



*Empowered lives.  
Resilient nations.*

## REQUEST FOR PROPOSAL

### **“Consultancy Services for Development and Implementation of an Incubation Programme in Şanlıurfa”**

**RFP No.:** UNDP-TUR-RFP(SR)-2019/04

**Project:** Resilience Building via Increased Livelihoods Opportunities and Strengthened Social Cohesion  
for Syrian Refugees and Host Communities Project

**Country:** Turkey

**Issued on:** 31 January 2019

**UNDP TURKEY COUNTRY OFFICE**

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## Section 1. Letter of Invitation

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

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

**Section 1:** This Letter of Invitation

**Section 2:** Instruction to Bidders

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

**Section 4:** Evaluation Criteria

**Section 5:** Terms of Reference

**Section 6:** Returnable Proposal Forms

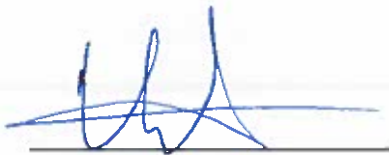
- Form A: Technical Proposal Submission Form
- Form B: Proposer Information Form
- Form C: Joint Venture/Consortium/Association Information Form
- Form D: Qualification Form
- Form E: Format of Technical Proposal
- Form F: Financial Proposal Submission Form
- Form G: Financial Proposal Form
- Form H: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

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

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

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

**Issued by:**



**Name:** Ümit ALSAÇ  
**Title:** Procurement Officer  
**Date:** January 31, 2019

**Approved by:**



**Name:** Üsame YALÇIN  
**Title:** Assistant Resident Representative (Operations)  
**Date:** January 31, 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 <a href="https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d">https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</a></p> <p>1.2 Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.</p> <p>1.3 As part of the proposal, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (<a href="http://www.ungm.org">www.ungm.org</a>). The Bidder may still submit a proposal even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.</p>
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 <a href="http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_and_investigation.html#anti">http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_and_investigation.html#anti</a></p> <p>2.2 Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p>2.3 In pursuance of this policy, UNDP  (a) Shall reject a proposal if it determines that the selected Bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question;  (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.</p> <p>2.4 All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at <a href="http://www.un.org/depts/ptd/pdf/conduct_english.pdf">http://www.un.org/depts/ptd/pdf/conduct_english.pdf</a></p>
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> <p>a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process;</p> <p>b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or</p>

	<p>c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.</p> <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>B. PREPARATION OF PROPOSALS</b>	
<b>5. General Considerations</b>	<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>
<b>6. Cost of Preparation of Proposal</b>	<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>
<b>7. Language</b>	<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>
<b>8. Documents Comprising the Proposal</b>	<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>
<b>9. Documents Establishing the Eligibility and Qualifications of the Bidder</b>	<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>
<b>10. Technical Proposal Format and Content</b>	<p>10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.</p> <p>10.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.</p> <p>10.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNDP, and at no expense to UNDP</p>

	<p>10.4 When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the UNDP. Unless otherwise specified, such training as well as training materials shall be provided in the language of the Proposal as specified in the BDS.</p>
<b>11. Financial Proposals</b>	<p>11.1 The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs.</p> <p>11.2 Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.</p> <p>11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.</p>
<b>12. Proposal Security</b>	<p>12.1 A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal.</p> <p>12.2 The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected.</p> <p>12.3 If the Proposal Security amount or its validity period is found to be less than what is required by UNDP, UNDP shall reject the Proposal.</p> <p>12.4 In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the Proposal Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in BDS.</p> <p>12.5 The Proposal Security may be forfeited by UNDP, and the Proposal rejected, in the event of any one or combination, of the following conditions:</p> <ul style="list-style-type: none"> <li>a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or;</li> <li>b) In the event that the successful Bidder fails: <ul style="list-style-type: none"> <li>i. to sign the Contract after UNDP has issued an award; or</li> </ul> </li> </ul> <p>12.6 to furnish the Performance Security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.</p>
<b>13. Currencies</b>	<p>13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <ul style="list-style-type: none"> <li>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</li> <li>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.</li> </ul>
<b>14. Joint Venture, Consortium or Association</b>	<p>14.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with 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>

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



<b>17. Extension of Proposal Validity Period</b>	<p>17.1 In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing and shall be considered integral to the Proposal.</p> <p>17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>17.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.</p>
<b>18. Clarification of Proposal</b>	<p>18.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.</p> <p>18.2 UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>18.3 UNDP shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.</p>
<b>19. Amendment of Proposals</b>	<p>19.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective Bidders.</p> <p>19.2 If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.</p>
<b>20. Alternative Proposals</b>	<p>20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
<b>21. Pre-Proposal Conference</b>	<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

22. Submission	<p>22.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.</p> <p>22.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.</p> <p>22.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions.</p>
Hard copy (manual) submission	<p>22.4 Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:</p> <ul style="list-style-type: none"> <li>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.</li> <li>b) The Technical Proposal and the Financial Proposal envelopes <b>MUST BE COMPLETELY SEPARATE</b> 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 <b>SHALL</b> clearly indicate the name of the Bidder. The outer envelopes shall: <ul style="list-style-type: none"> <li>i. Bear the name and address of the Bidder;</li> <li>ii. Be addressed to UNDP as specified in the BDS</li> <li>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.</li> </ul> <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> </li> </ul>
Email Submission	<p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</li> <li>b) The Technical Proposal and the Financial Proposal files <b>MUST BE COMPLETELY SEPARATE</b>. 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.</li> </ul>
eTendering submission	<ul style="list-style-type: none"> <li>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.</li> </ul> <p>22.6 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</li> <li>b) The Technical Proposal and the Financial Proposal files <b>MUST BE COMPLETELY SEPARATE</b> and each of them must be uploaded individually and clearly labelled.</li> <li>d) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from Bidders whose technical proposal has been found to be</li> </ul>

	<p>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:  <a href="http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/">http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/</a></p>
<b>23. Deadline for Submission of Proposals and Late Proposals</b>	<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>
<b>24. Withdrawal, Substitution, and Modification of Proposals</b>	<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>
<b>25. Proposal Opening</b>	<p>25.1 There is no public proposal opening for RFPs. UNDP shall open the Proposals in the presence of an ad-hoc committee formed by UNDP, consisting of at least two (2) members. In the case of e-Tendering submission, Bidders will receive an automatic notification once their proposal is opened.</p>

#### **D. EVALUATION OF PROPOSALS**

<b>26. Confidentiality</b>	<p>26.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>26.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.</p>
<b>27. Evaluation of Proposals</b>	<p>27.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p> <p>27.2 Evaluation of proposals is made of the following steps:</p>

	<ul style="list-style-type: none"> <li>a) Preliminary Examination</li> <li>b) Minimum Eligibility and Qualification (if pre-qualification is not done)</li> <li>c) Evaluation of Technical Proposals</li> <li>d) Evaluation of Financial Proposals</li> </ul>
<b>28. Preliminary Examination</b>	<p>28.1 UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.</p>
<b>29. Evaluation of Eligibility and Qualification</b>	<p>29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>29.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ul style="list-style-type: none"> <li>a) They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's ineligible vendors' list;</li> <li>b) They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments,</li> <li>c) They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required;</li> <li>d) They are able to comply fully with UNDP General Terms and Conditions of Contract;</li> <li>e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and</li> <li>f) They have a record of timely and satisfactory performance with their clients.</li> </ul>
<b>30. Evaluation of Technical and Financial Proposals</b>	<p>30.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive Bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the proposal document where required.</p> <p>30.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of Bidders whose Technical Proposal were found not responsive.</p> <p>30.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.</p>

	<p>30.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:</p> <div style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p><b>Rating the Technical Proposal (TP):</b></p> <p style="text-align: center;"><b>TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</b></p> <p><b>Rating the Financial Proposal (FP):</b></p> <p style="text-align: center;"><b>FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</b></p> <p><b>Total Combined Score:</b></p> <p style="text-align: center;"><b>Combined Score = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</b></p> </div>
31. Due Diligence	<p>31.1 UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:</p> <ul style="list-style-type: none"> <li>a) Verification of accuracy, correctness and authenticity of information provided by the Bidder;</li> <li>b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;</li> <li>c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder;</li> <li>d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary;</li> <li>e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder;</li> <li>f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.</li> </ul>
32. Clarification of Proposals	<p>32.1 To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.</p> <p>32.2 UNDP's request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP.</p> <p>32.3 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.</p>
33. Responsiveness of 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>

<b>34. Nonconformities, Reparable Errors and Omissions</b>	<p>34.1 Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.</p> <p>34.2 UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.</p> <p>34.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> <li>a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected;</li> <li>b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and</li> <li>c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail.</li> </ul> <p>34.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
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#### **E. AWARD OF CONTRACT**

<b>35. Right to Accept, Reject, Any or All Proposals</b>	<p>35.1 UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.</p>
<b>36. Award Criteria</b>	<p>36.1 Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.</p>
<b>37. Debriefing</b>	<p>37.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.</p>
<b>38. Right to Vary Requirements at the Time of Award</b>	<p>38.1 At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.</p>
<b>39. Contract Signature</b>	<p>39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.</p>
<b>40. Contract Type and General Terms and Conditions</b>	<p>40.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a></p>

41. Performance Security	<p>41.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at <a href="https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default">https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default</a> within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the performance security by UNDP shall be a condition for rendering the contract effective.</p>
42. Bank Guarantee for Advanced Payment	<p>42.1 Except when the interests of UNDP so require, it is UNDP's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at <a href="https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&amp;action=default">https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&amp;action=default</a></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: <a href="http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html">http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html</a></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 <a href="http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer">http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer</a></p>

