. Confidentiality	11
27. Evaluation of Proposals.....	11
28. Preliminary Examination.....	12
29. Evaluation of Eligibility and Qualification.....	12
30. Evaluation of Technical and Financial Proposals.....	12
31. Due Diligence.....	13
32. Clarification of Proposals	13
33. Responsiveness of Proposal	13
34. Nonconformities, Reparable Errors and Omissions.....	13
E. AWARD OF CONTRACT	14
35. Right to Accept, Reject, Any or All Proposals	14
36. Award Criteria	14
37. Debriefing	14
38. Right to Vary Requirements at the Time of Award.....	14
39. Contract Signature	14
40. Contract Type and General Terms and Conditions.....	14
41. Performance Security.....	14
42. Bank Guarantee for Advanced Payment	14
43. Liquidated Damages.....	15
44. Payment Provisions	15
45. Vendor Protest	15
46. Other Provisions	15
SECTION 3. BID DATA SHEET	16
SECTION 4. EVALUATION CRITERIA.....	20

SECTION 5. TERMS OF REFERENCE.....	29
A. BACKGROUND INFORMATION AND RATIONALE, PROJECT DESCRIPTION.....	29
B. CONTEXT	29
İZMİR.....	32
ADANA-MERSİN.....	32
SECTION 6: RETURNABLE PROPOSAL FORMS / CHECKLIST	58
FORM A: TECHNICAL PROPOSAL SUBMISSION FORM	59
FORM B: PROPOSER INFORMATION FORM	60
FORM C: JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION FORM.....	61
FORM D: QUALIFICATION FORM	62
FORM E: FORMAT OF TECHNICAL PROPOSAL	64
FORM F: FINANCIAL PROPOSAL SUBMISSION FORM	67
FORM G: FINANCIAL PROPOSAL FORM	68
FORM H: FORM OF PROPOSAL SECURITY.....	73

Section 1. Letter of Invitation

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

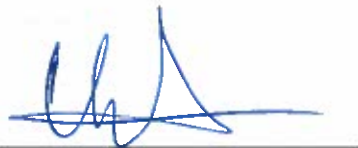
- Form A: Technical Proposal Submission Form
- Form B: Proposer Information Form
- Form C: Joint Venture/Consortium/Association Information Form
- Form D: Qualification Form
- Form E: Format of Technical Proposal
- Form F: Financial Proposal Submission Form
- Form G: Financial Proposal Form
- Form H: 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, 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 10, 2019

Approved by:



Name: Üsame YALÇIN

Title: Assistant Resident Representative
(Operations)

Date: January 10, 2019

Section 2. Instruction to Bidders

A. GENERAL PROVISIONS	
1. Introduction	<p>1.1 Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</p> <p>1.2 Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.</p> <p>1.3 As part of the proposal, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (www.ungm.org). 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>
2. Fraud &Corruption, Gifts and Hospitality	<p>2.1 UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all Bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti</p> <p>2.2 Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p>2.3 In pursuance of this policy, UNDP (a) Shall reject a proposal if it determines that the selected Bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question; (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.</p> <p>2.4 All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at http://www.un.org/depts/ptd/pdf/conduct_english.pdf</p>
3. Eligibility	<p>3.1 A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to UNDP whether they are subject to any sanction or temporary suspension imposed by these organizations.</p> <p>3.2 It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.</p>
4. Conflict of Interests	<p>4.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:</p> <ul style="list-style-type: none"> a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process; b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or

	<p>c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.</p> <p>4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP's confirmation on whether or not such a conflict exists.</p> <p>4.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:</p> <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> <p>4.4 The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.</p>
B. PREPARATION OF PROPOSALS	
5. General Considerations	<p>5.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p> <p>5.2 The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNDP</p>
6. Cost of Preparation of Proposal	<p>6.1 The Bidder shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNDP shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.</p>
7. Language	<p>7.1 The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNDP, shall be written in the language (s) specified in the BDS.</p>
8. Documents 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	<p>9.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to UNDP's satisfaction.</p>
10. Technical Proposal Format and Content	<p>10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.</p> <p>10.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.</p> <p>10.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNDP, and at no expense to UNDP</p>

	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.
11. Financial Proposals	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.
	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.
	11.3	Prices and other financial information must not be disclosed in any other place except in the financial proposal.
12. Proposal Security	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.
	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.
	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.
	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.
	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:
		a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or;
		b) In the event that the successful Bidder fails:
		i. to sign the Contract after UNDP has issued an award; or
	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.
13. Currencies	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:
		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
		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.
14. Joint Venture, Consortium or Association	14.1	If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be

	<p>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 AJV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <ul style="list-style-type: none"> a) Those that were undertaken together by the JV, Consortium or Association; and b) Those that were undertaken by the individual entities of the JV, Consortium or Association. <p>14.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>14.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.</p>
15. Only One Proposal	<p>15.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p> <p>15.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> a) they have at least one controlling partner, director or shareholder in common; or b) any one of them receive or have received any direct or indirect subsidy from the other/s; or c) they have the same legal representative for purposes of this RFP; or d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process; e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or f) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.
16. Proposal Validity Period	<p>16.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive.</p> <p>16.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.</p>

17. Extension of Proposal Validity Period	<p>17.1 In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.</p> <p>17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>17.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.</p>
18. Clarification of Proposal	<p>18.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.</p> <p>18.2 UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>18.3 UNDP shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.</p>
19. Amendment of Proposals	<p>19.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective Bidders.</p> <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>
20. Alternative Proposals	<p>20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
21. Pre-Proposal Conference	<p>21.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.</p>

C. SUBMISSION AND OPENING OF PROPOSALS

<p>22. Submission</p>	<p>22.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.</p> <p>22.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.</p> <p>22.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions.</p>
<p>Hard copy (manual) submission</p>	<p>22.4 Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:</p> <ul style="list-style-type: none"> a) The signed Proposal shall be marked "Original", and its copies marked "Copy" as appropriate. The number of copies is indicated in the BDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail. b) The Technical Proposal and the Financial Proposal envelopes MUST BE COMPLETELY SEPARATE and each of them must be submitted sealed individually and clearly marked on the outside as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each envelope SHALL clearly indicate the name of the Bidder. The outer envelopes shall: <ul style="list-style-type: none"> i. Bear the name and address of the Bidder; ii. Be addressed to UNDP as specified in the BDS iii. Bear a warning that states "<i>Not to be opened before the time and date for proposal opening</i>" as specified in the BDS. <p>If the envelopes and packages with the Proposal are not sealed and marked as required, UNDP shall assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p> <p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p>
<p>Email Submission</p>	<ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. The financial proposal shall be encrypted with different passwords and clearly labelled. The files must be sent to the dedicated email address specified in the BDS. c) The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from Bidders whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected.
<p>eTendering submission</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"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. d) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request

	<p>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.</p> <p>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.</p> <p>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: http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/</p>
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	
26. Confidentiality	<p>26.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>26.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.</p>
27. Evaluation of Proposals	<p>27.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p>

	<p>27.2 Evaluation of proposals is made of the following steps:</p> <ul style="list-style-type: none"> a) Preliminary Examination b) Minimum Eligibility and Qualification (if pre-qualification is not done) c) Evaluation of Technical Proposals d) Evaluation of Financial Proposals
28. Preliminary Examination	<p>28.1 UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.</p>
29. Evaluation of Eligibility and Qualification	<p>29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>29.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ul style="list-style-type: none"> 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; b) They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments, 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; d) They are able to comply fully with UNDP General Terms and Conditions of Contract; e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and f) They have a record of timely and satisfactory performance with their clients.
30. Evaluation of Technical and Financial Proposals	<p>30.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive Bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the 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 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: 5px; margin-top: 10px;"> <p>Rating the Technical Proposal (TP):</p> </div>

	<p>TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p>Rating the Financial Proposal (FP):</p> <p>FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p>Total Combined Score:</p> <p>Combined Score = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p>
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"> a) Verification of accuracy, correctness and authenticity of information provided by the Bidder; b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team; c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder; d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary; e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder; f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.
32. Clarification of Proposals	<p>32.1 To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.</p> <p>32.2 UNDP's request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP.</p> <p>32.3 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.</p>
33. Responsiveness of Proposal	<p>33.1 UNDP's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.</p> <p>33.2 If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.</p>
34. Nonconformities, Repairable Errors and Omissions	<p>34.1 Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.</p> <p>34.2 UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.</p>

	<p>34.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected; b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail. <p>34.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
E. AWARD OF CONTRACT	
35. Right to Accept, Reject, Any or All Proposals	35.1 UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
36. Award Criteria	36.1 Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
37. Debriefing	37.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.
38. Right to Vary Requirements at the Time of Award	38.1 At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.
39. Contract Signature	39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.
40. Contract Type and General Terms and Conditions	40.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
41. Performance Security	41.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&action=default within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the performance security by UNDP shall be a condition for rendering the contract effective.
42. Bank Guarantee for	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

Advanced Payment	<p>payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP POPP DOCUMENT LIBRARY/Public/PSU Contract%20Management%20Payment%20and%20Taxes Advanced%20Payment%20Guarantee%20Form.docx&action=default</p>
43. Liquidated Damages	<p>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.</p>
44. Payment Provisions	<p>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.</p>
45. Vendor Protest	<p>45.1 UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures: http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html</p>
46. Other Provisions	<p>46.1 In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar services, UNDP shall be entitled to same lower price. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.2 UNDP is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.3 The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15 http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer</p>

Section 3. Bid Data Sheet

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

BDS No.	Ref. to 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 be conducted. Date: 24 January 2019 Time: 14:00 pm (Turkey Local Time) Venue: UNDP Turkey CO Yildiz Kule, Yukari Dikmen Mah, Turan Gunes Bulvari, No: 106, Cankaya, Ankara, 06550 Turkey
5	16	Proposal Validity Period	90 days
6	12	Proposal Security	Required in the amount of USD 40.000,00 Acceptable Form of Proposal Security <ul style="list-style-type: none"> ▪ Bank Guarantee (See Section 6-Form H for template)
7	42	Advanced Payment upon signing of contract	Allowed up to a maximum of 10% of contract value and upon submission of a bank guarantee for advanced payment.
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	Focal Person in UNDP: Ümit Alsaç, Procurement Officer Address: Yıldız Kule, Yukarı Dikmen Mah, Turan Güneş Bulvarı, No:106, Cankaya, Ankara, 06550 Turkey E-mail address: 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. E-mail address: tr.procurement@undp.org
14	23	Deadline for physical submission of the Proposals	February 11, 2019 14:00 hrs. (GMT + 3)
15	22	Allowable Manner of Submitting Proposals	Manner of submission: Courier/Hand Delivery Number of copies of Proposals: Original: 1 Copy: 1 Manner of preparing the Proposal Envelopes: Envelope # 1: "ORIGINAL TECHNICAL PROPOSAL" and a CD/Flash disk Envelope # 2: "ORIGINAL FINANCIAL PROPOSAL" and a password protected CD/Flash disk. Envelope # 3: "COPY OF TECHNICAL PROPOSAL" Envelope # 4: "COPY OF FINANCIAL PROPOSAL" Envelope # 5: "OUTER ENVELOPE/BOX" <i>All envelopes and CDs/Flash disks requested above shall be prepared and inserted in a sealed outer envelope/box which shall bear below markings:</i> <ul style="list-style-type: none"> - The Proposal submission address - The name, address and contact details of the proposer - RFP Reference Number and Title of the Services Important Note: <i>All envelopes shall be sealed and shall bear a warning that states "Not to be opened before the time and date for proposal opening"</i>
16	22	Proposal Submission Address	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 th 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	<p>Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively</p> <p>The minimum technical score required to pass is 70%.</p>
19		Expected date for commencement of Contract	March 19, 2019
20		Maximum expected duration of contract	<p>11 months after contract signature.</p> <p>(10 months for completion of all deliverables+1 month for payment of final deliverables)</p>
21	36	UNDP will award the contract to:	One Proposer Only
22	40	Type of Contract	<p>Facesheet Contract for Goods and/or Services to UNDP</p> <p>http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</p>
23	40	UNDP Contract Terms and Conditions that will apply	<p>UNDP General Terms and Conditions for Contracts</p> <p>http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</p>
24	14	Joint Venture, Consortium and Associations	<p>Proposers are required to form Joint Venture (JV), Consortium or Association to be eligible to apply to this RFP. At least one of the partners of the JV/Consortium/Association shall be a local or international NGO/CSO (university, foundation, society etc.) who has experience relevant to this assignment.</p> <p>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.</p> <p>Form C: Joint Venture/Consortium/Association Information Form shall clearly specify roles and responsibilities of each partner.</p>
25		Tax Exemption	<p>UN and its subsidiary organs are exempt from all taxes. Therefore, Proposers shall prepare their financial proposals excluding Value Added Tax (VAT). It is the Proposer's responsibility to learn from relevant authorities (Ministry of 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.</p>