### Section 3. Bid Data Sheet

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

BDS No.	Ref. to Article # of Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the ToR (partial proposals)	Not allowed.
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	Will not be conducted
5	16	Proposal Validity Period	90 days
6	12	Proposal Security	Required in the amount of USD 3.000,00 Acceptable Form of Proposal Security <ul style="list-style-type: none"> <li>▪ Bank Guarantee (See Section 6-Form H for template)</li> </ul>
7	42	Advanced Payment upon signing of contract	Not Allowed
8	43	Liquidated Damages	Will not be imposed
9	41	Performance Security	Performance Bond or Bank Guarantee shall be submitted by the Contractor for an amount of 10% (ten percent) of the final price of the Contract. Issuance of Performance Bond in UNDP's predefined format is a prerequisite to Contract Signature between the successful Proposer and UNDP.
10	13	Currency of Proposal	United States Dollar (USD)
11	23	Deadline for submitting requests for clarifications/questions	5 Calendar days before the submission deadline
12		Contact Details for submitting clarifications/questions	<b>Focal Person in UNDP:</b> Ümit Alsaç, Procurement Officer <b>Address:</b> Yıldız Kule, Yukarı Dikmen Mah, Turan Güneş Bulvarı, No:106, Cankaya, Ankara, 06550 Turkey <b>E-mail address:</b> tr.procurement@undp.org



13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Direct communication to prospective Proposers by email and Posting on the websites: UNDP Web Site, UNDP CO Web Site  E-mail address: tr.procurement@undp.org
14	23	Deadline for physical submission of the Proposals	February 19, 2019 14:00 hrs. (GMT + 3)
15	22	Allowable Manner of Submitting Proposals	Courier/Hand Delivery. Proposers shall submit 1 original proposal and 1 of its copy. The original proposal and its copy shall be separately enveloped. The envelope shall bear the mark either "ORIGINAL" or "COPY".
16	22	Proposal Submission Address	UNDP Turkey Office Syria Crisis Response and Resilience Programme Yıldız Kule, Yukarı Dikmen Mah, Turan Güneş Bulvarı, No:106, 16 <sup>th</sup> Floor Cankaya, Ankara, 06550 Turkey
17	22	Electronic submission (email or eTendering) requirements	Not Applicable
18	27-36	Evaluation Method for the Award of Contract	Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively  The minimum technical score required to pass is 70%.
19		Expected date for commencement of Contract	March 15, 2019
20		Maximum expected duration of contract	4 months after contract signature.
21	36	UNDP will award the contract to:	One Proposer Only
22	40	Type of Contract	Facesheet Contract for Goods and/or Services to UNDP <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
23	40	UNDP Contract Terms and Conditions that will apply	UNDP General Terms and Conditions for Contracts <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>

24	14	Joint Venture, Consortium and Associations	<p>Joint Venture (JV), Consortium or Associations <b>are eligible</b> to apply to this RFP.</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 <b>clearly specify roles and responsibilities of each partner.</b></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 Turkish in the case that they are provided only in Turkish by issuing authorities. UNDP reserves the right to demand the English translations of these documents during the evaluation of proposals.</p> <p>2) The proposers shall <b>clearly specify</b> on the CVs of key personnel the <b>role they are proposed for.</b></p> <p><b>A declaration of availability</b> 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 <b>not propose</b> more key personnel or non-key personnel for a specific position (team leader, entrepreneurship expert, assistant) than required in the Terms of Reference.</p> <p><b>Same person cannot be proposed for different positions</b> (except that the team leader and entrepreneurship experts may be proposed as trainers).</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
<b>ELIGIBILITY</b>		
<b>Legal Status</b>	Proposer is a legally registered entity.	Form B: Proposer Information Form
<b>Eligibility</b>	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
<b>Conflict of Interest</b>	No conflicts of interest in accordance with RFP clause 4 of Section 2. Instruction to Proposers.	Form A: Technical Proposal Submission Form
<b>Bankruptcy</b>	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the proposer that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
<b>QUALIFICATION</b>		
<b>History of Non-Performing Contracts<sup>1</sup></b>	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
<b>Litigation History</b>	No consistent history of court/arbitral award decisions against the Proposer for the last 3 years.	Form D: Qualification Form
<b>Previous Experience</b>	Minimum 5 years of relevant experience. <i>(For JV/Consortium/Association, all Parties separately should meet this requirement)</i>	Form D: Qualification Form
	Minimum 2 contracts of similar value, nature and complexity implemented and completed over the last 7 years as evidenced	Form D: Qualification Form

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

	by submission of Statements of Satisfactory Completion from clients. <i>(For JV/Consortium/Association, all Parties cumulatively should meet this requirement)</i>	
<b>Financial Standing</b>	Minimum average annual turnover of USD 150,000.00 for the last 3 fiscal years. <i>(For JV/Consortium/Association, all Parties cumulatively should meet this requirement)</i>	Form D: Qualification Form
	Proposer must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability. In this regard, average <b>current ratio</b> (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>  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>	Form D: Qualification Form

#### Technical Evaluation Criteria

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

Section 1. Proposer's qualification, capacity and experience		Max. Points obtainable
1.1	General Organizational Capability which is likely to affect implementation: firm history, financial stability, project financing capacity, extent to which any work would be subcontracted:	70
1.1.1.	Age of the firm:	
	Less than or equal to 5 years: 10 pts.	
	5-10 years: 15 pts.	
	More than 10 years: 20 pts.	

	<p><b>1.1.2. Financial Stability:</b> Average annual turnover in the last 3 fiscal years: USD 150.000,00-USD 250.000,00 <b>10 pts.</b> USD 250.000,01- USD 400.000,00 <b>15 pts.</b> More than USD 400.000,00 <b>20 pts.</b> <i>(For JV/Consortium/Association, cumulative values of all parties will be considered).</i></p> <p><b>1.1.3. Project financing capacity</b> (current ratio calculation for the last 3 fiscal years should be provided with the financial statements) Less than 0,75: <b>0 pt.</b> Average current ratio in the last 3 years: 0,75- 1,25; <b>10 pts.</b> More than 1,25; <b>20 pts.</b> <i>(For JV/Consortium/Association, average values of all parties will be considered).</i></p> <p><b>1.1.4. Extent to which any service would be subcontracted:</b> No subcontracting foreseen: <b>10 pts.</b> Subcontracting foreseen: <b>0 pt.</b></p>	
1.2	<p><b>Relevance of specialized knowledge and experience on similar engagements done in the region/country:</b></p> <p><b>1.2.1. Successfully completed 1 contract of similar value and nature</b> in the area entrepreneurship capacity development programmes or incubation programmes or accelerator programmes or establishment and/or operationalization of incubation centers in <b>in the last 7 years: 60 pts.</b> <i>(For JV/Consortium/Association, contracts of all parties will be considered).</i></p> <p><b>1.2.2. Successfully completed 1 contract of similar value and nature</b> in the area of development and management of training or mentorship programmes for the improvement of start-ups or new business initiatives <b>in the last 7 years: 40 pts.</b> <i>(For JV/Consortium/Association, contracts of all parties will be considered).</i></p> <p><b>1.2.3. The Proposer has experience of at least 2 years in working directly in youth entrepreneurship or women entrepreneurship or refugee entrepreneurship areas in the last 7 years: 20 pts.</b> <i>(For JV/Consortium/Association, experiences of all parties will be considered).</i></p>	120
1.3.	<p>The proposer has a network of consultants and experts with different backgrounds on incubation centers or programmes, providing consultancy to new business initiatives or SMEs or large companies for capacity building areas for effective implementation of Activity 2.1 "Organization and Execution of Training Sessions" and will provide mentorship in Activity 2.2. "Organization and Provision of Mentorship". <i>(as documented by providing CVs of at least 2 trainers/mentors other than key personnel who will execute trainings and their written confirmation of availability for this assignment)</i></p>	50
1.4.	<p><b>Organizational Commitment to Sustainability (mandatory weight)</b></p> <p><b>1.4.1. Organization is a member of the UN Global Compact: 5 pts.</b> <i>(For JV/Consortium/Association, at least one party should meet the requirement to get points)</i></p> <p><b>1.4.2. Organization demonstrates significant commitment to sustainability through some other means</b> (for example internal company policy documents on women empowerment, renewable energies or membership of trade institutions promoting such issues.): <b>5 pts.</b> <i>(For JV/Consortium/Association, at least one party should meet the requirement to get points)</i></p>	10
<b>Total Section 1</b>		<b>250</b>

Section 2. Proposed Methodology, Approach and Implementation Plan		Max. Points obtainable
2.1	<p><b>Understanding of the requirement: Have the important aspects of the assignment been addressed in sufficient detail? Are the different components of the assignment adequately weighted relative to one another?</b></p> <p>(Describe important aspects of each deliverable and their relevance to each other over the course of the project)</p> <ul style="list-style-type: none"> <li>– Outstanding: All important aspects of the task have been addressed in sufficient detail, with comments on the ToR for the successful execution of activities regarding the objectives and expected results: 100 pts.</li> <li>– Very Strong: All important aspects of the task have been addressed in sufficient detail: 80 pts.</li> <li>– Strong: Most of the important aspects of the task have been addressed in sufficient detail: 70 pts.</li> <li>– Moderate: Only a few important aspects of the task have been addressed by the proposer: 50 pts.</li> <li>– Weak: No methodology: 0 pt.</li> </ul>	100
2.2	<p><b>Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for meeting targets.</b></p> <p>(Describe involvement of Senior Management and key personnel in performance monitoring and evaluation process. Prescribe the precautions/actions to be adapted in case of poor performance and undesirable outcome)</p> <ul style="list-style-type: none"> <li>– Outstanding: Performance monitoring and evaluation mechanisms and tools are appropriate with the nature and complexity of the requirements and described in detail for each specific requirement and schedules: 60 pts.</li> <li>– Very Strong: Performance monitoring and evaluation mechanisms and tools are appropriate with the nature of the requirements and described in detail for each specific requirement and schedules: 48 pts.</li> <li>– Strong: Performance monitoring and evaluation mechanisms and tools are sufficient for the requirement: 42 pts.</li> <li>– Moderate: Performance monitoring and evaluation mechanisms and tools are proposed however their link with this requirement isn't elaborated sufficiently: 30 pts.</li> <li>– Weak: No Performance monitoring and evaluation mechanism: 0 pt.</li> </ul>	60
2.3	<p><b>Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic.</b></p> <ul style="list-style-type: none"> <li>– Outstanding: The implementation plan includes all activities in proper sequence and in accordance with due dates written in ToR. It is logical and realistic. The details of implementation are described for each separate activity. 70 pts.</li> <li>– Very strong: The implementation plan includes most of the activities in proper sequence and in accordance with due dates written in ToR. It is logical and realistic. The details of implementation are described for each separate activity. 56 pts.</li> <li>– Strong: The implementation plan includes more than half of the activities in proper sequence and in accordance with due dates written in ToR. The details of implementation are described for the overall assignment, but not for each separate activity. 49 pts.</li> <li>– Moderate: The implementation plan includes some of the activities in proper sequence and in accordance with due dates written in ToR. 35 pts.</li> <li>– Weak: No implementation plan provided 0 pt.</li> </ul>	70
2.4	<p><b>Are risks that may arise in implementation identified and addressed along with mitigation mechanisms?</b></p> <ul style="list-style-type: none"> <li>– Outstanding: The methodology includes possible risks that may arise in relation to the implementation of the assignment. All these foreseen risks are relevant for the</li> </ul>	60

	<p>assignment. The proposer provides mitigation mechanisms to address all foreseen risks. All of these mechanisms are logical and realistic. 60 pts.</p> <ul style="list-style-type: none"> <li>– Very strong: The methodology includes possible risks that may arise in relation to the implementation of the assignment. Most of these foreseen risks are relevant for the assignment. The proposer provides mitigation mechanisms to address most of the foreseen risks. Most of these mechanisms are logical and realistic. 48 pts.</li> <li>– Strong: The methodology includes possible risks that may arise in relation to the implementation of the assignment. Some of these foreseen risks are relevant for the assignment. The proposer provides mitigation mechanisms to address some of the foreseen risks. These mechanisms are logical and realistic. 42 pts.</li> <li>– Moderate: The methodology includes some possible risks that may arise in relation to the implementation of the assignment. Some of these foreseen risks are relevant for the assignment. There are no mitigation mechanisms. 30 pts.</li> <li>– Weak: No risk and mitigation mechanism provided. 0 pt.</li> </ul>	
2.5.	<p><b>Does the methodology include information on allocation of key personnel and trainers/mentors (total working days for each staff) to each separate activity and deliverable? Is this allocation compatible with nature of each deliverable and price schedule format provided in Form G: Financial Proposal form?</b></p> <ul style="list-style-type: none"> <li>– Information on allocation of key personnel and trainers/mentors (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? 60 pts.</li> <li>– Information on allocation of key personnel and trainers/mentors (total working days for each staff) to each separate activity and deliverable provided. The allocation is not compatible with nature of each deliverable and price schedule format provided in Form G: Financial Proposal form? 10 pts.</li> <li>– Information on allocation of key personnel and trainers/mentors (total working days for each staff) to each separate activity and deliverable not provided. 0 pt.</li> </ul>	60
<b>Total Section 2</b>		<b>350</b>

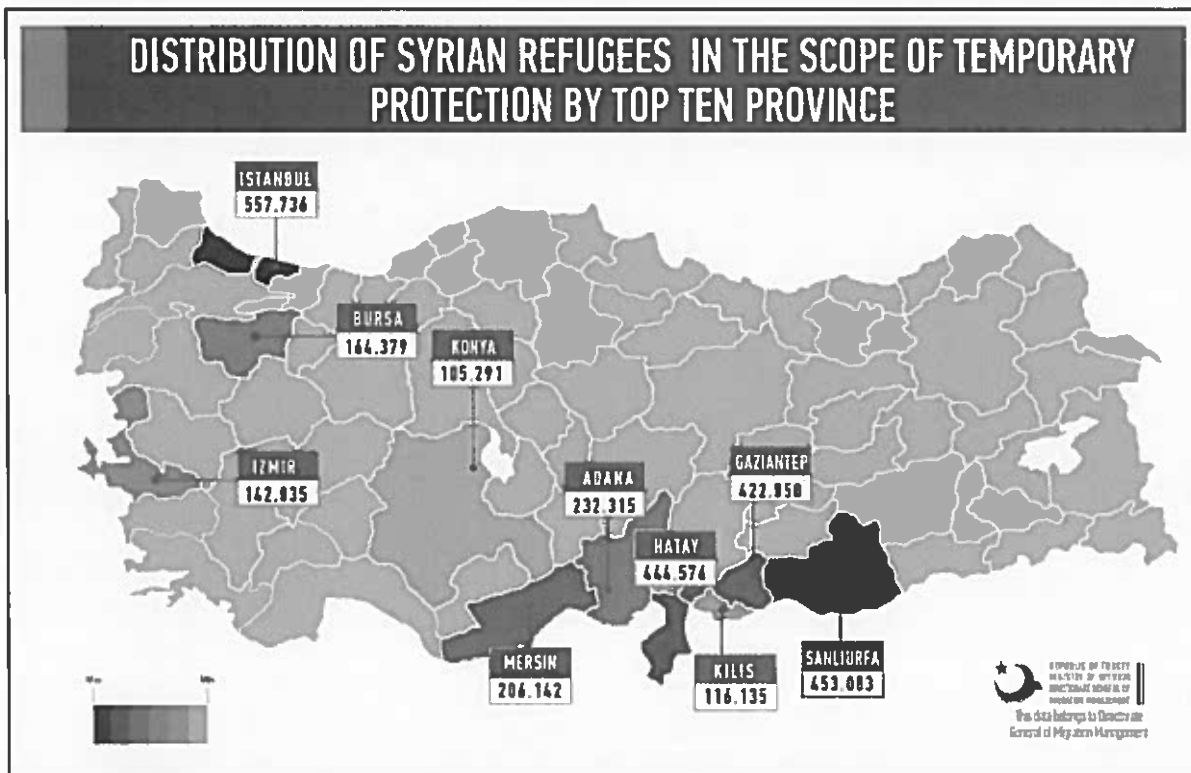
<b>Section 3. Management Structure and Key Personnel</b>			<b>Max. Points obtainable</b>
3.1	Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services? Are roles and titles of each personnel proposed clearly identified?		50
3.2	Qualifications of key personnel proposed		350
3.2.a.	1 Team Leader		150
	Bachelor's degree in engineering, social or administrative sciences or any relevant field.	10	
	Language: Proficient in English and Turkish	10	
	Specific Experience relevant to the assignment:		
	-Minimum Requirement: At least 5 years of professional experience in the field of consultancy as a manager or practitioner for increasing the capacity of SMEs, business initiatives, business development, technology-oriented initiatives or entrepreneurship development in the last 10 years.	55	
	- Minimum Requirement: Experience in design, management and implementation of at least one incubator programme or entrepreneurship programme or innovation-oriented business development programme	55	

	- Asset: Post graduate degree on entrepreneurship or business management related fields	20	
3.2.b.	2 Entrepreneurship Experts		200 (2x100 pts.)
	Bachelor's degree in engineering, social or administrative sciences or any relevant field (2x5pts.)	10	
	Language: Proficient in English and Turkish (2x5pts.)	10	
	Specific Experience relevant to the assignment:  -Minimum Requirement: At least 3 years of experience in the last 10 years in national/international programmes/projects as a practitioner, trainer, consultant or manager in at least one of the following areas: <ul style="list-style-type: none"> <li>- Entrepreneurship,</li> <li>- Business development for SMEs, start-ups, entrepreneurs including development of strategies, models, growth plans,</li> <li>- Commercialization of innovative products or services</li> <li>- Design or implementation of incubator programmes</li> <li>- Design or implementation of accelerator programmes</li> </ul> (2x90 pts.)	180	
Total Section 3			400



## A. BACKGROUND INFORMATION AND RATIONALE, PROJECT DESCRIPTION

As of 17 January 2019, the Directorate General of Migration Management (DGMM) announced that 3.632.622 (45.7 percent women) Syrian refugees were currently registered in Turkey. Syrian refugees residing in urban, peri-urban and rural settings are scattered across all 81 provinces of Turkey, with 3.489.240 (96.1 per cent) residing in host communities and 143,382 (3.9 per cent) in refugee camps. Only in Kilis, Hatay, Gaziantep and Şanlıurfa the ratio of Syrian refugees in relation to the local population exceeds 25 percent (see Figure 1).



**Figure 1: Distribution of Syrians under Temporary Protection by Top Ten Provinces**

Source: Directorate General of Migration Management Figures (retrieved on 16 January 2019)

The Southeast Anatolia Region of Turkey (aka SEA Region or GAP Region) came out to be the region which has been adversely affected socially and economically. More than half of those who migrated to Turkey live in Gaziantep, Şanlıurfa, Kilis and Hatay and particularly these four provinces along the Syrian border took up the major burden, heavier than they could bear, in social, economic, environmental and spatial respects.