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 other than team leader, the province they are proposed 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, senior key experts, innovation experts or SME development experts) than required in the Terms of Reference. Same person can not be proposed for different positions.</p>

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
ELIGIBILITY		
Legal Status	Proposer is a legally registered entity.	Form B: Proposer Information Form
JV/Consortium/Association	Proposer is a JV/Consortium/Association and at least one of the partners is a local or international NGO/CSO (university, foundation, society etc.) that have relevant experience with this assignment.	Form C: Joint Venture/Consortium/Association 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
QUALIFICATION		
History of Non-Performing Contracts¹	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form

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

Litigation History	No consistent history of court/arbitral award decisions against the Proposer for the last 3 years.	Form D: Qualification Form
Previous Experience	Minimum 5 years of relevant experience. <i>(For JV/Consortium/Association, all Parties separately should meet this requirement)</i>	Form D: Qualification Form
	Minimum 3 contracts of similar value, nature and complexity implemented and completed over the last 10 years as evidenced by submission of Statements of Satisfactory Completion from clients. <i>(For JV/Consortium/Association, all Parties cumulatively should meet this requirement)</i>	Form D: Qualification Form
Financial Standing	Minimum average annual turnover of USD 2.000.000,00 for the last 3 fiscal years. <i>(For JV/Consortium/Association, all Parties cumulatively should meet this requirement)</i>	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. <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. <i>(For JV/Consortium/Association, only parties that have current ratios 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

contract and where all appeal instances available to the Proposer have been exhausted.

Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Max. Points Obtainable
1.	Proposer's qualification, capacity and experience	300
2.	Proposed Methodology, Approach and Implementation Plan	400
3.	Management Structure and Key Personnel	300
	Total	1000

Section 1. Proposer's qualification, capacity and experience		Max. Points obtainable
1.1	General Organizational Capability which is likely to affect implementation: financial stability:	20
	<p>1.1.1. Financial Stability:</p> <p>Average annual turnover in the last 3 fiscal years: USD 2.000.000,00-USD 3.000.000,00 10 pts.</p> <p>USD 3.000.000,01- USD 5.000.000,00 15 pts.</p> <p>More than USD 5.000.000,00 20 pts.</p> <p><i>(For JV/Consortium/Association, cumulative values of all parties will be considered).</i></p>	
1.2	<p>Relevance of specialized knowledge and experience on similar engagements done in the region/country:</p> <ul style="list-style-type: none"> - Successfully completed 2 contracts of similar value and nature in the area of establishment, management or operationalization of innovation centers, technology parks or incubators or similar facilities in Turkey or other countries targeting innovative entrepreneurs or organizations that focus on enhancement of innovative capacity, in the last 10 years: 50 pts. - Successfully completed 1 contract of similar value and nature in Turkey in the area of SME Development, Innovative Capacity Development of SMEs, entrepreneurs or start ups, Entrepreneurship, Technology and Innovation Management in the last 10 years: 35 pts. - Successfully completed 1 contract of similar value and nature in a country other than Turkey in the area of survey, research, assessment or strategy development in cooperation with in the area of SME Development, Innovative Capacity Development of SMEs, entrepreneurs, start-ups, Entrepreneurship, Technology and Innovation Management in the last 15 years: 15 pts. <p><i>(For JV/Consortium/Association, contracts of all parties will be considered).</i></p>	100
1.3.	The proposer has in house capacity or access to expertise of other companies that have capacity to provide architectural expertise for establishment and design of "Design and Innovation Labs" and Innovation Centers (lay-outs and work flows) and specifications of machinery, equipment and software that will be used in Innovation Centers. <i>(as documented either by providing CVs of in-house technical staff who are capable of accomplishing these tasks or providing letters of cooperation with other companies who have expertise to accomplish these tasks)</i>	20
1.4.	The proposer has a network of consultants and experts with different backgrounds who have been working on innovation centers, capacity building or providing consultancy to SMEs or large companies in these areas and will work for this assignment as mentors within Activity 2.2 Implementation of Accelerator Program, and Activity 2.4. Implementation of	40

	Commercialization Program. <i>(as documented by providing CVs of at least 2 consultants/experts and their written confirmation of availability for this assignment)</i>	
1.5.	The proposer has in house capacity or access to other entities who have capacity to implement the Training of Trainers program with award of internationally recognized certificates to participants. <i>(as documented either by providing documents (brochures etc.) showing in house capacity of the Training of Trainers Program or providing letters of cooperation with other entities who have expertise to accomplish this program)</i>	20
1.6	The Proposer cooperates either as a JV/Consortium/Association partner with or undertakes subcontracting part of the activities of this assignment to NGO/CSOs (universities, foundations, societies, etc.) established and operational in at least one target province (Izmir, Adana or Mersin) to ensure the adaptation of the methodology to the local context	70
1.7	Quality assurance procedures, quality certificates and/or other similar certificates, accreditations, awards and citations: -very strong; 3 certificates/accreditations and awards: 15 pts -strong; 2 certificates / accreditations or awards:10 pts -moderate: only 1 quality certificate/accreditation/award: 5 pts -no quality certificates: 0 pts <i>(For JV/Consortium/Association, certificates, accreditations and awards of all parties will be considered).</i>	15
1.8	Organizational Commitment to Sustainability (mandatory weight) Organization is a member of the UN Global Compact: 5 pts. <i>(For JV/Consortium/Association, at least one party shall be a member to be considered)</i> -Organization demonstrates significant commitment to sustainability through some other means (for example internal company policy documents on women empowerment, renewable energies or membership of trade institutions promoting such issues.): 10 pts. <i>(For JV/Consortium/Association, at least one party shall demonstrate commitment to sustainability to be considered)</i>	15
Total Section 1		300

Section 2. Proposed Methodology, Approach and Implementation Plan		Max. Points obtainable
2.1	<p>Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another? (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"> - 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: (70 pts.) - Very Strong: All important aspects of the task have been addressed in sufficient detail: (56 pts.) - Strong: Most of the important aspects of the task have been addressed in sufficient detail: (49 pts.) - Moderate: Only a few important aspects of the task have been addressed by the proposer: (35 pts.) - Weak: No methodology: 0 pt. 	70
2.2	Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference (Detail overall process and prescribe the list of activities to be performed for accomplishment of the contract in accordance with the	70

	<p>requirements. Offerors should place special importance to showing how previous experience of each partner can relate or be applied to local context in target provinces)</p> <ul style="list-style-type: none"> – Outstanding: Exceeds the requirements of the ToR, with a remarkable strategy to achieve the objective and purposes of the contract in the Turkey context: (70 pts.) – Very Strong: Meets the requirements of the ToR, with a strategy to achieve the objective and purposes of the contract in the Turkey context: (56 pts.) – Strong: Meets the requirements of the ToR: (49 pts.) – Moderate: Several requirements have been neglected by the proposer: (35 pts.) – Weak: No Methodology: 0 pt. 	
2.3	<p>Details on how the different service elements (deep dive situation analysis, draft business plans for each innovation center, development of general services, accelerator, innovation management road map and commercialization programs, implementation of general services, accelerator, innovation management road map and commercialization programs, implementation of the training of trainers programs, preparation of final business plans) shall be organized, controlled and delivered</p> <ul style="list-style-type: none"> – Outstanding: The proposed methodology for organization and control mechanisms of each service is excellent. The content of each activity and responsibilities of each partner are well defined and exceed the requirements: (70 pts.) – Very Strong: The proposed methodology for organization, control mechanisms of each service are good enough to meet the requirements: (56 pts.) – Strong: The proposed methodology for organization, control mechanisms of each service are sufficient to meet the requirements: (49 pts.) – Moderate: Details on how the different service elements shall be organized, controlled and delivered is unsatisfactory. Several important points are missing: (35 pts.) – Weak: No Methodology 0 pt. 	70
2.4	<p>Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement (Describe involvement of Senior Management 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"> – 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: (40 pts.) – 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: (32 pts.) – Strong: Performance monitoring and evaluation mechanisms and tools are sufficient for the requirement: (28 pts.) – Moderate: Performance monitoring and evaluation mechanisms and tools are proposed however their link with this requirement isn't elaborated sufficiently: (20 pts.) – Weak: No Performance monitoring and evaluation mechanism: 0 pt. 	40
2.5	<p>Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic.</p> <ul style="list-style-type: none"> – 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. (50 pts) – 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. (40 pts) – 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. (35 pts) 	50

	<ul style="list-style-type: none"> – Moderate: The implementation plan includes some of the activities in proper sequence and in accordance with due dates written in ToR. (25 pts) – Weak: No implementation plan provided (0 pt). 	
2.6.	<p>Are risks that may arise in implementation identified and addressed along with mitigation mechanisms?</p> <ul style="list-style-type: none"> – 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 assignment. The proposer provides mitigation mechanisms to address all foreseen risks. All of these mechanisms are logical and realistic. (20 pts) – 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. (16 pts) – 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. (14 pts) – 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. (10 pts) – Weak: No risk and mitigation mechanism provided. (0 pt.) 	20
2.7.	<p>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?</p> <ul style="list-style-type: none"> – 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? (20 pts) – 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? (0 pt.) – Information on allocation of key personnel (total working days for each staff) to each separate activity and deliverable not provided. (0 pt) 	20
2.8	<p>Explanation of responsibilities and type of services the partners of the JV/Consortium/Association members will perform in the delivery of services , how they will ensure cooperation between each other and how their relevant experiences justify these responsibilities.</p> <ul style="list-style-type: none"> – Outstanding: The proposer provides all details of the type of services to be performed by each JV/Consortium/Association members. The responsibilities of partners are specified for all activities. These responsibilities are compatible with capacities and experiences of partners. The proposer provides solid and formal mechanisms on how to ensure smooth cooperation between partners. (60 pts.) – Very strong: The proposer provides details of the type of services to be performed by each JV/Consortium/Association members. The responsibilities of partners are specified for major tasks but not for each specific activity. These responsibilities are compatible with capacities and experiences of partners. The proposer explains how partners will cooperate in the delivery of services. (48 pts.) – Strong: The proposer provides details of the type of services to be performed by each JV/Consortium/Association members. The responsibilities of partners are specified, but not for each major task or activity. These responsibilities are compatible with capacities and experiences of partners. (42 pts.) – Moderate: The proposer provides details of the type of services to be performed by each JV/Consortium/Association members. (30 pts.) 	60

	– Weak: No methodology to ensure cooperation and for task division between the partners. (0 pts.)	
Total Section 2		400

Section 3. Management Structure and Key Personnel			Max. Points obtainable
3.1	Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services? Are roles and titles of each personnel proposed clearly identified?		30
3.2	Qualifications of key personnel proposed		270
3.2.a	1 Team Leader		54
	Has advanced degree (MSc, PhD) in engineering, administrative sciences, social sciences or other relevant fields with emphasis/studies on innovation or technology development.	9	
	General Professional Experience: Has at least 15 years of general professional experience.	9	
	Language: Proficient in English	6	
	Specific Experience relevant to the assignment:	30	
	-Minimum Requirement: Has at least 7 years of professional experience in the last 12 years in technology and/or innovation management, business development or technology-oriented initiatives as a consultant, trainer or manager in public, private or non-governmental organizations. (15 pts.) -Asset: Has at least 2 years of experience in the establishment or management of technology transfer offices, technology development zones, technology incubators or organizations for technology-oriented entrepreneurship in the last 10 years (15 pts.)		
3.2 b	3 Senior Key Experts (one for each province)		72 (3x24 pts.)
	Has advanced degree (MSc, PhD) in engineering, administrative sciences, social sciences or other relevant fields with emphasis/studies on innovation, technology or R&D (3 pts. for each senior key expert and maximum 9 pts. in total)	9	
	General Professional Experience: Has at least 10 years of general professional experience. (3 pts. for each senior key expert and maximum 9 pts. in total)	9	
	Language: Proficient in English (3 pts. for each senior key expert and maximum 9 pts. in total)	9	