As the Syrian population increased and their stay in Turkey is prolonged, the needs of both Syrian and host communities go beyond humanitarian, and call for longer term, more durable solutions. The Regional Refugee and Resilience Plan (3RP) bringing together the plans developed under the leadership of national authorities to ensure protection, humanitarian assistance and strengthen resilience, allocated funds for the expansion of livelihood and job opportunities for Syrians under Temporary Protection (SuTP) and host community members. Under the coordination of UNDP, the 3RP highlights “livelihoods” sector as a key sector for Turkey’s resilience response.

UNDP Turkey has partnered mainly with the GAP Regional Development Agency and relevant local stakeholders through a set of projects/initiatives targeting improvement of livelihood opportunities both for the Syrians and the communities hosting the Syrians in the Southeast Anatolia Region. Livelihoods sector, under the coordination of UNDP Turkey, focuses on both the supply and demand side of the labor market equation with relevant expected outputs; (i) increased employability and skills for the Syrians to better match the labor market demand (ii) stronger employment support services targeting the Syrians under temporary protection (iii) impacted communities provided with entrepreneurship and business support (iv) advocacy and awareness raising among employers and potential employees for implementation of labor and work permit regulations (v) support to adaptation of Syrian women living in Southeast Anatolia to social and economic life, and (vi) implement pilot local economic development

initiatives (i.e. value chain and business cluster development) to increase employment opportunities and labor demand in the selected localities. Furthermore, UNDP promotes gender equality and women's empowerment through all phases of projects with its Gender Equality Strategy, SGDs and signature solutions.

"Resilience Building via Increased Livelihoods Opportunities and Strengthened Social Cohesion for Syrian Refugees and Host Communities Project" (here after "the Project"), which is implemented by the Ministry of Agriculture and Forestry (MoAF) with UNDP's technical, operational and administrative support, primarily aims to create sustainable livelihood opportunities for host communities and Syrians and to build institutional capacities for increased job opportunities in local economies affected by the Syria crisis. The project aims to foster enterprise development and inclusive business initiatives to employ Syrians and host community members and to develop institutional capacity of Şanlıurfa Technopark in business development services.

Şanlıurfa Technopark within Harran University is a thematic technopark specialized on agriculture and therefore it is mandated to support entrepreneurial capacities as well as and Research and Development (R&D) projects of its incumbent companies mainly operating in agriculture, food and agri-business sectors. In this context, the project in line with UNDP's global and country specific strategy on inclusive and sustainable growth, focuses on creating sustainable job opportunities for host communities and Syrians through supporting enterprise development especially in agriculture sector and capacity development of the local institutions working in the field of business development, entrepreneurship and R&D namely Şanlıurfa Technopark in order to ensure sustainable and replicable outcomes.

Entrepreneurship has been identified as one of the strategic tools of empowering economies by expanding job opportunities and accelerating growth. Incubation programmes, which are among the most important activities of Technoparks to boost entrepreneurship and new start-ups, support entrepreneurs and innovators working on new businesses or projects by providing them tools to develop their business. With this context it is aimed to develop and implement an Incubation Programme to increase the number of new business initiatives supported by Şanlıurfa Technopark and gain access to complementary financial support from other entrepreneurship support programmes of Government institutions and business NGOs. The programme will help to achieve 20 new start-ups/entrepreneurs (including university graduates, students, academics, or anyone who has innovative ideas)/business initiatives (hereafter beneficiaries), supporting them in project development and their applications to receive financial support/grants through existing mechanisms. The entrepreneurship ecosystem of the region (with emphasis on empowerment of women, youth and people with disabilities) will be improved with these tools.

This Terms of Reference (ToR) herein identifies the scope of the services that are going to be provided in the framework of the Project to design and implement an Incubation Programme in Şanlıurfa while promoting the programme to increase the number of potential entrepreneurs. In this regard, the Incubation Programme that will be designed and implemented will address the above-mentioned challenges and support local economy. The Incubation Programme will be implemented to provide support for the beneficiaries in Şanlıurfa through trainings, mentorship programmes to expand their entrepreneurial skills.

The Incubation Programme will be developed and implemented by the Contractor. The Contractor will organize events, seminars and info days to access potential entrepreneurs that have innovative business ideas and projects.

## **B. SPECIFIC OBJECTIVES**

The main objectives of the Incubation Programme which is the subject of this ToR are;

- to help and support the young population (both Syrian and host community members) in Şanlıurfa who has business ideas,
- to actualize the ideas of innovative and R&D entrepreneurs in Şanlıurfa,
- to support entrepreneurs to create their own businesses, and
- to encourage establishment of firms providing employment opportunities while developing value added products.

Specific objectives of this RFP are;

- to establish and implement an Incubation Programme in line with the priorities of the region (i.e. supporting agricultural initiatives),
- to support beneficiaries in Şanlıurfa through the Incubation Programme by bringing them necessary entrepreneurial skills, increasing their confidence and capacity to reach suitable international/national financial supports/grants, and increasing their competitiveness in the market to ensure their sustainability,
- to deliver trainings, technical support and mentorship services to these entrepreneurs for the development of their business models and plans.
- to report about the lessons learned during the implementation of the programme, opportunities/challenges in the field and region, suggestions/recommendations for future incubation/entrepreneurship programmes in Şanlıurfa.

### C. SCOPE

Regions need to keep up with technological and industrial innovations to improve efficiency and sustain long-term competitiveness. Targeted business incubation centers and incubation programmes are crucial tools in establishing new businesses and ensuring the technological development and economic sustainability of the regions.

The incubation programmes focus on a range of support services for entrepreneurs and business initiatives designed to raise business performance, enhancing their prospects for growth and sustainability and their commitment to women's empowerment. Incubation programmes with strong sector and innovation focus have proved to be a successful vehicle with substantial growth achieved by participating entrepreneurs. For this reason, the programme addresses the lack of innovation, management and other business skills of these initiatives and their weaknesses in accessing financial supports and grants.

Within the scope of the Contract, the Contractor shall provide and carry out the following tasks and activities for "Technical Assistance for the Development and Implementation of an Incubation Programme at Şanlıurfa Technopark".

#### 1. Development of the Incubation Programme

- 1.1. Organization of at least 2 info-days (these info-days may be developed as a hackathon, start-up weekend or a similar kind of activity) to reach out to potential beneficiaries who might receive training, technical assistance and mentorship support within the scope of the Incubation Programme.
- 1.2. Identification of the Selection Criteria to select 20 beneficiaries of the Incubation Programme.
- 1.3. Selection of 20 beneficiaries in line with the selection criteria.
- 1.4. Development of the Incubation Programme to prepare Service Manuals for Entrepreneurship Trainings and Mentorship Activities

#### 2. Implementation of the Incubation Programme

- 2.1. Organization and execution of training sessions of minimum 48 hours (4 hoursx12 working days) which will provide basic skills and knowledge on entrepreneurship and business management and application of these knowledge and skills for their specific business ideas/initiatives of all 20 beneficiaries.
- 2.2. Organization and provision of mentorship sessions of 8 hours (in at least 2 sessions) which will provide tailor-made one-on-one consultancy to each of 20 beneficiaries and to monitor their progress in implementation of their specific business ideas/initiatives.

#### 3. Completion of the applications to national/international support/grant programmes for each of the beneficiaries

#### 4. Preparation and submission of a Final Report and Organization and Execution of a Demo Day

- 4.1. The Contractor will prepare a consolidated final report that includes lessons learned, details of activities executed and recommendations for future entrepreneurship/incubation programmes in Şanlıurfa.
- 4.2. The Contractor will organize and execute a Demo Day at the end of the Incubation Programme which will provide an opportunity to the beneficiaries to present their final business ideas/initiatives and their business models to a jury that will be formed by the Contractor.

### D. APPROACH AND METHODOLOGY

According to the SEGE<sup>2</sup> index developed by the Presidency Strategy and Budget Office (formerly Ministry of Development), Şanlıurfa is in the 73th place as a member of group of 6th Level Developed Provinces. The population of Turkish citizens in Şanlıurfa is 1.985.753 and the number of SuTPs in the province is 452.675. The population of 0-39 age group in Şanlıurfa constitutes to 80.49 % of the total population, and so the province has a very high potential with its young population. The literacy rate in Şanlıurfa is 90.7% and there are 106,805 people who has received at least a bachelor's degree. Harran University is the only university in the province and has 1,032 faculty members and 20,434 undergraduate students<sup>3</sup>.

Within the scope of the South-Eastern Anatolia Project (GAP), which began at the end of the 1980s, many studies have been carried out to develop entrepreneurship in the region. Within the scope of different projects in the 1990s, "Set Up Your Own

<sup>2</sup> SEGE-2011; Survey of Socio-Economic Development Ranking of Provinces and Regions

<sup>3</sup> Karacadağ Development Agency, 2018. Şanlıurfa in Statistics - 2012. Available at:

[https://www.karacadag.gov.tr/Dokuman/Dosya/www.karacadag.org.tr\\_170\\_CX7I73DS\\_istatistiklerle\\_sanliurfa\\_diyarbakir\\_2012.pdf](https://www.karacadag.gov.tr/Dokuman/Dosya/www.karacadag.org.tr_170_CX7I73DS_istatistiklerle_sanliurfa_diyarbakir_2012.pdf)

Business” trainings have been given widely in the Region, and many studies have been carried out to develop entrepreneurship capacity within the framework of the GAP Entrepreneur Support Centers Project. However, the Entrepreneurship Ratio<sup>4</sup> of the South-Eastern Anatolia Region is still quite low, as stated in the Specialization Commission Report on Entrepreneurship, which contributes to the 10th Development Plan.