	<p>Specific Experience relevant to the assignment:</p> <p>-Minimum Requirement: At least 5 years of professional experience in the last 10 years in innovation, technology or R&D as a consultant, trainer or manager in public, private or non-governmental organizations. (10 pts. for each senior key expert and maximum 30 pts. in total)</p> <p>-Asset: At least 2 years of international experience in the establishment and/or business plan development of innovation centers or fab-labs in the last 10 years. (5 pts. for each senior key expert and maximum 15 pts. in total)</p>	45	
3.2.c	3 Innovation Experts (one for each province)		72 (3x24 pts.)
	Has advanced degree (MSc, PhD) in engineering, administrative sciences, social sciences or other relevant fields with emphasis/studies on innovation, technology or R&D. (3 pts. for each innovation expert who has advanced degree and maximum 9 pts. in total)	9	
	General Professional Experience: Has at least 7 years of general professional experience. (3 pts. for each innovation expert and maximum 9 pts. in total)	9	
	Language: Proficient in English (3 pts. for each innovation expert and maximum 9 pts. in total)	9	
	<p>Specific Experience relevant to the assignment:</p> <p>-Minimum Requirement: At least 4 years of professional experience in the last 7 years in innovation, technology or R&D as a consultant, trainer or manager in public, private or non-governmental organizations. (10 pts. for each innovation expert and maximum 30 pts. in total)</p> <p>-Asset: At least 2 years of experience in the development or conduct of innovation management strategies, accelerator programs, innovation capacities or technology audits of SMEs or start-up businesses in the last 7 years. (5 pts. for each innovation expert and maximum 15 pts. in total)</p>	45	
3.2 d	3 SME Development Experts (one for each province)		72 (3x24 pts)
	Has advanced degree (MSc, PhD) in engineering, administrative sciences, social sciences or other relevant fields with emphasis/studies on innovation, technology or R&D. (3 pts. for each SME development expert and maximum 9 pts. in total)	9	
	General Professional Experience: Has at least 7 years of general professional experience. (3 pts. for each SME development expert and maximum 9 pts. in total)	9	
	Language: Proficient in English (3 pts. for each SME development expert and maximum 9 pts. in total)	9	

<p>Specific Experience relevant to the assignment:</p> <p>-Minimum Requirement: At least 4 years of professional experience (consultancy, training or management) in the last 7 years in at least 3 of the following areas; entrepreneurship, finance, innovation, marketing, internationalization, commercialization, networking and clustering in public, private or non-governmental organizations. (10 pts. for each SME development expert and maximum 30 pts. in total)</p> <p>-Asset: At least 2 years of experience in business development, strategy or plan development for SMEs, start-up business or entrepreneurs in the last 7 years. (5 pts. for each SME development expert and maximum 15 pts. in total)</p>	45	
Total Section 3		300

A. BACKGROUND INFORMATION AND RATIONALE, PROJECT DESCRIPTION

As of September 2018, Turkey hosts over 3,5 million Syrians under Temporary Protection (SuTP). 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.

Currently, out of the 3,5 million registered Syrian refugees, more than 3,3 million refugees live amongst Turkish host communities and only 5% of Syrian refugees are living in the temporary accommodation centers.

UNDP supports the Government of Turkey to respond to this large-scale displacement through its *Syria Crisis Response and Resilience Program: Component 1-Job Creation* 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.

B. CONTEXT

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 business skills development. UNDP provides 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), 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, limited innovation and R&D capacity in SMEs representing 99% of the Turkish economy and consequently the lack of value-added products to be marketed in the local, regional and global markets and low productivity and competitiveness. To overcome these challenges, UNDP is aiming at creating actual jobs in its Project entitled *Turkey Resilience Project in Response to the Syria Crisis* through SME Capability Centers, Innovation Centers and an industrial transformation for higher productivity and innovative products and process that would lead to job creation with a sustainable manner.²

Innovation Centers that will be established within the framework of the Project will be located in Izmir, Mersin and Adana with the perspective of technological improvement, new product/process development and/or product innovation and business development that would lead to a need in additional employment. Innovation Centers will serve SMEs mainly in manufacturing industry, universities, research institutes, start-up businesses and entrepreneurs who would like to be engaged in innovation driven activities as well as commercialization of their innovative ideas and products.

The services in Innovation Centers will help to achieve following targets of the Project;

- At least 2,000 Syrian refugees and host community members will be placed in formal jobs in manufacturing industry, through job creation, self-employment, joint-ventures and partnerships established (50% Syrian refugees and 50% host community members),
- At least 650 SMEs will benefit from business advisory services in the form of technical assistance,
- At least 250 enterprises and partnerships established focusing on innovation by Syrians and host community members.

In this regard, the Innovation Centers that will be established and operationalized in the framework of the Project will address the above-mentioned challenges and support local economies with an innovation-driven perspective. The

² Gaziantep Industrial Transformational Agenda, UNDP, 2016

logic behind establishing Innovation Centers is to provide technical support and infrastructure (lab and co-working space) including trainings, mentorship programs, accelerators for existing SMEs, entrepreneurs, universities, research institutes, start-up businesses to expand their innovation capabilities.

This Terms of Reference (ToR) herein identifies the scope of the services that will be provided in the framework of the Project to establish Innovation Centers in İzmir, Mersin and Adana by developing its business plan and implementing it throughout the project period and to provide direct service provision to the SMEs, entrepreneurs and start-ups while promoting the cooperation between private sector and universities & research institutes for innovation driven initiatives. Services to be provided in the Centers shall aim at increasing the competitiveness of SMEs, start-up businesses and entrepreneurs on new technology trends, business idea generation, business modelling, project management, strategy development, delivering products and new approaches on sales and marketing, finance of R&D and innovation activities (including national and international support programs), intellectual property rights. Establishment, operationalization and business plan for sustainability components of the assignment should be linked with each other and in line with the existing innovation eco-system in Turkey to avoid recurring activities and services.

The business model and the services manual of the Innovation Centers will be developed by the Contractor per province. The Contractor will also be responsible for the service provision during the Contract execution. The place for the Innovation Centers will be provided by UNDP, implementing partner Ministry of Industry and Technology (MoIT) and local partners (chambers of commerce and/or industry). UNDP/Implementing Partner/Local partners will provide Staff for each Center such as Center Director, project experts, etc. and those staff will be trained (on-the-job training) by the Contractor throughout the Contract execution to ensure the sustainability of the services after the contract ends.

C. SPECIFIC OBJECTIVES

The overall objective of this RFP is to set up and operate 3 Innovation Centers in 3 provinces: İzmir, Mersin and Adana. To achieve this objective, UNDP invites capable service providers to submit a proposal in response to this RFP based on the main requirements listed below:

- Receive integrated solutions for operationalization of 3 Innovation Centers in İzmir (1), Mersin (1) and Adana (1) that will provide technical assistance and trainings to the SMEs, entrepreneurs and start-up businesses, while providing infrastructure for prototyping and development of new products through equipment and machinery available in the Center starting from the date of contract signature up to the end of the Project in 31 January 2020 and,
- Receive a policy document for 3 provinces to improve the existing innovation eco-system based on the experiences, needs analysis and the outcome of the services provided in the Innovation Centers throughout the Contract Period.

During the implementation of the activities, involvement of local stakeholders is crucial as they will be the natural owner and the beneficiary of the Innovation Centers in target provinces. Chambers will be involved through their engagement in the Project, but the engagement of the local universities are expected to be provided by the Proposer to ensure the adaptation of the methodology and services offered to the local context through their ownership and cooperation.

D. SCOPE

Within the scope of the Contract, the Contractor shall provide and carry out the following tasks and activities for the establishment and operationalization of the 3 Innovation Centers in İzmir, Mersin and Adana:

- 1. Technical assistance for the establishment of Innovation Centers per province:**
 - 1.1 Development of a draft business plan for the Innovation Centers per province,
 - 1.2 Establishment of "Design and Innovation Labs" that will be located within the Innovation Centers per province to enable creative industries approach,

- 1.3 Deep dive situation analysis report conducted through focus group discussions in each target province to validate the draft business plan and the composition of the “Design and Innovation Lab”.
- 1.4 Development of general services per province such as trainings and business advisory services for SMEs, start-ups and entrepreneurs,
- 1.5 Development of an Accelerator Program on technology-based entrepreneurship in Izmir,
- 1.6 Development of an Innovation Management Roadmap Program for existing SMEs in 3 target provinces.
- 1.7 Development of Commercialization Program for SMEs, start-ups and entrepreneurs in 3 target provinces.
- 1.8 Support UNDP in organizing site visit for 7 officials of the MoIT to existing Innovation Centers in other countries and Turkey (selecting the sites, preparing agenda, brief report with key takeaways). Travel and accommodation costs will be borne by UNDP, and contractor is expected to send one representative.

2. Operationalization of the Innovation Centers through provision of services identified during the technical assistance for the establishment of the Centers per province,

- 2.1 Organization of training programs to increase awareness of the companies on technology, innovation and innovation management, commercialization, intellectual property, grant applications, business modeling, creative industries etc.,
- 2.2. Organization of a training of trainers program to train innovation specialists at the provincial level to increase the local human resources capacity in terms of innovation related services and mentorship on innovation.
- 2.3 Implementation of Accelerator Program for entrepreneurs and start-up businesses in Izmir.
- 2.4 Implementation of Innovation Management Roadmap Program for existing SMEs in 3 target provinces,
- 2.5 Implementation of the Commercialization Program for SMEs, start-ups and entrepreneurs in 3 target provinces.

3. Preparation of recommendation Reports per province focusing on the following subjects:

- 3.1 Report on results, lessons learnt and best practices throughout the Contract execution in regard to the Innovation Centers and its services per province,
- 3.2 Recommendation report for future strategies on increasing the performance of Innovation Centers per province with respect to the project results and existing innovation eco-system in the country.

The locations of the Innovation Centers will be provided by the local partners in the Project. The Design and Innovations Lab will be part of the Innovation Centers. The Centers are expected to be located in the Industrial Zones in Adana and Mersin while the Center in Izmir is expected to be close to the city center.

E. APPROACH AND METHODOLOGY

Global Entrepreneurship Monitor³ states that Turkey is currently at the efficiency-driven stage of economy. Turkey's level of entrepreneurial activity has been achieving a significant increase, but innovative entrepreneurship level needs to be improved. Good business ideas or products need to be supported by entrepreneurship ecosystem. A good business idea or a product is found sufficient by entrepreneurs for a successful business disregarding the critical and essential elements such as patents, strong financial models, business plans, market access strategies, etc. This in turn leads to unsuccessful initiatives.

There are great differences between regions in terms of sectoral diversity. Generally, GDP per capita is high in regions where the sectoral diversity is rich, GDP per capita is low in regions with insufficient sectoral diversity. The level of high technology sectoral diversity is high in the regions where the sectors are clustered. Sectoral diversity is high in Istanbul, Eastern Marmara, Izmir, Ankara, Adana and Mersin.⁴

Turkey achieved great progress in terms of R&D expenditure, the number of high caliber projects and awarded patents, and the establishment of scientific demonstration parks and zones. Technological influences ranging from e-commerce and social media to use of IT in banking and finance are helping Turkey improve its innovation process in all aspects, but Turkey still has major challenges to overcome. The dissemination of the innovation vision to all over the country

³ Esra Karadeniz, Entrepreneurship in Turkey, 2010

⁴ National Strategy of Regional Development 2014-2023 published by the Ministry of Development

has not been achieved yet and there are major differences between regions on innovation capacity and innovation-based entrepreneurship.

In this regard; regional priorities need to be considered while designing Innovation Centers and Design and Innovation Labs to boost innovation capabilities and reach concrete results such as;

- Partnerships between private sector and universities & research institutes,
- Support of entrepreneurs and start ups,
- Commercialization of innovative products or processes.

All such achievements will lead to job creation and new enterprises and partnerships.

To provide a reference to the innovation eco-system in target provinces, below highlights are provided for Prospective Proposers:

İzmir

Entrepreneurship has been a trend topic in the world since 2010s. Turkish Government has been improving the ecosystem in Turkey with policies, tools and support mechanisms. Although substantial improvements are observed in the entrepreneurship ecosystem in cities like Ankara and Istanbul, there are some issues that should be supported in the field of entrepreneurship in İzmir. Especially for innovation/technology-based entrepreneurship, İzmir should be supported in the field of innovation infrastructure. İzmir has a backward position according to the country average in development of high-tech sectors⁵.