Şanlıurfa is one of the most important agricultural cities of Turkey and has made great progress in agricultural production via implementation of the GAP Project. Effective incentive systems that have been implemented in recent years have strengthened the attractiveness of Şanlıurfa for investments and also accelerated the external industrial investments of the city. Between the years 2007-2016, 668 investment incentive certificates were issued in Şanlıurfa and amount of the realized investments with these incentive certificates were 3,5 billion TL and the number of employed people was 33.361.

Innovation and entrepreneurship infrastructure created and/or supported by public in South-Eastern Anatolia Region, does not essentially show much difference from other cities in Turkey. As a result of the investments made in the region, several structures such as Technoparks, Technology Development Zone (TGB), Business Development Centre (İŞGEM) etc. have been established in recent years.

As of February 2018, there are 13.382 workplaces registered in Social Security Institution (SGK) and 135.158 insured employees in Şanlıurfa. 12.993 of these workplaces have less than 50 staff; 182 workplaces employ more than 100 personnel<sup>5</sup>. Although the unemployment rate declined to 10,9% in Turkey as a result of the efficient works, Şanlıurfa is among the provinces with the highest unemployment rate. Considering the ranking of Şanlıurfa in 81 provinces on a yearly basis, in 2013, the province is at 6th lowest level according to its labor force participation rate (%38,7) and employment rate (%32,4) while it is at highest 6th level with its unemployment rate (%16,3)<sup>6</sup>.

Considering the unemployment rate in the region, motivating the interested and talented university students in the region to become entrepreneurs in the areas they received their education on will also enhance regional development and may contribute to a decrease in unemployment rate during the upcoming years. The contribution of local young population to production is almost one of the most important factors for the regional development. However, to ensure that this contribution is incorporated to the real economy, the young population needs to operate as businesses and SMEs. In order to achieve this, awareness raising activities, entrepreneurship and training programmes needs to be provided to young population. The enterprises that are at the idea stage can only be transformed to SMEs that has production areas only through these implementations<sup>7</sup>.

With the socio-economic policies that is implemented by the national and local authorities in Şanlıurfa, it is aimed to raise the welfare level of the region and to provide a structure that can compete in global markets. The 2014-2023 Regional Plan of TRC2 Region (Diyarbakır and Şanlıurfa) consists of four development axes; (i) development of urban economies and acceleration of economic growth, (ii) strengthening human and social capital, (iii) improving the quality of life and ensuring spatial organization and (iv) green growth and sustainable development. Each of these axes complement each other to ensure regional development and also realization of sub-objectives have been determined within each axis.

Considering all the axes, innovation and R&D have an important place especially in the axis of “Development of Urban Economies and Acceleration of Economic Growth”. The objectives of this axis are; (i) realization of agricultural transformation through modern agricultural methods, (ii) increasing the added value in agricultural production and ensuring product variety, (iii) taking measures to reduce the costs of agricultural inputs and (iv) restructuring the competitiveness of agricultural enterprises. These objectives coincide with the establishment objective of Şanlıurfa Technopark which is to transform the agricultural potential of the GAP region into a more effective and sustainable format. The regional plan also aims to improve the production capacity of the region and to increase the employment capacity by creating new job opportunities through improving the capacity of SMEs, increasing awareness on entrepreneurship, developing financial capacity for entrepreneurs and increasing accessibility.

The Incubation Programme which will serve for the aforementioned purposes of the Regional Plan will initiate and support the innovative initiatives in line with priorities of the policy makers in the region.

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<sup>4</sup> Capital company established per thousand people at working age.

<sup>5</sup> Karacadağ Development Agency, 2018. Employment and Labor Market Report available at: [https://www.karacadag.gov.tr/Dokuman/Dosya/www.karacadag.gov.tr\\_304\\_XF4V98J5\\_istihdam\\_ve\\_iscucu\\_piyasasi\\_rapor\\_u\\_mayis\\_2018.pdf](https://www.karacadag.gov.tr/Dokuman/Dosya/www.karacadag.gov.tr_304_XF4V98J5_istihdam_ve_iscucu_piyasasi_rapor_u_mayis_2018.pdf).

<sup>6</sup> Karacadağ Development Agency, 2018. Şanlıurfa in Statistics - 2012.

<sup>7</sup> Karacadağ Development Agency, 2018. Şanlıurfa in Statistics - 2012.

As of 2019, there are 13 R&D companies in the food, agriculture, energy, medical and chemistry sectors and 2 support companies operating in Şanlıurfa Technopark. With this incubation programme, Şanlıurfa Technopark will have the opportunity to fully utilize its potential and use its capabilities for the development of the region.

In line with the above-mentioned perspective and according to the current situation of Şanlıurfa and Şanlıurfa Technopark, the Contractor is expected to fulfill the below mentioned tasks:

## **1. Development of an Incubation Programme**

### **1.1. Organization of at least 2 info-days to reach out to potential beneficiaries who might receive training, technical assistance and mentorship support within the scope of the Incubation Programme:**

It is crucial to reach potential beneficiaries that have innovative business ideas and promote the services of the programme. The contractor will organize info-days in order to raise awareness about the Programme. The info-days can be designed/planned as a hackathon, start-up weekend or a similar kind of activity. The Contractor is expected to identify necessary measures to encourage women and youth to become entrepreneurs and reach that target group.

To this end the Contractor will prepare necessary visibility documents such as brochures, flyers, posters that will be used and distributed at these events to potential beneficiaries. The venue for these info-days will be Şanlıurfa Technopark. The Contractor will be responsible to submit invitations to potential beneficiaries through telephone, e-mails or face-to-face meetings. The Contractor will benefit from UNDP and Şanlıurfa Technopark's network to reach out to potential beneficiaries and their contact details.

The contractor will develop an application form and distribute to potential beneficiaries in order to develop a pool of potential beneficiaries who will be screened against selection criteria to identify final 20 beneficiaries who will participate to the Incubation Programme.

### **1.2. Identification of selection criteria to select 20 beneficiaries of the incubation programme:**

While identifying the selection criteria, the Contractor will consider the following issues:

- In terms of sectors, the Contractor will pay attention to the fact that the major sectors in Şanlıurfa are agriculture and agricultural technologies. Though the scope of the Incubation Programme will not be limited to only agriculture, initiatives that operate in agriculture and agricultural technologies will have priority.
- The gender parity and encouragement of women entrepreneurship will be considered.
- Syrian population and other vulnerable groups (youth, people with disabilities etc.) who might benefit from services will be given priority.

### **1.3. Selection of 20 beneficiaries in line with the selection criteria.**

The Contractor will select 20 beneficiaries among the pool of applicants developed after info days, other potential beneficiaries among the network of UNDP and Şanlıurfa Technopark that will be shared with the Contractor and in accordance with the selection criteria.

The detailed list of the selected beneficiaries which includes names, contact information (address, telephone, e-mail, etc.) and their affiliated sectors will be shared with and approved by UNDP/MoAF.

### **1.4. Development of Service Manuals for Entrepreneurship Trainings and Mentorship Activities**

The Incubation Programme will be designed to support innovation-oriented initiatives. It is expected to ease their access to financial resources/supports and grants needed for product and market compliance and to provide required skills for the beneficiaries to have a scalable and sustainable business model.

The services to be developed will aim to increase the sustainability of the beneficiaries through provision of supporting services on new trends in their sectors and information on; business modelling, strategy development, marketing, access to finance, business idea generation, innovation, business plans, national/international project support/grants programmes, grants application and project writing, gender responsive entrepreneurship, etc.

To this end 2 main services will be developed:

- A training session which will give basic skills and knowledge on entrepreneurship and business management and application/implementation of these knowledge and skills for specific business ideas/initiatives for all 20 beneficiaries,
- Tailor-made mentorship sessions for each of 20 beneficiaries.

The Contractor will develop *service manuals* for each of the above-identified services and processes. The service manuals will include but not limited to scope of the services, their implementation strategies and time plan (including durations specified for each service) for the specific areas (i.e. business modelling, business development, innovation management, business establishment, product or process development, access to finance, marketing, commercialization etc.) which will be the service areas of training and mentorship sessions adjusted to needs of selected 20 beneficiaries.

## **2. Implementation of the Incubation Programme**

### **2.1. Organization and execution of training sessions:**

The training sessions will include both course sessions and applied training/workshop sessions. The trainings will support basic skills of the beneficiaries and provide knowledge on entrepreneurship, business management and implementation strategies of these knowledge and improve their skills for specific business ideas/initiatives of all 20 beneficiaries.

The training will continue at least 48 hours (4 hoursx12 working days). Specific training session will be in parallel with the details and topics (i.e. finance, business plan development, marketing, commercialization etc.) provided in the Service Manuals. Besides, the applied training/workshop sessions will give an opportunity to all 20 beneficiaries to clearly understand and implement the basic knowledge and skills gained during the course sessions for their specific business ideas/initiatives.

Both of the sessions will be a mix of presentations, open discussions, case studies, independent work and group work activities. This training may be executed by either key personnel of the Contractor or trainers who have knowledge and expertise in the subject area of the specific training session. This training will take place between 30-60 days after the contract signature.

The venue of the training sessions will be Şanlıurfa Technopark.

### **2.2. Organization and provision of mentorship support:**

The Contractor will organize and provide mentorship support sessions on specific areas (i.e. business modelling, business development, innovation management, business establishment, product or process development, access to finance, marketing, commercialization etc.) that are mostly needed for the specific initiatives of each 20 beneficiaries.

The mentorship support sessions will continue for 8 hours (4 hours of mentorship service will correspond to 1 working day) in total for each beneficiary (in at least 2 sessions) in order to provide tailor-made services for the implementation of specific business ideas/initiatives of all 20 beneficiaries. Mentors shall aim to find the best way to provide guidance to participants of the programme and manage expectations of both parties.