In İzmir, there is a powerful human resources infrastructure with a high number of education institutes. The strong universities in the region nourish human resources while technology development zones, incubation centers and technology transfer offices continue to work on the development of innovative entrepreneurship. Despite these support mechanisms, tools for identifying potential entrepreneurs in İzmir remain limited. Mechanisms for attracting senior businessmen and managers into the system such as mentors or investors have not been developed. Although collaborative workspaces that bring entrepreneurs together to increase creativity are observed today such as Korino or Origin⁶, it is necessary to support these joint workspaces with technology-based labs, fab-lab-like areas. It is also essential to create synergies with other cities' ecosystems by developing tools to attract investors, mentors, entrepreneurs and academics in Ankara or Istanbul, where the entrepreneurship ecosystem is more developed. The lack of confidence in new businesses and entrepreneurs, limited expertise in management, the lack of role models and the inaccessibility to business networks and mentors are among the other barriers underlined in İzmir.

As stated in report on Focus Group Discussion held in April 2018 by the UNDP Turkey CO and MoIT, commercialization of the outputs of innovation activities is another major problem. In İzmir, the linkages between the innovation eco-system and commercialization and cooperation among institutions in the region are weak. Therefore, effective commercialization of technological products is especially needed to invigorate the regional economy.

Adana-Mersin

In addition to Istanbul, Ankara and İzmir, the first three largest cities of Turkey, Adana-Mersin and Bursa are considered as metropolitan cities by the Ministry of Development at the time, current Presidency Strategy and Budget Office. Adana and Mersin provinces will be supported strategically by the Turkish Government to increase Turkey's competitiveness.

In terms of share in Cukurova Region in gross value added of sectors; agriculture and the services sectors' shares are higher than the industrial sectors. This region has predominantly an agricultural economic structure. Adana is one of the first provinces where industrialization took place in Turkey but has a downward trend in recent years. Food, textile,

⁵ İzmir Development Agency, İzmir Entrepreneurship Eco-System Development Strategy, 2013

⁶ www.korino.net, www.origin.com

chemical, plastic and rubber industries come to forefront in Adana while in addition to these industries wood products, production of non-metallic minerals, metal goods and paper industries come to forefront in Mersin⁷. According to National Strategy of Regional Development 2014-2023 published by the Ministry of Development at the time, current Presidency Strategy and Budget Office, it has been determined that the development potential of a province lies in the sectors such as agriculture, tourism, manufacturing and renewable energy but according to the findings of the analysis of Regional Innovation Strategy+Mersin Project, agriculture and tourism sectors are not prioritizing innovation driven activities.⁸

Overall R&D statistics of Turkey implies that the performance of Adana and Mersin is below the average. Investment on knowledge and technology for production with advanced technology is targeted. The universities, research institutions and private sector companies should be encouraged to contribute to the development of R&D, innovation, design and branding capacity together. Innovation Centers in Adana and Mersin shall work to establish close collaborations between university and industry in order to promote academic studies which lead to products that industry can commercialize.

Investment financing and brand development are the main areas where companies in Mersin need in order to sustain their competitive advantage. Another important weakness of the region underlined by companies is the need for training and consultancy services and awareness on innovation⁹. A large majority of potential entrepreneurs argue that they are ready to set up businesses if necessary conditions exist in the region. The most important factors preventing these entrepreneurs from establishing their own businesses are lack of seed financing and guidance on establishment and management of a start-up business.

In this perspective and based on information regarding the innovation capacity of the 3 target provinces, the Contractor will carry out below tasks and these tasks are expected to improve the innovation eco-system in target provinces through adaptation of the new approaches to the local context and bring new ideas to both service providers and target beneficiaries:

1. Technical assistance for the establishment of Innovation Centers per Province

1.1. Development of a draft business plan for Innovation Centers per province;

The Draft Business Plan of each Innovation Center will include following:

- Action plan including outline of services to be provided in the Centers,
- Human resources to be employed by the Center for efficient service provision including draft job descriptions and an organization chart,
- Management strategy,
- Performance monitoring framework for the services to be provided by Innovation Centers,
- Financial plan,
- Marketing plan including target clients and expected outcomes of the services.

1.2. Establishment of “Design and Innovation Labs” that will be located within the Innovation Centers;

“Design and Innovation Labs” are expected to provide infrastructure and services for design, modelling and prototyping for existing SMEs, entrepreneurs, start-up businesses, universities and research institutes with co-working spaces and enabling environment to develop new ideas and establish new partnerships.

The space for the labs and the Innovation Center in Izmir, Mersin and Adana will be allocated/provided by UNDP and/or MoIT/Chamber of Industry and Commerce. In Mersin and Izmir, Innovation Centers will be

⁷ Çukurova Development Agency, Study on Potential Investment Areas in Mersin, 2014 and Adana Investment Support and Promotion Strategy, 2017

⁸ Project Innovation Need Analysis Report, Çukurova Development Agency, 2017

⁹ Ibid.

established within the SME Capability Centers. The space to be allocated to the labs will be approximately 500 m².

Lay-out and work-flow of the labs, illustrating places for the equipment and machinery, common used areas, meeting rooms, multi-purpose conference room, placement of the machining lines, equipment, work stations along with the electrical and all other infrastructure utility connections will be developed by the Contractor per province with a “smart office approach¹⁰”.

Machinery and equipment will be purchased by UNDP through a separate procurement process, however, contractor shall provide the detailed specifications of the machinery and equipment and software to be used for “Design and Innovation Labs”. Infrastructure and design of the labs, and hence specifications of machinery, equipment and software, will be based on the deep dive situation analysis per province.

- 1.3. Deep dive situation analysis conducted through focus group discussions in target provinces to validate the draft business plan and the composition of the “Design and Innovation Lab” ;

2 one day workshops will be organized in each province with the participation of entrepreneurs, SMEs, NGOs and related stakeholders composed of 30 participants in total. The Contractor will be responsible for agenda, target group and delivery of workshops, while logistics, organization, accommodation and invitation of participants will be carried out by UNDP Turkey CO.

Services per province to be provided by the Innovation Centers to SMEs, start-ups and entrepreneurs including their service manuals, target groups and expected outcomes will be developed with the following content:

- 1.4. **General services** will be designed for entrepreneurs, SMEs and start-ups. These services shall aim at improving the innovation-based competitiveness of SMEs and entrepreneurs and achieving private sector’s effective collaboration with universities and research institutes. Service manual for service delivery processes and its monitoring will be prepared by the Contractor.
- 1.5. Development of an **accelerator program** on technology-based entrepreneurship in İzmir including selection criteria, mentoring program, matchmaking with potential investors, the number of estimated target beneficiaries, expected outcomes, along with the design and determination of grants and selection criteria for grant awardees.

Accelerator program will aim at fostering commercialization of innovative products or services. Accelerator program will be designed to support technology-oriented initiatives. It is expected to provide required skills for entrepreneurs and start-ups to have a scalable and sustainable business model. Accelerator program will accelerate and enlarge their innovative capacities including access to financial resources needed for product and market compliance. All the process for the accelerator program will be designed by the Contractor including selection process (selection criteria, reach out to the potential beneficiaries) of the entrepreneurs, services and trainings that will be provided during the program, mentorship, the design and determination of grants (e.g. what type of grants, in-kind or cash, if in kind what kind of goods and/or services) to be awarded to beneficiaries for implementation of business plans after accelerator program is completed and selection criteria for beneficiaries who will be awarded grants.

After evaluation of the award scheme by UNDP and MoIT and upon approval, the funds will be allocated by UNDP and the distribution of the awards will be borne by UNDP and its local partners.

- 1.6. Development of an **Innovation Management Roadmap Program** for existing SMEs in 3 target provinces to integrate innovation into their business development and sustainability processes. In the framework of the

¹⁰ Smart office: An office that enables flexible and efficient working environment for individuals and/or teams through its interior decoration design including furniture, lighting, technological infrastructure, etc.

Program, in-depth assessment of innovation and technology management shall be conducted for each SME to identify technical and innovation capabilities and strengths in order to build a consolidated and feasible strategy. All the process of the Program shall be designed by the Contractor with the contribution of MoIT and the Chamber of Industry including selection of the SMEs for provision of services. The Program shall include tailor-made service delivery process for each SME to improve their innovation capacity after the roadmaps are developed.

- 1.7. Development of Commercialization Program for SMEs, start-ups and Entrepreneurs in 3 target provinces.**
Innovative ideas and research results are not commercially exploited due to lack of skills, competencies and capabilities of the owners to develop and implement strategies ensuring commercialization of innovative product and services. Lack of skills to commercialize innovation results is one of the barriers for growth of SMEs as well as for entrepreneurs. The Contractor is expected to develop and implement a program to develop the skills of SMEs for commercialization of their innovation-oriented products or services. This program shall be designed considering emerging sectors of the region that would have potential for the commercialization of innovative products, processes or services. All the process of the commercialization program shall be designed by the Contractor. During the selection of the SMEs and entrepreneurs, the Contractor may benefit from the UNDP, MoIT's and Chambers' and other stakeholders' network to identify suitable candidates for the provision of services.
- 1.8. Support UNDP in organizing site visits for 7 officials of the MoIT to existing Innovation Centers in other countries and Turkey.** Selecting the site, preparing agenda, brief report with key takeaways will be conducted by the Contractor. Travel and accommodation costs will be borne by UNDP, and contractor is expected to send one representative. Site visits will be conducted between 30 days after contract signature and 120 days after contract signature.

In the framework of the Innovation Centers, online portal will be developed to expand their reach through online and interactive trainings modules, mentor pool and forums, etc. through a separate tender process. The Contractor shall contribute to the online portal by providing aforementioned content and training materials throughout the Contract execution.

2. Operationalization of Innovation Centers through provision of services identified during the technical assistance for the establishment of the Centers per province

Primary beneficiary group of the services will be SMEs, entrepreneurs and start-up business but research institutes and universities may also benefit from the services in respect to their cooperation with the primary beneficiary group.

Implementation of the services designed by the Contractor can start upon approval of respective service manuals by UNDP and MoIT.

2.1. Provision of General Services

Training programs will be organized to increase awareness of the companies on technology, innovation and innovation management, commercialization, intellectual property, grant applications, project writing, clustering, business modeling, creative industries, etc.

Training programs shall be designed per province in line with the business plan and the deep dive analysis. At least 2 training sessions of 2 days (maximum 15 training sessions for all 3 provinces) will be organized in each province according to the identified needs of SMEs, start-up businesses and entrepreneurs. Selected content for the training and agenda will be sent to UNDP for approval prior to each training.

The target number of beneficiaries of the above-mentioned activities are 10 participants per training session. The trainings will be provided by the key personnel of the Contractor. Logistic arrangements of trainings (venue, catering etc.) will be provided by UNDP and/or local partners.

2.2. Training of Trainers Program

Training of trainers program shall be organized to increase the local human resources capacity in target provinces in terms of having qualified individuals to provide innovation related services and mentorship. The target number of trainers to be trained is 24 persons per province. The trainers will be determined by the Contractor with input from UNDP, Chambers and MoIT. The trainers may be academicians, university students (upper graduate students), independent productivity/management/business consultants, staff of Chambers of Industry/Industry and Commerce, or any one with the capacity to conduct training and provide mentorship on innovation.

This program will be conducted in two phases. In the first phase; 16 persons per province (in total 48 persons) will receive basic mentorship training on innovation of at least 2 weeks duration. In the second phase 8 person per province (in total 24 persons) who received highest scores at the end of basic mentorship training on innovation will receive advanced mentorship training on innovation of at least 2 weeks duration. Trainees of this program will receive internationally recognized certificates. If the Proposer does not have a capacity to implement this program with internationally recognized certificates given to trainees, it shall outsource this program to entities who provide these trainings. In that case, the Proposers shall include cooperation letters of entities to provide these programs in cooperation with the Proposer.

The training of the trainers program will be implemented separately in 2 provinces (Izmir and Adana or Mersin). The participants from Adana and Mersin will receive training together in same sessions. The venues for the training programs will be arranged by UNDP/Chambers of Industry. Logistic and catering expenses during conduct of trainings will be borne by UNDP.

2.3. Implementation of Accelerator Program for entrepreneurs and start-up businesses in Izmir

One Accelerator Program will be implemented only in Izmir during the Contract execution.

Provision of designated services in the framework of the accelerator program will be conducted by the Contractor including the arrangement of the mentors who will be assigned during the program and the investors to meet with the beneficiaries of the Program,

The Contractor shall prepare a monthly progress report on the implementation of the Program indicating the number of beneficiaries, implementation of the activities, etc. and one consolidated final report on the outcome and lessons-learned of the Accelerator Program including recommendations on its replication in other target provinces (Adana and Mersin).

The target number of aforementioned Program is 15 beneficiaries (entrepreneurs and start-up businesses) in Izmir.

2.4. Implementation of the Innovation Management Roadmap Program for existing SMEs in 3 target provinces

The Contractor will select companies that have a potential to improve innovation management capacity for value added products or process with the support of UNDP, MoIT and Chambers.

The Contractor shall conduct an in-depth assessment of innovation management, technology and skill development needs of the selected companies and prepare a situation report for each company. The Contractor shall prepare a strategy document that includes a road map for the company to improve the innovation management capabilities and other potential areas to be developed by the company.

The Contractor shall ensure the delivery of tailor-made business advisory services to improve the innovation capacity of the companies during the implementation of the road map designated in the Strategy Document

The target number of beneficiaries for the above-mentioned service is 30 SMEs in 3 target provinces combined. The distribution of target beneficiaries per province will be as follows: 8 SMEs in Izmir, 11 SMEs in Adana and Mersin (total 22 beneficiaries in 2 provinces).

2.5. Implementation of the Commercialization Program for SMEs, start-ups and entrepreneurs in 3 target provinces,

The Contractor shall implement the program as outlined in the service manual including reaching out to potential beneficiaries (SMEs, start-up businesses, entrepreneurs) of the program, their selection process and provision of services indicated in the service manual.

The target number of beneficiaries for the commercialization program is 30 participants in 3 target provinces combined. The distribution of target beneficiaries per province will be as follows: 14 SMEs, start-ups and entrepreneurs in Izmir; 8 SMEs, start-ups and entrepreneurs in Adana and Mersin separately (total 16 beneficiaries in 2 provinces).

Within this program, key personnel of the Contractor will provide one-on-one consultancy to beneficiaries to develop skills for commercialization of their innovation-oriented products and/or services. The duration of one-on-one consultancy per beneficiary will be determined on the basis of unique needs of each of them.

All activities in the commercialization program will be implemented during the period for this activity. Hence, the Contractor shall determine 30 participants, implement the program for each beneficiary within this period.

The Contractor shall prepare monthly progress reports on the implementation period of the Program and one consolidated final report on the outcome and lessons-learned of the commercialization services.

3. Preparation of the Final Business Plan and a Recommendation Report per province

The Contractor shall update, revise and finalize the Business Plan of each Innovation Center based on the experiences gained throughout the Contract execution to ensure its financial and operational sustainability with the support of the local partners. In this regard the Contractor will include sections for following in the plan;

- Performance Monitoring Framework,
- Pricing and income generation modalities,
- Potential national and international institutions and networks that the Innovation Center could be involved in,
- Potential local stakeholders that Innovation Center shall have a network with to develop new programs and services.

The Contractor shall also prepare a "Recommendation Report" on lessons learnt, best practices and outcome of the programs implemented throughout the Contract execution with regards to the Innovation Centers and its services per province and future strategies to increase target provinces' performance of innovation.

F. ACTIVITY, DELIVERABLES AND SCHEDULES

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	Delivery	UNDP/MoIT Lead Time For Review	Target delivery date
1. Technical assistance for the establishment of Innovation Centers per province	1.1. Development of a draft business plan for Innovation Centers per province	Deliverable # 1: Draft business plan including a performance monitoring framework.	5 days	For draft business plans: 30 calendar days after signing date of the contract. For final business plans after revisions of drafts: 50 calendar days after signing date of the contract.
	1.2 Establishment of "Design and Innovation Labs" that will be located within the Innovation Centers per province	Deliverable # 2: Lay-out and work-flow of the labs illustrating the machining lines, equipment, work spaces and specifications of machinery, equipment and software.	5 days	For drafts: 30 calendar days after signing date of the contract For final documents after revisions of drafts: 40 calendar days after signing date of the contract.
	1.3 Deep dive situation analysis conducted through focus group discussions in each target province	Deliverable # 3: Consolidated report on the outcome of the focus group discussion in relation to the proposed business plan and the composition of the Labs per province	5 days	For draft report: 45 calendar days after signing date of the contract. For final report after revisions of draft: 55 calendar days after signing date of the contract.

	1.4 Development of general services per province such as trainings and business advisory services for SMEs, start-ups and entrepreneurs based on the deep dive situation analysis.	Deliverable # 4: Service manuals for each identified service to be delivered in the Centers indicating service delivery processes for each service.	5 days	<p>For draft service manuals: 60 calendar days after signing date of the contract</p> <p>For final service manuals after revisions of drafts: 70 calendar days after signing date of the contract.</p>
	1.5 Development of an Accelerator Program on technology-based entrepreneurship in Izmir	Deliverable # 5: Service manual of the Accelerator Program including all the service delivery processes, number of estimated beneficiaries and expected outcomes.	5 days	<p>For draft service manual: 70 calendar days after signing date of the contract</p> <p>For final service manual after revisions of drafts: 80 calendar days after signing date of the contract.</p>
	1.6 Development of an Innovation Management Roadmap Program for existing SMEs in 3 target provinces .	Deliverable # 6: Service Manuals of the Innovation Management Roadmap Programs to improve innovation capacity of beneficiary SMEs.	5 days	<p>For draft service manuals: 80 calendar days after signing date of the contract</p> <p>For final service manuals after revisions of drafts: 90 calendar days after signing date of the contract.</p>

	1.7 Development of Commercialization Programs for SMEs, start-ups and entrepreneurs in 3 target provinces.	Deliverable # 7: Service Manuals of Commercialization Programs	5 days	<p>For draft service manuals: 90 calendar days after signing date of the contract.</p> <p>For final service manuals after revisions: 100 calendar days after signing date of the contract.</p>
2. Operationalization of Innovation Centers in each province through provision of services	2.1 Organization of training programs to increase awareness of the companies on technology, innovation and innovation management, commercialization, intellectual property, grant applications, business modeling, creative industries	Deliverable # 8: Content Training Materials and Agenda for Training Programs.	5 days for Content and Agenda for Training Programs.	<p>Organization of trainings: Between 90 calendar days after signing date of the contract and 270 calendar days after signing date of the contract.</p> <p>Draft Content and Agenda for Trainings: 10 calendar days before the starting date of training sessions.</p> <p>Final Content and Agenda for Trainings: 3 calendar days before the starting date of training sessions.</p>

	2.2. Conduct of the Training of Trainers Program	Deliverable # 9: Content and Agenda for the Training of Trainers Program.	5 days for Content and Agenda for the Training of Trainers Program.	<p>Organization of the training of trainers program: Between 90 calendar days after signing date of the contract and 270 calendar days after signing date of the contract.</p> <p>Draft Content and Agenda for Training of Trainers Program: 10 calendar days before the starting date of training sessions.</p> <p>Final Content and Agenda for the Training of Trainers Program: 3 calendar days before the starting date of training sessions.</p>
	2.3 Implementation of Accelerator Program for entrepreneurs and start-up businesses in İzmir.	Deliverable # 10: Monthly progress reports on the implementation of the program	3 days for monthly progress reports	<p>Implementation of the program: Between 100 calendar days after signing date of the contract and 270 calendar days after signing date of the contract.</p> <p>Monthly progress reports: 5 calendar days after completion of a month.</p>

	2.4 Implementation of Innovation Management Roadmap Program for existing SMEs in 3 target provinces .	Deliverable # 11: Monthly progress reports on the implementation of the program. (Assessment reports and roadmaps prepared for each beneficiary SME prepared in respective month shall be annexed to respective monthly progress report.)	3 days for monthly progress reports	Implementation of the program: Between 110 calendar days after signing date of the contract and 270 calendar days after signing date of the contract Monthly progress reports: 5 calendar days after completion of a month.
	2.5 Implementation of the Commercialization Program for SMEs, start-ups and entrepreneurs in 3 target provinces.	Deliverable # 12: Monthly progress reports on the implementation of the program	3 days for monthly progress reports	Implementation of the program: Between 120 calendar days after signing date of the contract and 270 calendar days after signing date of the contract. Monthly progress reports: 5 calendar days after completion of a month.
3. Preparation of the Final Business Plan and a Recommendation Report per province	3. Preparation of Final Business Plans of the Innovation Centers in 3 provinces and Preparation of a Recommendation Report	Deliverable # 13: Final Business Plans of each Innovation Center. Deliverable # 14: Recommendation Report including the lessons learnt, best practices and outcome of the programs implemented during the Contract execution.	5 days	Draft Final Business Plans and Recommendation Report: 290 days after signing date of the contract. Final Business Plans and Recommendation Report: 300 days after signing date of the contract.

G. KEY PERFORMANCE INDICATORS AND SERVICE LEVEL

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

Major task	Activity	Delivery	Key Performance Indicators and Service Levels	Corrective measures
1. Technical assistance for the establishment of Innovation Centers per province	1.1. Development of a draft business plan for Innovation Centers per province	Deliverable # 1: Draft business plan including a performance monitoring framework.	<ul style="list-style-type: none"> - Clear and a comprehensive plan for each Innovation Center that includes all required contents specified in this ToR. - Preparation and submission of plans within deadlines. 	<ul style="list-style-type: none"> - Revisions in the business plan according to the inputs of the implementing partner.
	1.2 Establishment of "Design and Innovation Labs" that will be located within the Innovation Centers per province	Deliverable # 2: Lay-out and work-flow of the labs illustrating the machining lines, equipment, work spaces and specifications of machinery, equipment and software.	<ul style="list-style-type: none"> - Lay-out and work flows that optimally place and show all required machinery, equipment and software in allocated spaces for "Design and Innovation Labs" in each province. - Machinery, equipment and software specifications that define needs of Innovation Centers precisely and optimally while taking into account value for money in procurement of these machinery, equipment and software. 	<ul style="list-style-type: none"> - Revisions in lay-out and workflows to ensure clarity in technical details of the labs and compatibility with allocated spaces for labs. - Revisions in specifications of machinery, equipment and software to ensure value for money and uphold corporate procurement policies of UNDP.

	1.3 Deep dive situation analysis conducted through focus group discussions in each target province	Deliverable # 3: Consolidated report on the outcome of the focus group discussion in relation to the proposed business plan and the composition of the Labs per province	<ul style="list-style-type: none"> - Clear and comprehensive reports that include needs of each province in detail. - Inclusion of all relevant stakeholders in the organization of workshops. - Preparation and submission of reports within deadlines. 	- Revisions in the report to clarify the needs in target provinces
	1.4 Development of general services per province such as trainings and business advisory services for SMEs, start-ups and entrepreneurs based on the deep dive situation analysis.	Deliverable # 4: Service manuals for each identified service to be delivered in the Centers indicating service delivery processes for each service.	<ul style="list-style-type: none"> - Clear and a comprehensive service manual that includes service delivery processes and monitoring mechanisms. - Preparation and submission of service manuals within deadlines. 	-Revisions in service manuals of programs and all other reports and documents to ensure that they are in accordance with ultimate objectives of the project and this assignment.
	1.5 Development of an Accelerator Program on technology-based entrepreneurship in Izmir	Deliverable # 5: Service manual of the Accelerator Program including all the service delivery processes, number of estimated beneficiaries and expected outcomes.	<ul style="list-style-type: none"> - Clear and comprehensive service manuals that include all required contents. - Preparation and submission of service manuals within deadlines. 	
	1.6 Development of an Innovation Management Roadmap Program for existing SMEs in 3 target provinces .	Deliverable # 6: Service Manuals of the Innovation Management Roadmap Programs to improve innovation capacity of beneficiary SMEs.	<ul style="list-style-type: none"> - Clear and comprehensive service manuals that include all processes for drafting of Innovation Road Maps for SMEs. - Preparation and submission of the program within 	

			deadlines.	
	1.7 Development of Commercialization Programs for SMEs, start-ups and entrepreneurs in 3 target provinces.	Deliverable # 7: Service Manuals of Commercialization Programs	<ul style="list-style-type: none"> - A clear and a comprehensive plan that include all processes required for successful implementation. - Preparation and submission of the program within deadlines. 	
2. Operationalization of Innovation Centers in each province through provision of services	2.1 Organization of training programs to increase awareness of the companies on technology, innovation and innovation management, commercialization, intellectual property, grant applications, business modeling, creative industries	Deliverable # 8: Content, Training Materials and Agenda for Training Programs.	<ul style="list-style-type: none"> -Increased awareness among participants in importance of innovation -10 participants participating in each training sessions. -Training sessions conducted in all 3 provinces. -A clear and concise agenda for the sessions that will ensure increased awareness on Innovation. 	<ul style="list-style-type: none"> -Revisions (such as content and materials of training, processes required for programs) in implementation of trainings, programs and other activities on the basis of monthly progress reports and feedback from beneficiaries in order to ensure programs and activities are implemented in accordance with their approved service manuals, objectives of this assignment and ultimate objectives of