The venue for mentorship sessions will be Şanlıurfa Technopark. The mentors will be individuals who have expertise in the subject area of related mentorship sessions. Key personnel of the Contractor cannot provide mentorship sessions.

The mentors will be responsible for the preparation of an evaluation report for each 20 beneficiaries and submission of these evaluation reports to the Contractor.

The mentorship sessions will take place between 50-80 days after the contract signature.

## **3. Completion of the Applications of the Beneficiaries to National/International Support/Grant Programmes**

The Contractor will facilitate applications of each of the 20 beneficiaries to national/international support/grant programmes (TÜBİTAK, KOSGEB etc.) to realize their business initiatives. The application forms will be completed and submitted by the beneficiaries with support from key personnel of the Contractor.

The Contractor will report to UNDP regarding the status of applications and provide proof of submissions.

This activity will take place between 50-80 days after the contract signature.

#### 4. Preparation and Submission of the Final Report and Organization and Execution of a Demo Day

##### 4.1. Preparation and Submission of the Final Report

The Contractor will be responsible for the preparation and submission of a consolidated final report about the outputs of the Incubation Programme to be implemented that includes details of the activities undertaken by the Contractor, the challenges experienced during the implementation of the programme, lessons learned, recommendations for the future incubation programmes/centers and best practices throughout the contract execution.

##### 4.2. Organization and Execution of a Demo Day

The Contactor will organize a Demo Day (one full day activity) at the end of the completion of the Incubation Programme.

The 20 participants of the Incubation Programme will present their ideas/business initiatives to the jury (i.e. whose members may involve local authorities, academicians, local business organizations, academicians, etc.) that the Contractor will select.

The Contractor will develop a score card template and provide guidance to the jury members on how to fill them. The Contractor is responsible for submission of the score cards which are clearly filled out by the jury members for each beneficiary.

The venue for the Demo Day will be Şanlıurfa Technopark.

#### E. DELIVERABLES AND SCHEDULES/EXPECTED OUTPUTS

The Contractor shall schedule submission of deliverables/outputs to meet target delivery dates, considering that UNDP and/or MoAF 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 partner, 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 MoAF review are as follows:

Major Task	Activity	Deliverable	UNDP/MoAF Lead Time for Review	Target delivery date
1. Development of an Incubation Programme	1.1. Organization of at least 2 info-days	<b>Deliverable # 1: Service Manuals of the trainings and mentorship activities</b> (filled out application forms of potential beneficiaries, visibility materials, selection criteria of beneficiaries, detailed list of selected beneficiaries will be annexed to the service manuals)	2 days	<b>For draft service manuals:</b> 25 days after the contract signature.
	1.2. Identification of Selection Criteria			
	1.3. Selection of 20 beneficiaries			<b>For final service manuals:</b> 30 days after the contract signature.
	1.4. Development of Service Manuals			
2. Implementation of the Incubation Programme	2.1. Organization and execution of training sessions	<b>Deliverable # 2: Evaluation report on implementation of training sessions</b>	2 days	<b>Organization and Execution of Training Sessions:</b> 30-60 days after the contract signature  <b>Evaluation Report:</b> 65 days after the contract signature.

	2.2. Organization and provision of mentorship support	<b>Deliverable # 3: Evaluation Report on implementation of mentorship sessions</b>	2 days	<b>Organization and Provision of Mentorship Sessions:</b> 50-80 days after the contract signature  <b>Evaluation Report:</b> 85 days after the contract signature.
<b>3. Completion of the Application for National/International Support/Grant Programmes</b>	3.1. Application for National /International Support/Grant Programmes	<b>Deliverable # 4: Application forms of all 20 beneficiaries (proof of submission)</b>	2 days	<b>Preparation and Submission of Applications:</b> 50-80 days after Contract Signature  <b>Application Forms:</b> 85 days after the contract signature.
<b>4. Preparation and Submission of the Final Report and Organization and Execution of a Demo Day</b>	4.1. Preparation and Submission of the Final Report	<b>Deliverable # 5: Consolidated final report about the outputs of implementation of the Incubation Programme.</b>	2 days	<b>For draft final report:</b> 85 days after the contract signature
	4.2. Organization and Execution of a Demo Day			<b>For final report:</b> 90 days after the contract signature.

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

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

Major task	Activity	Deliverable	Key Performance Indicators and Service Levels	Corrective measures
<b>1. Development of an Incubation Programme</b>	1.1. Organization of at least 2 info-days	<b>Deliverable #1: Service Manuals of the trainings and mentorship activities.</b>	<ul style="list-style-type: none"> <li>- Clear and comprehensive service manuals that provides scope of the services to be provided, implementation strategies and time plans.</li> <li>- Preparation and submission of service manuals within deadlines</li> </ul>	- Revisions in the service manuals of the programme and all relevant documents in line with the inputs of UNDP and/or MoAF, in order to ensure that they are in accordance with ultimate objectives of the Project and this assignment.
	1.2. Identification of Selection Criteria			
	1.3. Selection of 20 beneficiaries			
	1.4. Development of Service Manuals			
<b>2. Implementation of the Incubation Programme</b>	2.1. Organization and execution of training sessions	<b>Deliverable #2: Evaluation Report on implementation of training sessions</b>	<ul style="list-style-type: none"> <li>- A clear and comprehensive report that include <i>initial outputs of</i></li> </ul>	- Revisions in the report to clarify the outputs and progress achieved by implementation of the



			<i>implementation of training sessions.</i> <ul style="list-style-type: none"> <li>- Preparation and submission of the report within deadlines.</li> <li>- Positive feedback from at least 75% of beneficiaries that receive training.</li> </ul>	Incubation Programme. <ul style="list-style-type: none"> <li>- Repetition of any training session that received positive feedback from less than 75% of beneficiaries.</li> </ul>
	2.2. Organization and provision of mentorship support	<b><i>Deliverable # 3: Evaluation Report on implementation of mentorship sessions</i></b>	<ul style="list-style-type: none"> <li>- Clear and comprehensive report that provides background information and business development progress of the beneficiaries receiving mentorship support.</li> <li>- Positive feedback from at least 75% of beneficiaries that receive mentoring.</li> </ul>	<ul style="list-style-type: none"> <li>- Revisions in the report to clarify the progress achieved by the beneficiaries through the mentorship support.</li> <li>- Repetition of mentoring sessions that received positive feedback from less than 75% of beneficiaries.</li> </ul>
3. Completion of the Application for National/International Support/Grant Programmes	3.1. Application for National /International Support/Grant Programmes	<b><i>Deliverable # 4: Application forms of all 20 beneficiaries (proof of submission)</i></b>	<ul style="list-style-type: none"> <li>- Well-developed/completed application forms required by the relevant national/international support/grant programmes.</li> </ul>	<ul style="list-style-type: none"> <li>- Revisions on the application forms, if required/requested by the authorized institutions.</li> </ul>
4. Preparation and Submission of the Final Report and Organization and Execution of a Demo Day	4.1 Preparation and Submission of the Final Report	<b><i>Deliverable # 5: Consolidated final report about the outputs of implementation of the Incubation Programme.</i></b>	<ul style="list-style-type: none"> <li>- Final Report that includes required contents and incorporates lessons learned through implementation of the Incubation Programme and outputs of the assignment.</li> </ul>	<ul style="list-style-type: none"> <li>- Revisions in the report in line with the comments of UNDP/MoAF to ensure that report provides all expected information.</li> </ul>
	4.2. Organization and Execution of a Demo Day			

#### G. Governance and Accountability

The Contractor shall be responsible directly to the Syria Crisis Response and Resilience Portfolio Manager and Project Manager in charge of the respective project for all the deliverables.

The Contractor shall inform the UNDP Syria Crisis Response and Resilience 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 ad-hoc meetings from the Contractor.

The approving authority of each deliverable will be the UNDP Syria Crisis Response and Resilience Portfolio Manager. Its implementing partner, MoAF will have inputs on deliverables (reports, plans, programmes, service manuals etc.) prepared by the Contractor. The Contractor is obliged to finalize implementation of the Incubation Programme and all deliverables by taking into account UNDP's and MoAF's feedback.

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

The Contractor shall use all available facilities (i.e. meeting room, offices, open areas, etc.) of Şanlıurfa Technopark during the implementation of the programme activities (info day, training and mentorship sessions, demo-day) free of charge.

UNDP Şanlıurfa office located within Şanlıurfa Technopark can be used by the project staff when requested.

UNDP Şanlıurfa Project Team (composed of three staff: Field Coordinator, Local Economic Development Specialist, Driver) can provide assistance when requested/required. The team can also support the project team in terms of reaching to different stakeholders in Şanlıurfa.

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

The duration of the assignment is 90 days (3 months) from signing of the contract.

#### **J. Duty Station**

UNDP Turkey Country Office (CO) will not be providing a facility for the Contractor to work during the contract.

- **Task 1 – Development of an Incubation Programme:** Preparation of all reports, plans, programmes may be executed at Contractor's own location. However, the Contractor and its staff will be required to be present in or travel to Şanlıurfa province to receive input from different stakeholders in Şanlıurfa, organization and execution of info-days and reaching out to potential beneficiaries.
- **Task 2 – Implementation of the Incubation Programme:** The contractor and its staff will be required to be present in Şanlıurfa for this task.
- **Task 3 – Completion of the Applications for National/International Support/Grant Programmes:** Preparation of all reports, plans, programmes may be executed at Contractor's own location. However, depending on the necessities of the beneficiaries the Contractor and its staff will be required to be present in or travel to Şanlıurfa province.
- **Task 4 – Preparation and Submission of the Final Report and Organization and Execution of a Demo Day:** The Contractor and its staff may execute this task at its own location. However, the Contractor and its staff will be required to be present in or travel to Şanlıurfa province in case they need to collect/receive information from stakeholders in Şanlıurfa and organize and execute the demo day.