	2.2. Conduct of the Training of Trainers Program	<p>Deliverable # 9: Content and Agenda for the Training of Trainers Program.</p> <ul style="list-style-type: none"> -Selection of participants who have highest potential to become trainers. -Increased mentorship capabilities of trainees on innovation related services. -16*3=48 participants participating in the basic training modules and 8*3=24 participants participating in the advanced training module. -A clear and concise agenda for the sessions that will ensure increased awareness on Innovation. - Receipt of internationally recognized certificates by all trainees. 	the project.
--	--	---	--------------

	2.3 Implementation of the Accelerator Program for entrepreneurs and start-up businesses in İzmir.	Deliverable # 10: Monthly progress reports on the implementation of the program	<ul style="list-style-type: none"> -Clear and precise reports. - 15 participants in İzmir. -Positive evaluation received from at least 75% of beneficiary companies who receive business advisory services for implementation of the program from the Contractor.
	2.4 Implementation of Innovation Management Roadmap Program for existing SMEs in 3 target provinces.	Deliverable # 11: Monthly progress reports on the implementation of the program. (Assessment reports and roadmaps prepared for each beneficiary SME prepared in respective month shall be annexed to respective monthly progress report.)	<ul style="list-style-type: none"> -Clear and precise reports. - 30 SMEs in 3 target provinces combined (İzmir (8), Adana (11), Mersin (11)) - Positive evaluation received from at least 75% of beneficiary companies who receive business advisory services for implementation of the Innovation Roadmap from the Contractor. - Preparation and submission of all documents within deadlines.
	2.5 Implementation of the Commercialization	Deliverable # 12: Monthly progress	<ul style="list-style-type: none"> -Clear and precise progress reports.

	Program for SMEs, start-ups and entrepreneurs in 3 target provinces.	reports on the implementation of the program	<ul style="list-style-type: none"> - 30 beneficiary Companies in 3 provinces (total for all 3 provinces – Izmir (14), Adana (8), Mersin (8)) - Positive evaluation received from at least 75% of beneficiary companies who receive business advisory services for implementation of the Commercialization Program from the Contractor. - Preparation and submission of all reports within deadlines. 	
3. Preparation of the Final Business Plan and a Recommendation Report per province	3. Preparation of Final Business Plans of the Innovation Centers in 3 provinces and Preparation of a Recommendation Report	<p>Deliverable # 13: Final Business Plans of each Innovation Center.</p> <p>Deliverable # 14: Recommendation Report including the lessons learnt, best practices and outcome of the programs implemented during the Contract execution.</p>	<ul style="list-style-type: none"> - Final Business Plans that include required contents and incorporates lessons learned through implementation of all programs. - A Recommendation Report that includes best practices realized during implementation of programs and incorporates strategies to ensure sustainability of Centers after contract ends. - Preparation and submission of all documents within 	Revisions in documents in accordance with the inputs of the UNDP and/or MoIT to include the details and information needed for sustainability of the Centers.

			deadlines.	
--	--	--	------------	--

UNDP reserves the right to reject any deliverables (reports, plans, programs, road maps, service manuals etc.) if Contractor fails to revise them in line with the comments of UNDP and MoIT. Any rejection shall not delay the target delivery. If any business advisory, mentoring or training activity does not receive positive evaluation from 75% of beneficiaries, UNDP may ask the Contractor to repeat services for beneficiaries who did not provide positive evaluation.

H. 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 UNDP Syria Crisis and Resilience Response Portfolio Manager and Project Manager bi-weekly via e-mail and without a fixed reporting template regarding the progress they have made in implementation of the overall assignment. In addition to bi-weekly written e-mail reports, UNDP may request Contractor for ad hoc meetings.

The approving authority of each deliverable will be UNDP Syria Crisis and Resilience Response Portfolio Manager. Its implementing partner, Ministry of Industry and Technology will have inputs on deliverables (reports, plans, programs, road maps, service manuals etc.) 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.

I. FACILITIES TO BE PROVIDED BY UNDP

UNDP Turkey CO, MoIT and Local Chambers of Industry will provide following facilities:

- Activity 1.2.: The space for "Design and Innovation Labs" and Innovation Centers will be provided by UNDP, MoIT and/or Chambers of Industry and Commerce. Machinery and equipment that will be used in Innovation Centers will be procured by UNDP.
- Activity 1.3.: Logistics, organization, travel and accommodation expenses and invitation of participants to organization of 2 workshops of 1 day in each of 3 provinces will be borne by UNDP,
- Activity 1.8.: Travel and accommodation costs of site visits for 7 officials of the MoIT to existing Innovation Centers in other countries and Turkey will be borne by UNDP:
- Activity 2.1.: Logistics, organization, travel and accommodation expenses for organization of training sessions will be borne by UNDP.
- Activity 2.2.: The venues for the training programs will be arranged by UNDP/Chambers of Industry. Logistic and catering expenses during conduct of trainings will be borne by UNDP.
- Activities 2.3, 2.4 and 2.5: UNDP, MoIT and Chambers of Industry will provide input and assistance through their network in selection of beneficiary companies for Accelerator Program, Innovation Road Map Program and Commercialization Program.

J. EXPECTED DURATION OF THE CONTRACT/ASSIGNMENT

The duration of the assignment is 300 days (10 months) from signing of the contract (the due date of Deliverable #13 Final Business Plans of each Innovation Center and Deliverable #14. Recommendation Report).

K. DUTY STATION

UNPD Turkey CO won't be providing a facility for the Contractor to work during the contract. Duty stations/locations of work will be as follows for each major task:

- Task 1: Technical Assistance for the Establishment of Innovation Centers per Province: Preparation of all reports, plans, programs may be conducted at Contractor's own location. However, the Contractor and its staff will be required to be present in or travel to 3 provinces to receive input from Chambers of Industry and Commerce, potential beneficiary SMEs, NGOs and other related stakeholders and prepare the lay outs for "Design and Innovation Labs" and Innovation Centers.
- Task 2: Operationalization of Innovation Centers through provision of services identified during the technical assistance for the establishment of the Centers per Province: The Contractor and its staff will be required to be present in all 3 provinces for this task.
- Task 3: Preparation of the Final Business Plan and a Recommendation Report: This task may be conducted at either Contractor's own location or in 3 provinces by the Contractor and its staff.

L. PROFESSIONAL QUALIFICATIONS OF THE PROPOSER AND ITS KEY PERSONNEL

The Proposers shall have documented and completed similar experience of similar value in;

- Establishment, management or operationalization of innovation centers, technology parks or incubators or similar facilities in Turkey or other countries targeting innovative entrepreneurs or organizations that focus on enhancement of innovative capacity in the last 10 years;
- Projects that target SME Development, Innovative Capacity Development of SMEs, entrepreneurs, start ups, Entrepreneurship, Technology and Innovation Management.

Following qualifications will be considered as an asset for Proposers;

- International experience (in countries other than Turkey) in projects that target SME Development, Innovative Capacity Development of SMEs, entrepreneurs or start ups, Entrepreneurship, Technology and Innovation Management which provide an international perspective and good practice in these areas.
- Having in house capacity or access to expertise of other companies or organizations that have capacity to provide architectural expertise for establishment and design of "Design and Innovation Labs" and Innovation Centers (lay-outs and work flows) and specifications of machinery, equipment and software that will be used in Innovation Centers. This qualification will be documented either by providing CVs of in-house technical staff who are capable of accomplishing these tasks or providing letters of cooperation with other companies who have expertise to accomplish these tasks.
- Having in house capacity or access to other entities who have capacity to implement the Training of Trainers program with award of internationally recognized certificates to participants. This qualification will be documented either by providing documents (brochures etc.) showing in house capacity of the Training of Trainers Program or providing letters of cooperation with other entities who have expertise to accomplish this program.
- Having a network of consultants and experts with different backgrounds who have been working on innovation centers, capacity building or providing consultancy to SMEs or large companies in these areas and will work for this assignment as mentors within Activity 2.2 Implementation of Accelerator Program, and Activity 2.4. Implementation of Commercialization Program. This qualification will be documented by providing CVs of these consultants/experts and their written confirmation of availability for this assignment.

Contractor's personnel (i.e. experts to be mobilized by the Proposer) that have a crucial role in implementing the contract are referred to as key personnel. CVs, copies of diplomas, and declarations of availability of key personnel shall be included in the Technical Proposal. CVs shall list all the relevant activities for the entire time period mentioned in their CVs as years of experience.

Key personnel to be proposed by Proposers will include the following:

1.1. 1 Team Leader

Team Leader will be responsible for the overall coordination of the assignment and management of activities, key and non-key personnel in all 3 provinces. He/She will be primary contact for all communications, elaboration and delivery of all deliverables to UNDP, MoIT and Chambers of Industry and Commerce. Team leader will work continuously from the beginning to the end of this assignment. The qualifications of the team leader are as follows:

Team Leader	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> – Bachelor's Degree in engineering, administrative sciences, social sciences or other relevant fields, – Proficiency in English. 	<ul style="list-style-type: none"> – Advanced degree (MSc, PhD) in engineering, administrative sciences, social sciences or other relevant fields with emphasis/studies on innovation or technology development.
General Professional Experience	<ul style="list-style-type: none"> – At least 15 years of general professional experience. 	
Specific Experience	<ul style="list-style-type: none"> – At least 7 years of professional experience in the last 12 years in technology and/or innovation management, business development or technology-oriented initiatives as a consultant, trainer or manager in public, private or non-governmental organizations. 	<ul style="list-style-type: none"> – At least 4 years of experience in the establishment or management of technology transfer offices, technology development zones, technology incubators or organizations for technology-oriented entrepreneurship in the last 10 years.

1.2. 3 Senior Key Experts (one for each province)

Senior key experts will be responsible for implementation of activities elaborated in this ToR in the province that he/she works for and management of the other staff in the province. They may take part in trainings and business advisory services under different programs. Senior key experts will work continuously from the beginning to the end of this assignment for all 3 major tasks.

The qualifications of the senior key experts are as follows:

Senior Key Expert	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> – Bachelor's Degree in engineering, administrative sciences, social sciences or other relevant fields, – Proficiency in Turkish, 	<ul style="list-style-type: none"> – Advanced degree (MSc, PhD) in engineering, administrative sciences, social sciences or other relevant fields with emphasis/studies on innovation, technology or R&D. – Proficiency in English
General Professional Experience	<ul style="list-style-type: none"> – At least 10 years of general professional experience. 	
Specific Experience	<ul style="list-style-type: none"> – At least 5 years of professional experience in the last 10 years in innovation, technology or R&D as a consultant, trainer or manager in public, private or non-governmental organizations. 	<ul style="list-style-type: none"> – At least 2 years of international experience in the establishment and/or business plan development of innovation centers or fab-labs in the last 10 years.

1.3. 3 Innovation Experts (one for each province)

Innovation experts will work on development of innovative capacities, products and R&D activities that spur innovation and technology within beneficiaries. Innovation Experts will work continuously from the beginning to the end of this assignment for all 3 major tasks.

The qualifications of the innovation experts are as follows:

Innovation Expert	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> – Bachelor's Degree in engineering, administrative sciences, social sciences or other relevant fields, – Proficiency in Turkish 	<ul style="list-style-type: none"> – Advanced degree (MSc, PhD) in engineering, administrative sciences, social sciences or other relevant fields with emphasis/studies on innovation, technology or R&D. – Proficiency in English
General Professional Experience	<ul style="list-style-type: none"> – At least 7 years of general professional experience. 	
Specific Experience	<ul style="list-style-type: none"> – At least 4 years of professional experience in the last 7 years in innovation, technology or R&D as a consultant, trainer or manager in public, private or non-governmental organizations. 	<ul style="list-style-type: none"> – At least 2 years of experience in the development or conduct of innovation management strategies, accelerator programs, innovation capacities or technology audits of SMEs or start-up businesses in the last 7 years.

1.4. 3 SME Development Experts (one for each province)

SME Development Experts will work on development of business plans in areas such as entrepreneurship, finance, marketing, commercialization, internationalization and networking. SME Development Experts will work continuously from the beginning to the end of this assignment for all 3 major tasks.

The qualifications of the SME Development Experts are as follows:

SME Development Expert	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> – Bachelor's Degree in engineering, administrative sciences, social sciences or other relevant fields, – Proficiency in Turkish 	<ul style="list-style-type: none"> – Advanced degree (MSc, PhD) in engineering, administrative sciences, social sciences or other relevant fields with emphasis/studies on innovation, technology or R&D. – Proficiency in English
General Professional Experience	<ul style="list-style-type: none"> – At least 7 years of general professional experience. 	
Specific Experience	<ul style="list-style-type: none"> – At least 4 years of professional experience (consultancy, training or management) in the last 7 years in at least 3 of the following areas; entrepreneurship, finance, innovation, marketing, internationalization, commercialization, networking and clustering in public, private or non-governmental organizations. 	<ul style="list-style-type: none"> – At least 2 years of experience in business development, strategy or plan development for SMEs, start-up business or entrepreneurs in the last 7 years.

1.5 Non Key personnel to be proposed by the Contractor

1.5.1. Short Term Mentors for Implementation of Commercialization Programs and Accelerator Program

These personnel will provide mentorship in Activity 2.2 “Implementation of the Accelerator Program” and Activity 2.4. “Implementation of the Commercialization Program”. Their CVs are not required from proposers, but submission of CVs and statements of availability of at least 2 mentors will be an asset. The Contractor will be required to submit the CVs of these mentors and get approval of the UNDP CO before the implementation programs get started.

The qualifications of the Short-term Mentors on Commercialization Program and Accelerator Program are as follows:

Short Term Mentors on Commercialization Program and Accelerator Program	Minimum Requirements
General Qualifications	<ul style="list-style-type: none">– Bachelor’s Degree in engineering, administrative sciences, social sciences or other relevant fields,– Advanced in Turkish and/or English
General Professional Experience	<ul style="list-style-type: none">– At least 7 years of general professional experience.
Specific Experience	<ul style="list-style-type: none">– At least 3 years of professional experience (consultancy, training or management) in the last 7 years in one of the following areas; commercialization of technology, intellectual property rights, conduct of intellectual property rights application procedures, technology transfer, marketing of innovative products, technology-oriented entrepreneurship, business modelling, investment analysis, financing of technology development in public, private or non-governmental organizations.

1.5.2. 3 Assistant Experts (one for each province)

Assistant Experts will assist senior key experts, innovation experts and SME Development experts throughout the Contract execution via fulfilling tasks such as reporting of the implementation of programs, following up of the beneficiaries to monitor achievement of objectives, data collection from beneficiaries and local partners, arranging schedules with beneficiaries for implementation of programs and smooth implementation of the assignment.

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 for approval before commencement of the contract.

M. SCHEDULE OF PAYMENTS

Milestones of payment:

Payments will be affected to the contractor on percentage basis in line with the milestones listed in the following table, upon acceptance of deliverables by UNDP. Please refer to Section F. ACTIVITY, DELIVERABLE AND SCHEDULES for details on deliverables.

The Contractor(s) based in Turkey shall be paid in TRY through conversion of the USD amount by the official UN exchange rate valid on the date of money transfer. The Contractor(s) based in another country shall be paid in USD.

The schedule of payments is as follows:

Major task	Activity	Delivery	Percentage and Conditions of Payment
1. Technical assistance for the establishment of Innovation Centers per province	1.1. Development of a draft business plan per province	Deliverable # 1: Draft business plan including a performance monitoring framework	5% The payment will be made after delivery of final business plan and its approval by UNDP.
	1.2. Establishment of "Design and Innovation Labs" in each province	Deliverable # 2: Lay-out and work-flow of the labs illustrating the machining lines, equipment, work spaces and specifications of machinery, equipment and software.	5% The payment will be made after delivery of final documents and their approval by UNDP.
	1.3 Deep dive situation analysis conducted through focus group discussions in each target province	Deliverable # 3: Consolidated report on the outcome of the focus group discussion in relation to the proposed business plan and the composition of the Labs per province	5% The payment will be made after delivery of final documents and their approval by UNDP.
	1.4 Designation of general services such as trainings, info days, seminars, project writing, clustering and business advisory services per province based on the deep dive situation analysis and business plan	Deliverable # 4: Service manuals for each identified service to be delivered in the Centers indicating service delivery processes for each service.	5% The payment will be made after delivery of final service manuals and their approval by UNDP.
	1.5 Development of Accelerator Program on technology-based entrepreneurship in Izmir	Deliverable # 5: Service manual of the Accelerator Program including all the service delivery processes, number of estimated beneficiaries and expected outcomes.	5% The payment will be made after delivery of final service manual and its approval by UNDP.

	1.6 Development of Innovation Management Roadmap Program for existing SMEs in 3 target provinces	Deliverable # 6: Service Manuals of the Innovation Management Roadmap Programs to improve innovation capacity of beneficiary SMEs.	5% The payment will be made after delivery of final service manuals and their approval by UNDP.
	1.7 Development of Commercialization Programs in 3 target provinces	Deliverable # 7: Service Manuals of Commercialization Programs	5% The payment will be made after delivery of final service manuals and their approval by UNDP.
2. Operationalization of Innovation Centers in each province through provision of services	2.1 Organization of trainings sessions to increase awareness. (At least 2 training sessions of 2 days in each province, maximum 15 training sessions in total)	Deliverable # 8: Content, Training Materials and Agenda for Trainings.	9% The payment will be made monthly after completion of training sessions in that month and their approval by UNDP. The monthly payment amount will be determined on the basis of the weight of activity completed in that specific month. (the number of training sessions completed in that month compared to the total number of training sessions determined in activity 1.4).
	2.2. Conduct of the Training of Trainers Program	Deliverable # 9: Content and Agenda of the Training of Trainers Program.	3% 2% will be paid after completion of basic trainings. 1% will be paid after completion of advanced trainings.
	2.3 Implementation of Accelerator Program for entrepreneurs and start-up businesses in Izmir	Deliverable # 10: Monthly progress reports on the implementation of the program	8% The payment will be made monthly for implementation of this program taking into account the weight of activity completed in

			that specific month. (the number of beneficiaries for whom the implementation of the program is completed in that month compared to the total number of beneficiaries of that program)
	2.4 Implementation of the Innovation Management Roadmap Program for SMEs in each province .	Deliverable # 11: Monthly progress reports including the assessment report and roadmaps prepared for the SMEs	15% The payment will be made monthly for implementation of this program taking into account the weight of activity completed in that specific month. (the number of beneficiaries for whom the implementation of the program is completed in that month compared to the total number of beneficiaries of that program)
	2.5 Implementation of Commercialization Program in each province.	Deliverable # 12: Monthly progress reports on the implementation of the program	15% The payment will be made monthly for implementation of this program taking into account the weight of activity completed in that specific month. (the number of beneficiaries for whom the implementation of the program is completed in that month compared to the total number of beneficiaries of that program)
3. Preparation of the Final Business Plan and a Recommendation Report per province	3. Preparation of Final Business Plans of the Innovation Centers in 3 provinces and Preparation of a Recommendation Report	Deliverable # 13: Final Business Plans of each Innovation Center Deliverable # 14: Recommendation	15% The payment will be made after delivery of final business plans and recommendation report and their approval by

		Report including the lessons learnt and outcome of the programs implemented during the Contract execution	UNDP.
--	--	---	-------

N. ADDITIONAL REFERENCES OR RESOURCES

1. The Innovation Policy Platform (IPP), developed by the World Bank Group and the Organisation for Economic Co-operation and Development (OECD)
<https://www.innovationpolicyplatform.org/content/turkey#> -
2. Entrepreneurship in Turkey, Esra Karadeniz, 2010
3. National Strategy of Regional Development, Ministry of Development 2014-2023, 2014
4. İzmir Entrepreneurship Ecosystem Development Strategy, İzmir Development Agency, 2013
5. <http://korino.net>
6. <https://origin.com>
7. 2014-2023 İzmir Regional Plan, High Technology, Innovation and Design Capacity Targets, İzmir Development Agency 2015
8. İzmir Innovation Indicators and Analysis of Innovation Ecosystem, İzmir Development Agency, 2016
9. Local Investment Environment Assessment Report, World Bank Group, 2016
10. Study on Potential Investment Areas at Mersin, Cukurova Development Agency, 2014
11. Adana Investment Support and Promotion Strategy, Cukurova Development Agency, 2017
12. RIS+ Project Innovation Need Analysis Report, Cukurova Development Agency, 2017
13. <http://www.cka.org.tr/HaberDetay.aspx?HaberID=1590>
14. Global Innovation Index 2018 Energizing the World with Innovation-Cornell University, INSEAD, and the World Intellectual Property Organization (WIPO)
15. <https://www.manufacturing.gov/glossary/national-network-manufacturing-innovation>
16. <https://catapult.org.uk>- Official web page of Catapult Centres
17. Cross Catapult Executive Summary 2017- <https://catapult.org.uk>
18. <https://www.rkw-kompetenzzentrum.de>- Official web page of The German Productivity and Innovation Centre
19. www.germanyinnovation.org- Official web page of German Center for Research and Innovation
20. <https://www.switzerland-innovation.com> - Official web page of Switzerland Innovation Organisation
21. Evaluation of the Danish Innovation Centres For the Ministry of Foreign Affairs of Denmark and the Danish Ministry of Higher Education and Science- Oxford Research-2017
22. <https://en.welfaretech.dk> – Official web page of Welfare tech cluster organisation
23. <https://ccei.creativekorea.or.kr/eng/info/info.do>- Official web page of Centre for Creatine Economy and Innovation in South Korea
24. <https://www.innovationpolicyplatform.org/content/turkey#> - The Innovation Policy Platform (IPP), developed by the World Bank Group and the Organisation for Economic Co-operation and Development (OECD)
25. The report on Focus Group Discussion held in April 2018 by the UNDP Turkey CO and MoIT (annexed to this RFP document)

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:

Have you duly completed all the Returnable Proposal Forms?	
▪ 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	
▪ Form D: Qualification Form	<input type="checkbox"/>
▪ Form E: Format of Technical Proposal	<input type="checkbox"/>
▪ Form H: Proposal Security Form	<input type="checkbox"/>
▪	
Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?	<input type="checkbox"/>

Financial Proposal Envelope

(Must be submitted in a separate sealed envelope)

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

Form A: Technical Proposal Submission Form

Name of 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

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

Form C: Joint Venture/Consortium/Association Information Form

Name of Proposer:	[Insert Name of Proposer]	Date:	<input type="text" value="select date"/>
RFP reference:	[Insert RFP Reference Number]		

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

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

Name of leading partner (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)	[Complete]
--	------------

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

☐ Contract non-performance did not occur for the last 3 years

☐ 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)

☐ No litigation history for the last 3 years

☐ 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 10 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 3 (three) or more of above mentioned clients in the last 10 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 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

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, the number of full time employees, 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 Information about in house capacity or access to expertise of other companies that have capacity to provide architectural expertise for establishment and design of "Design and Innovation Labs" and Innovation Centers (lay-outs and work flows) and specifications of machinery, equipment and software that will be used in Innovation Centers
- 1.5 Information about network of consultants and experts (at least 2 persons) with different backgrounds who have been working on innovation centers, capacity building or providing consultancy to SMEs or large companies in these areas and will work for this assignment as mentors within Activity 2.2 Implementation of Accelerator Program, and Activity 2.4. Implementation of Commercialization Program
- 1.6 Quality assurance procedures, quality certificates and/or other similar certificates, accreditations, awards and citations.
- 1.7 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 on how the different service elements shall be organized, controlled and delivered. Give a solid perspective and approach on how the Proposer will design the programs and how they will be implemented in each province.
- 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 Information on allocation of key personnel (total working days for each staff) to each separate activity and deliverable
- 2.7 Any other comments or information regarding the project approach and methodology that will be adopted.
- 2.8 Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered beyond the requirements of the TOR, if any.
- 2.9 Explanation of responsibilities and type of services the partners of the JV/Consortium/Association members will perform in the delivery of services , how they will ensure cooperation between each other and how their relevant experiences justify these responsibilities.