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

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

- Development or implementation of entrepreneurship capacity development programmes or incubation programmes or accelerator programmes or establishment and/or operationalization of incubation centers in the last 7 years.
- Development and management of training or mentorship programmes for the improvement of start-ups or new business initiatives in the last 7 years.

Following qualifications will be considered as an asset for proposers:

- Experience of at least 2 years in working directly in youth entrepreneurship or women entrepreneurship or refugee entrepreneurship areas in the last 7 years.
- Having a network of the consultants and experts with different background on incubation centers or programmes, providing consultancy to new business initiatives or SMEs or large companies for capacity building areas for effective implementation of trainings and mentorship. The proposer can work with outsourced consultants as trainers and shall work with mentors who have experience in the areas of entrepreneurship, business modelling, business development, innovation management, business establishment, product or process development, access to finance, marketing, commercialization etc.

Contractor's staff (i.e. experts to be mobilized by the Proposer) who has a crucial role in implementing the contract are referred 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, management and implementation of the activities and management of key and non-key experts/trainers/mentors and will be primary contact point for all communications, elaboration, delivery of reports and documents to UNDP. The Team Leader will work with the entrepreneurship experts during the development phase of the Incubation Programme in collaboration with the staff of Şanlıurfa Technopark. The team leader is expected to work continuously from the beginning to the end of the assignment. The team leader may take part in trainings as a trainer and support 20 beneficiaries during their applications for national/international support/grant Programmes. The qualifications of the team leader are as follows:

Team Leader	Minimum Requirements	Assets
<b>General Qualifications</b>	<ul style="list-style-type: none"><li>▪ Bachelor's degree in engineering, social or administrative sciences or any relevant field.</li><li>▪ Proficiency in English and Turkish</li></ul>	<ul style="list-style-type: none"><li>▪ Post graduate degree on entrepreneurship or business management related fields will be asset.</li></ul>
<b>General Professional Experience</b>	<ul style="list-style-type: none"><li>▪ At least 8 years of professional experience</li></ul>	
<b>Specific Professional Experience</b>	<ul style="list-style-type: none"><li>▪ Minimum 5 years of professional experience in the field of consultancy as a manager or practitioner for increasing the capacity of SMEs, business initiatives, business development, technology-oriented initiatives or entrepreneurship development in the last 10 years.</li><li>▪ Experience in design, management and implementation of at least one incubator programme or entrepreneurship programme or innovation-oriented business development programme</li></ul>	

### 1.2. 2 Entrepreneurship Experts

Entrepreneurship experts will be responsible for the development of the Incubation Programme with the contribution of team leader and the delivery of the services of the Incubation Programme. The entrepreneurship experts may take part in trainings as a trainer. They will support 20 beneficiaries during their applications for national/international support/grant programmes. Entrepreneurship experts are expected to work continuously from the beginning to the end of the assignment.

Entrepreneurship Experts	Minimum Requirements
<b>General Qualifications</b>	<ul style="list-style-type: none"><li>▪ Bachelor's degree in engineering, social or administrative sciences or any relevant field</li><li>▪ Proficiency in English and Turkish</li></ul>
<b>General Professional Experience</b>	<ul style="list-style-type: none"><li>▪ At least 5 years of professional experience.</li></ul>
<b>Specific Professional Experience</b>	<ul style="list-style-type: none"><li>▪ At least 3 years of experience in the last 10 years in national/international programmes/projects as a practitioner, consultant or manager in at least one of the following areas:<ul style="list-style-type: none"><li>- Entrepreneurship,</li><li>- Business development for SMEs, start-ups, entrepreneurs including development of strategies, models, growth plans,</li><li>- Commercialization of innovative products or services</li><li>- Design or implementation of incubator programmes</li><li>- Design or implementation of accelerator programmes</li></ul></li></ul>

### 1.3. Non-Key Experts

#### 1.3.1. Trainers/Mentors for the Training and Mentorship Sessions

These personnel may provide training in Activity 2.1 "Organization and Execution of Training Sessions" and will provide mentorship in Activity 2.2. "Organization and Provision of Mentorship". Their CVs are not required from proposers, but submission of CVs and statements of availability of at least 2 trainers (other than key personnel who will execute the trainings) or 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 trainers/mentors for the training and mentorship sessions are as follows:

Trainers/Mentors	Minimum Requirements
General Qualifications	<ul style="list-style-type: none"> <li>▪ Bachelor's degree in engineering, social or administrative sciences or any relevant field.</li> <li>▪ Good command of Turkish and English.</li> </ul>
General Professional Experience	<ul style="list-style-type: none"> <li>▪ At least 7 years of professional experience</li> </ul>
Specific Professional Experience	<ul style="list-style-type: none"> <li>▪ Minimum 3 years of professional experience within last 7 years; on the provision of services about at least three of the following fields: Entrepreneurship, finance, innovation management, marketing, internationalization, commercialization, networking, intellectual property rights, business modelling, access to finance, national or international grants.</li> </ul>

#### 1.3.2. 1 Assistant Expert

Assistant Expert will assist entrepreneurship experts and the team leader throughout the contract execution via fulfilling tasks such as producing and dissemination of promotional materials, organizing events to access potential beneficiaries of the programme, data and document collection, reporting, follow up of the beneficiaries, monitoring of the achievements of the programme.

Assistant Expert	Minimum Requirements
General Qualifications	<ul style="list-style-type: none"> <li>▪ University degree (associate degree or higher), in engineering, economics, business or public administration, social sciences, international relations or relevant areas</li> <li>▪ Good command of English and Turkish</li> </ul>
General Professional Experience	<ul style="list-style-type: none"> <li>▪ At least 1 year of professional experience in the last 5 years.</li> </ul>

#### L. Price and Schedule of Payments

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

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

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

The schedule of payments is as follows:

Major Task	Activity	Expected Deliverable	Amount of payment
1. Development of an Incubation Programme	1.1. Organization of at least 2 info-days	<b>Deliverable # 1: Service Manuals</b> of the trainings and mentorship activities (Filled out application forms of potential beneficiaries, visibility materials, selection criteria of beneficiaries, detailed list of selected beneficiaries will be annexed to the service manuals)	The price proposed by the Contractor for Deliverable 1.
	1.2. Identification of Selection Criteria		
	1.3. Selection of 20 beneficiaries		
	1.4. Development of Service Manuals		
2. Implementation of the Incubation Programme	2.1. Organization and execution of training sessions	<b>Deliverable # 2: Evaluation report</b> on implementation of training sessions	The price proposed by the Contractor for Deliverable 2.
	2.2. Organization and provision of mentorship support	<b>Deliverable # 3: Evaluation Report</b> on implementation of mentorship sessions	The price proposed by the Contractor for Deliverable 3.
3. Completion of the Application for National/International Support/Grant Programmes	3.1. Application for National /International Support/Grant Programmes	<b>Deliverable # 4: Application forms</b> of all 20 beneficiaries (proof of submission)	The price proposed by the Contractor for Deliverable 4
4. Preparation and Submission of the Final Report and Organization and Execution of a Demo Day	4.1 Preparation and Submission of the Final Report	<b>Deliverable # 5: Consolidated final report</b> about the outputs of implementation of the Incubation Programme.	The price proposed by the Contractor for Deliverable 5.
	4.2. Organization and Execution of a Demo Day		

#### M. Additional References or Resources

- Copernicus Incubation Programme, Official Website available at <https://copernicus-incubation.eu/programme/>
- Dee, N and Gill, DE and Livesey, TF and Minshall, THW (2011). *Incubation for growth: A review of the impact of business incubation on new ventures with high growth potential*. Report produced by the University of Cambridge Institute for Manufacturing (IfM) for the National Endowment of Science, Technology and the Arts (NESTA).
- Employment and Labor Market Report, Karacadağ Development Agency, 2018. Available at: [https://www.karacadag.gov.tr/Dokuman/Dosya/www.karacadag.gov.tr\\_304\\_XF4V98JS\\_istihdam\\_ve\\_isgucu\\_piyasasi\\_raporu\\_mavis\\_2018.pdf](https://www.karacadag.gov.tr/Dokuman/Dosya/www.karacadag.gov.tr_304_XF4V98JS_istihdam_ve_isgucu_piyasasi_raporu_mavis_2018.pdf)
- Entrepreneurship Specialization Commission Report. Available at: <http://www.gap.gov.tr/girisimcilik-ve-yenilik-ihhtiyac-analizi-projesi-sayfa-174.html>
- Garcia, Francilene Procópio; Bizzotto, Carlos Eduardo; Oliveira Pires, Sheila; Chierighini, Tony, 2013. Androtec - Brazilian Association of Science Parks and Business Incubators. *Reference Center for Business Incubation: a proposal for a new model of operation*. Available at: <http://www.anprotec.org.br/Relata/artigoCernNBIA.pdf>

- infoDev - A World Bank Group Program to Promote Entrepreneurship & Innovation. Available at: [www.infodev.org](http://www.infodev.org)
- Khalil, Mohsen A.; Olafsen Ellen, 2009. Enabling Innovative Entrepreneurship through Business Incubation available at [https://siteresources.worldbank.org/INFORMATIONANDCOMMUNICATIONANDTECHNOLOGIES/Resources/ChapterKhalil\\_Olafsen.pdf](https://siteresources.worldbank.org/INFORMATIONANDCOMMUNICATIONANDTECHNOLOGIES/Resources/ChapterKhalil_Olafsen.pdf).
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- Şanlıurfa in Statistics – 2012, Karacadağ Development Agency, 2018. Available at: [https://www.karacadag.gov.tr/Dokuman/Dosya/www.karacadag.gov.tr\\_306\\_F06F86VU\\_istatistiklerle\\_sanliurfa\\_2018.pdf](https://www.karacadag.gov.tr/Dokuman/Dosya/www.karacadag.gov.tr_306_F06F86VU_istatistiklerle_sanliurfa_2018.pdf).
- Survey of Socio-Economic Development Ranking of Provinces and Regions, SEGE, 2011. Available at: <http://www3.kalkinma.gov.tr/PortalDesign/PortalControls/WebIcerikGosterim.aspx?Enc=83D5A6FF03C7B4FC43121E8457331356>

## Section 6: Returnable Proposal Forms / Checklist

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

Before submitting your Proposal, please ensure compliance with the Proposal Submission instructions of the BDS 22.