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, diplomas and declarations of availability for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

Format for CV of Proposed Key Personnel

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

Proposer are required to prepare the Financial Proposal in the formulized excel sheet published as a returnable form along with the RFP and submit it in an envelope separate from the Technical Proposal as indicated in the Instruction to Bidders. Form F above shall also accompany Form G (formulized excel sheet). Proposers are not expected to fill in below table. 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.

Payments will be affected to the contractor on percentage basis in line with Section M. SCHEDULE OF PAYMENTS of TOR, upon acceptance of deliverables by UNDP regardless of the prices offered for deliverables in the price tables.

Currency of the proposal: USD

1. Technical assistance for the establishment of Innovation Centers per Province								
Item No.	Description of Services	Title/Item Name	Unit of Measurement	A. Quantity	B. Unit Price (USD)	C. Duration (Days) per staff	D. Total Price (USD) (AxBxC)	
1.1	Activity Development of a draft business plan for Innovation Centers per province Deliverable: Draft business plan including a performance monitoring framework.	Team Leader	Person-Day	1			0	
		Senior Key Experts	Person-Day	3			0	
		Innovation Experts	Person-Day	3			0	
		SME Development Experts	Person-Day	3			0	
		Assistant Experts	Person-Day	3			0	
		Subtotal Professional Fees						0
		Travel	Round Trip Flights			N/A	0	
		Accommodation	Night			N/A	0	
		Other (Please specify other expenses)	Lump Sum	1		N/A	0	
		Subtotal Other Costs						0
Price for Deliverable 1							0	
1.2	Activity: Establishment of "Design and Innovation Labs" that will be located within the Innovation Centers per province. Deliverable: Lay-out and work-flow of the labs illustrating the machining lines, equipment, work spaces and specifications of machinery, equipment and software.	Team Leader	Person-Day	1			0	
		Senior Key Experts	Person-Day	3			0	
		Innovation Experts	Person-Day	3			0	
		SME Development Experts	Person-Day	3			0	
		Assistant Experts	Person-Day	3			0	
		Subtotal Professional Fees						0
		Travel	Round Trip Flights			N/A	0	
		Accommodation	Night			N/A	0	
		Other (Please specify other expenses)	Lump Sum	1		N/A	0	
		Subtotal Other Costs						0

Price for Deliverable 2							0		
1.3	Activity: Deep dive situation analysis conducted through focus group discussions in each target province Deliverable: Consolidated report on the outcome of the focus group discussion in relation to the proposed business plan and the composition of the Labs per province	Team Leader	Person-Day	1			0		
		Senior Key Experts	Person-Day	3			0		
		Innovation Experts	Person-Day	3			0		
		SME Development Experts	Person-Day	3			0		
		Assistant Experts	Person-Day	3					
		Technical Expert for Specifications of Machinery, Equipment and Software	Person-Day						
		Architect/Expert for design of "Design and Innovation Labs"	Person-Day						
		Subtotal Professional Fees						0	
		Travel	Round Trip Flights			N/A	0		
		Accommodation	Night			N/A	0		
		Other (Please specify other expenses)	Lump Sum	1		N/A	0		
		Subtotal Other Costs						0	
Price for Deliverable 3							0		
1.4	Activity: Development of general services such as trainings and business advisory services for SMEs, start-ups and entrepreneurs based on the deep dive situation analysis. Deliverable: Service manuals for each identified service to be delivered in the Centers indicating service delivery processes for each service.	Team Leader	Person-Day	1			0		
		Senior Key Experts	Person-Day	3			0		
		Innovation Experts	Person-Day	3			0		
		SME Development Experts	Person-Day	3			0		
		Assistant Experts	Person-Day	3			0		
		Subtotal Professional Fees						0	
		Travel	Round Trip Flights			N/A	0		
		Accommodation	Night			N/A	0		
		Other (Please specify other expenses)	Lump Sum	1		N/A	0		
		Subtotal Other Costs						0	
		Price for Deliverable 4							0
		1.5	Activity: Development of an Accelerator Program on technology-based entrepreneurship in Izmir Deliverable: Service manual of the Accelerator Program including all the service delivery processes, number of estimated beneficiaries and expected outcomes.	Team Leader	Person-Day	1			0
Senior Key Expert	Person-Day			1			0		
Innovation Expert	Person-Day			1			0		
SME Development Expert	Person-Day			1			0		
Assistant Expert	Person-Day			1			0		
Subtotal Professional Fees						0			
Travel	Round Trip Flights					N/A	0		
Accommodation	Night					N/A	0		
Other (Please specify other expenses)	Lump Sum			1		N/A	0		
Subtotal Other Costs						0			
Price for Deliverable 5							0		
1.6	Activity: Development of an Innovation Management Roadmap Program for existing SMEs in 3 target provinces. Deliverable: Service Manual of the Innovation Management Roadmap			Team Leader	Person-Day	1			0
		Senior Key Experts	Person-Day	3			0		
		Innovation Experts	Person-Day	3			0		
		SME Development Experts	Person-Day	3			0		

	Program to Improve Innovation capacity of beneficiary SMEs.	Assistant Experts	Person-Day	3			0
		Subtotal Professional Fees					0
		Travel	Round Trip Flights			N/A	0
		Accommodation	Night			N/A	0
		Other (Please specify other expenses)	Lump Sum	1		N/A	0
		Subtotal Other Costs					0
Price for Deliverable 6							0
1.7	Activity: Development of Commercialization Programs for SMEs, start-ups and entrepreneurs in 3 target provinces. Deliverable: Service Manual of Commercialization Program	Team Leader	Person-Day	1			0
		Senior Key Experts	Person-Day	3			0
		Innovation Experts	Person-Day	3			0
		SME Development Experts	Person-Day	3			0
		Assistant Experts	Person-Day	3			0
		Subtotal Professional Fees					0
		Travel	Round Trip Flights			N/A	0
		Accommodation	Night			N/A	0
		Other (Please specify other expenses)	Lump Sum	1		N/A	0
		Subtotal Other Costs					0
Price for Deliverable 7							0
2. Operationalization of Innovation Centers in each province through provision of services							
Item No.	Description of Services	Title/Item Name	Unit of Measurement	A.Qua ntity	B. Unit Price (USD)	C. Duration (Days) per staff	D. Total Price (USD) (AxBxC)
2.1	Activity: Organization of training programs to increase awareness of the companies on technology, innovation and innovation management, commercialization, intellectual property, grant applications, business modeling, creative industries. (maximum 15 training sessions of 2 days) Deliverable: Content, Training Materials and Agenda for Training Programs	Team Leader	Person-Day	1			0
		Senior Key Experts	Person-Day	3			0
		Innovation Experts	Person-Day	3			0
		SME Development Experts	Person-Day	3			0
		Assistant Experts	Person-Day	3			0
		Subtotal Professional Fees					0
		Travel	Round Trip Flights			N/A	0
		Accommodation	Night			N/A	0
		Other (Please specify other expenses)	Lump Sum	1		N/A	0
		Subtotal Other Costs					0
Price for Deliverable 8							0
2.2.	Activity: Organization of a training of trainers program to train Innovation specialists at the provincial level to increase the local human resources capacity in terms of innovation related services and mentorship on innovation. (Basic Mentorship Training on Innovation: 16*3=48 persons, at least 2 weeks of training, Advanced Mentorship Training on Innovation: 8*3=24 persons at least 2 weeks of training) Deliverable: Content and Agenda for the Training of Trainers Program.	Basic Training Fees	Person	48		N/A	0
		Advanced Training Fees	Person	24		N/A	0
Price for Deliverable 9							0

2.3.	Activity: Implementation of Accelerator Program for entrepreneurs and start-up businesses in Izmir Deliverable: Monthly progress reports on the implementation of the program	Team Leader	Person-Day	1			0
		Senior Key Expert	Person-Day	1			0
		Innovation Expert	Person-Day	1			0
		SME Development Expert	Person-Day	1			0
		Mentors	Person-Day				0
		Assistant Expert	Person-Day	1			0
		Subtotal Professional Fees					0
		Travel	Round Trip Flights			N/A	0
		Accommodation	Night			N/A	0
		Other (Please specify other expenses)	Lump Sum	1		N/A	0
		Subtotal Other Costs					0
Price for Deliverable 10						0	
2.4.	Activity: Implementation of Innovation Management Roadmap Program for existing SMEs in 3 target provinces. Deliverable: Monthly progress reports on the implementation of the program. (Assessment reports and roadmaps prepared for each beneficiary SME prepared in respective month shall be annexed to respective monthly progress report.)	Team Leader	Person-Day	1			0
		Senior Key Experts	Person-Day	3			0
		Innovation Experts	Person-Day	3			0
		SME Development Experts	Person-Day	3			0
		Assistant Experts	Person-Day	3			0
		Subtotal Professional Fees					0
		Travel	Round Trip Flights			N/A	0
		Accommodation	Night			N/A	0
		Other (Please specify other expenses)	Lump Sum	1		N/A	0
		Subtotal Other Costs					0
		Price for Deliverable 11					
2.5.	Activity: Implementation of the Commercialization Program for SMEs, start-ups and entrepreneurs in 3 target provinces Deliverable: Monthly progress reports on the implementation of the program	Team Leader	Person-Day	1			0
		Senior Key Experts	Person-Day	3			0
		Innovation Experts	Person-Day	3			0
		SME Development Experts	Person-Day	3			0
		Mentors	Person-Day				0
		Assistant Experts	Person-Day	1			0
		Subtotal Professional Fees					0
		Travel	Round Trip Flights			N/A	0
		Accommodation	Night			N/A	0
		Other (Please specify other expenses)	Lump Sum	1		N/A	0
		Subtotal Other Costs					0
Price for Deliverable 12						0	
3. Preparation of the Final Business Plan and a Recommendation Report for Izmir							
Item No.	Description of Services	Title/Item Name	Unit of Measurement	A. Quantity	B. Unit Price (USD)	C. Duration (Days) per staff	D. Total Price (USD) (AxBxC)
3.1	Activity: Preparation of Final Business Plans of the Innovation Centers in 3 provinces and Preparation of a Recommendation Report Deliverable # 13: Final Business Plans of each Innovation Center. Deliverable # 14:	Team Leader	Person-Day	1			0
		Senior Key Experts	Person-Day	3			0
		Innovation Experts	Person-Day	3			0
		SME Development Experts	Person-Day	3			0
		Assistant Experts	Person-Day	3			0

Recommendation Report including the lessons learnt, best practices and outcome of the programs implemented during the Contract execution.	Subtotal Professional Fees					0
	Travel	Round Trip Flights			N/A	0
	Accommodation	Night			N/A	0
	Other (Please specify other expenses)	Lump Sum	1		N/A	0
	Subtotal Other Costs					0
	Price for Deliverables 13 and 14					0
TOTAL FINANCIAL PROPOSAL :						0

BREAKDOWN OF FINANCIAL PROPOSAL	
	Amounts (USD)
TOTAL PROFESSIONAL FEES (Sum of all subtotals of professional fees for all items except Item 2.2.; all deliverables except Deliverable 9)	0
TRAINING OF TRAINERS PROGRAM (Item 2.2; Deliverable 9)	0
TOTAL OTHER COSTS (Sum of all subtotals of other costs for all items except Item 2.2.; all deliverables except Deliverable 9)	0
TOTAL AMOUNT OF FINANCIAL PROPOSAL	0

The Proposers shall provide details of travel (how the total quantities are determined and how they are allocated to staff, how unit prices are determined), accommodation (how the total quantities are determined and how they are allocated to staff, how unit prices are determined) and other expenses (breakdown and allocation of these expenses into different items) in case they put a price for those items. Total quantity (Column C) for travel and accommodation items shall be the total number of round trip 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.

The maximum number of working days that can be proposed for key personnel and assistant experts for all activities and deliverables combined can not exceed 220 working days per staff. (22 working days per month x10 months). The working days for these staff should be allocated to deliverables based on their nature and duration of the activity.

The maximum number of working days that can be proposed for all mentors can not exceed 300 working days for Implementation of Accelerator Program and Commercialization Program.

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.

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]