### Technical Proposal Envelope:

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

### Financial Proposal Envelope

(Must be submitted in a separate sealed envelope)

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

**Form A: Technical Proposal Submission Form**

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

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

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

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

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

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

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

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

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

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

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

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

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

*[Stamp with official stamp of the Proposer]*



Form B: Proposer Information Form

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

Form C: Joint Venture/Consortium/Association Information Form

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

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

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

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

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

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

**Historical Contract Non-Performance**

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

**Litigation History (including pending litigation)**

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

**Previous Relevant Experience**

Please list only previous similar assignments successfully completed in the last 7 years.

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

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

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

☐ Attached are the Statements of Satisfactory Performance from the Top 2 (two) Clients or more in the last 7 years. These statements should show the value and nature of the assignment successfully completed for that client.

#### Financial Standing

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

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

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

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

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

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

## Form E: Format of Technical Proposal

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

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

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

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

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

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

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

- 2.1 A detailed description of the approach and methodology for how the Proposer will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered.
- 2.2 The methodology shall also include details of the Proposer's internal technical and quality assurance review mechanisms.
- 2.3 Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.
- 2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
- 2.5 Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
- 2.6 Information on allocation of key and non-key personnel (total working days for each staff) to each separate activity and deliverable.
- 2.7 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
- 2.8 Any other comments or information regarding the project approach and methodology that will be adopted.
- 2.9 Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered beyond the requirements of the TOR, if any.

- 2.10 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

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

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

\_\_\_\_\_  
Signature of Personnel

\_\_\_\_\_  
Date (Day/Month/Year)

Form F: Financial Proposal Submission Form

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

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

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

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

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

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

*[Stamp with official stamp of the Proposer]*

**Form G: Financial Proposal Form**

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

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

The Financial Proposal should align with the requirements in the Terms of Reference and the Proposer's Technical Proposal. (i.e. the proposers shall not insert any monetary figure for any of the key personnel which they do not explain in detail in their technical proposals)

**Currency of the proposal: USD**

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

**Table 1: Breakdown of Financial Proposal per Deliverable/Activity**

<b>Task 1: Development of an Incubation Programme</b>						
<b>Activity 1: Organization of at least 2 info-days, Identification of Selection Criteria, selection of 20 beneficiaries, Development of Service Manuals</b>						
<b>Deliverable 1: Service Manuals of the trainings and mentorship activities</b>						
Price Item	A. Number of Staff	Unit	B. Quantity per staff	C. Total Quantity** (=AxB)	D. Unit Price*** (USD)	E. Total Price (=CxD) (USD)
Team Leader	1	working day				
Entrepreneurship Experts	2	working day				
Assistant Expert	1	working day				
Travel Expenses*	N/A	Round- Trip flights	N/A			
Accommodation Expenses*	N/A	Nights	N/A			
Other Expenses*	N/A	Lump- Sum	Lump-Sum	Lump-Sum		



(communication, stationary, printing, visibility materials, car rental etc.)						
Total Price of Deliverable 1 (USD)						

**Task 2: Implementation of the Incubation Programme**

**Activity 1: Organization and execution of training sessions**

**Deliverable 2: Evaluation report on implementation of training sessions**

Price Item	A. Number of Staff	Unit	B. Quantity per staff	C. Total Quantity** (=AxB)	D. Unit Price*** (USD)	E. Total Price (=CxD) (USD)
Trainers		working day				
Travel Expenses*	N/A	Round-Trip flights	N/A			
Accommodation Expenses*	N/A	Nights	N/A			
Other Expenses* (communication, stationary, printing, car rental etc.)	N/A	Lump-Sum	Lump-Sum	Lump-Sum		
Total Price of Deliverable 2 (USD)						

**Task 2: Implementation of the Incubation Programme**

**Activity 2: Organization and provision of mentorship support**

**Deliverable 3: Evaluation Report on implementation of mentorship sessions**

Price Item	A. Number of Staff	Unit	B. Quantity per staff	C. Total Quantity** (=AxB)	D. Unit Price*** (USD)	E. Total Price (=CxD) (USD)
Mentors		working day				
Travel Expenses*	N/A	Round-Trip flights	N/A			
Accommodation Expenses*	N/A	Nights	N/A			
Other Expenses*	N/A	Lump-Sum	Lump-Sum	Lump-Sum		

(communication, stationary, printing, car rental etc.)						
Total Price of Deliverable 3 (USD)						

**Task 3: Completion of the Applications for National/International Support/Grant Programmes**  
**Activity 1: Application for National/International Support/Grant Programmes**  
**Deliverable 4: Application forms of all 20 beneficiaries (proof of submission).**

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

**Task 4: Preparation and Submission of the Final Report and Organization and Execution of a Demo Day**  
**Activity 1-2: Preparation and Submission of the Final Report and Organization and Execution of a Demo Day**  
**Deliverable 5: Consolidated final report about the outputs of implementation of the Incubation Programme.**

Price Item	A. Number of Staff	Unit	B. Quantity per staff	C. Total Quantity** (=AxB)	D. Unit Price*** (USD)	E. Total Price (=CxD) (USD)
Team Leader	1	working day				
Entrepreneurship Experts	2	working day				
Assistant Expert	1	working day				

Travel Expenses*	N/A	Round-Trip flights	N/A			
Accommodation Expenses*	N/A	Nights	N/A			
Other Expenses* (communication, stationary, printing, visibility materials, car rental etc.)	N/A	Lump-Sum	Lump-Sum	Lump-Sum		
Total Price of Deliverable 5 (USD)						

<b>GRAND TOTAL PRICE PROPOSAL (USD)</b>	
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Table 2: Breakdown of Professional Fees

Price Item	A.Unit Price (Daily Rate) (USD)***	B.Total Number of Working Days**	C.Total Price Proposed (=Ax B) (USD)
Team Leader			
Entrepreneurship Expert 1			
Entrepreneurship Expert 2			
Assistant Expert			
Trainers			
Mentors			
<b>Subtotal of Professional Fees</b>			

Table 3: Breakdown of Travel, Accommodation and Other Expenses

Price Item	Unit of Measurement	A.Unit Price (USD)	B.Quantity	C.Total Price Proposed (=Ax B) (USD)
Travel	Round Trip Flights			
Accommodation	Nights			
Other Expenses	Lump-Sum	Lump-Sum	Lump-Sum	
<b>Subtotal of Travel, Accommodation and Other Expenses</b>				

Table 4: Summary of the Financial Proposal

	Amount (USD)
<b>Professional Fees (from Table 2)</b>	
<b>Travel, Accommodation and Other Expenses (from Table 3)</b>	
<b>GRAND TOTAL PRICE PROPOSAL (USD) (shall be the same as the total amount at the end of Table 1)</b>	

\* The Proposers shall provide details of travel, accommodation and other expenses in case they put a price for those items. Total quantity (Column C) for travel and accommodation items shall be the total number of 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. Hence, the details shall include allocation of total number of round-trip flights/nights to each staff.

\*\* The maximum total number of working days that can be proposed for key and non-key personnel for this assignment are given in Table 5 below. These maximum working days are determined in accordance with duration of the assignment and activities. Proposers can propose quantities that are lower than those given in the table, but **they cannot exceed these quantities in their financial proposals. If the total number of working days proposed for any key or non-key personnel exceeds below mentioned maximum number, the proposal will be rejected by UNDP.** The number of working days that can be proposed for any key or non-key personnel (Column B: Quantity per staff in the price schedule) for a particular activity/deliverable cannot exceed the duration of the activity/deliverable mentioned in Section 5 Terms of Reference.

**Table 5: The maximum total number of working days that can be proposed for key and non-key personnel for each activity/deliverable.**

Team Leader	66 working days (22 working days per month x 3 months)
2 Entrepreneurship Experts	132 working days (66 working days x2 staff)
1 Assistant Expert	66 working days
Trainers	12 working days
Mentors	40 working days

If a key personnel (team leader or entrepreneurship expert) also works as a trainer, then the total number of days spent for training by that staff will be deducted from the maximum total number of days foreseen in above table. For example, if an entrepreneurship expert is proposed also as a trainer and conducts 6 days of training, then the total maximum number of working days that can be proposed for entrepreneurship experts decreases to 126 working days.

\*\*\* Unit prices (daily rates) proposed for each of the key or non-key personnel shall be the same in each activity/deliverable.

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

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To: UNDP

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

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

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

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

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

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

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

#### SIGNATURE AND SEAL OF THE GUARANTOR BANK

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

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

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

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

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

Address \_\_\_\_\_

*[Stamp with official stamp of the Bank]*