



## REQUEST FOR PROPOSAL (RFP)

Nordic Representation Office United Nations Development Programme Marmorvej 5, 2100 Copenhagen, Denmark	DATE: March 6, 2019
	RFP-UNDP-NRO CPH-2019-Evaluation of the SDG Accelerator

Dear Sir / Madam:

We kindly request you to submit your Proposal for **Evaluation of the SDG Accelerator for SMEs** as annexed in Annex 3 of this RFP. Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before Monday, March 25, 2019 and via email to the address below:

**United Nations Development Programme**  
***Nordic Representation Office***  
Procurement.nro@undp.org  
Subject line: *Evaluation of the SDG Accelerator*

Your Proposal must be submitted in English, and valid for a minimum period of 60 days

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) 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.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link :

[https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscoc/conduct\\_english.pdf](https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscoc/conduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

*Michael Toft*  
*Operations Manager*  
3/5/2019

## Description of Requirements

Context of the Requirement	<p>The aim of the <i>SDG Accelerator</i> programme is to accelerate Danish SMEs' work with the SDGs, thereby supporting their competitiveness and their future social and environmental contribution to achieving the SDGs. This is done by developing new and innovative business models, products or services in 30 Danish companies across Denmark. 13 companies participated in 2018 and 17-19 companies will participate in 2019.</p> <p>The basis of the programme is a tailor-made 9-11 month acceleration and innovation journey, where companies test and review the programme, and as part of this process develop products, services or business models that address the SDGs and at the same time contribute to growth and new business. It is crucial that the solutions have both commercial potential as well as positive impact on the SDGs. At the end of the innovation processes, the companies will have developed a business plan. This business plan is not expected to be implemented during the innovation journey, but after the completion of the programme.</p>
Implementing Partner of UNDP	The <i>SDG Accelerator</i> is an initiative funded by The Danish Industry Foundation and implemented by UNDP in cooperation with Monitor Deloitte.
Brief Description of the Required Services	<p>The UNDP Nordic Representation Office (NRO) is looking for an external partner to conduct an evaluation of the initiative, <i>SDG Accelerator for SMEs</i>, over the course of 2019. The <i>SDG Accelerator</i> is an initiative funded, which aims to support 30 Danish SMEs in developing innovative business solutions focusing on the Sustainable Development Goals (SDGs).</p> <p>Please see the attached the <b>ToR</b> for further details on the nature of the work and other details of the requirements.</p>
List and Description of Expected Outputs to be Delivered	<ol style="list-style-type: none"> <li>1. A final report of around 50 pages</li> <li>2. Access to the collected data (quantitative and qualitative)</li> <li>3. Present key findings to the program's Advisory Board</li> <li>4. Present key findings to the program's funder, Industriens Fond</li> </ol>
Person to Supervise the Work/Performance of the Service Provider	The overall responsibility for managing the evaluation will be with Kristoffer Nilaus Tarp and Stine Junge from UNDP NRO.
Frequency of Reporting	<i>As needed, based planning of the assignment</i>
Progress Reporting Requirements	<ol style="list-style-type: none"> <li>1. An evaluation plan with a detailed timeline, evaluation methodology, selection of case companies, etc. (one month after signing of contract)</li> <li>2. A mid-term update on the evaluation progress and possibly preliminary findings (half way into the evaluation)</li> </ol>

	<ul style="list-style-type: none"> <li>3. A final report of around 50 pages (February-March 2020)</li> <li>4. Access to the collected quantitative and qualitative data (February-March 2020)</li> <li>5. Present key findings to the program's Advisory Board (February-March 2020)</li> <li>6. Present key findings to the program's funder, Industriens Fond (February-March 2020)</li> </ul>
Location of work	<input checked="" type="checkbox"/> Exact Address/es UN City Marmorvej 51, 2100 Copenhagen, Denmark <input checked="" type="checkbox"/> At Contractor's Location, if required, for technical works specifically indicated in the proposal
Expected duration of work	14 months
Target start date	01/05/2019
Deadline for submission of questions for clarification	13/03/2019
Deadline for submission of proposals	25/03/2019
Latest completion date	30/09/2020
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input checked="" type="checkbox"/> Office space and facilities <input type="checkbox"/> Land Transportation <input type="checkbox"/> Others <i>[pls. specify]</i>
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Currency of Proposal	<input checked="" type="checkbox"/> Local Currency: Danish Kroner (DKK)
Value Added Tax on Price Proposal	<input type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes

<p>Validity Period of Proposals (Counting for the last day of submission of quotes)</p>	<p><input checked="" type="checkbox"/> 60 days  <input type="checkbox"/> 90 days  <input type="checkbox"/> 120 days</p> <p>In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.</p>																							
<p>Partial Quotes</p>	<p><input checked="" type="checkbox"/> Not permitted  <input type="checkbox"/> Permitted</p>																							
<p>Payment Terms</p>	<table border="1"> <thead> <tr> <th data-bbox="456 659 651 730">Outputs</th> <th data-bbox="651 659 867 730">Percentage</th> <th data-bbox="867 659 1045 730">Timing</th> <th data-bbox="1045 659 1341 730">Condition for Payment Release</th> </tr> </thead> <tbody> <tr> <td data-bbox="456 730 651 1087">An evaluation plan with a detailed timeline, evaluation methodology, selection of case companies, etc.</td> <td data-bbox="651 730 867 1087">10%</td> <td data-bbox="867 730 1045 1087">One month after signing contract</td> <td data-bbox="1045 730 1341 1087" rowspan="5">           Within thirty (30) days from the date of meeting the following conditions:            a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and            b) Receipt of invoice from the Service Provider.         </td> </tr> <tr> <td data-bbox="456 1087 651 1373">A mid-term update on the evaluation progress and possibly preliminary findings</td> <td data-bbox="651 1087 867 1373">10%</td> <td data-bbox="867 1087 1045 1373">Half way into the evaluation</td> </tr> <tr> <td data-bbox="456 1373 651 1520">A final report of around 50 pages</td> <td data-bbox="651 1373 867 1520">60%</td> <td data-bbox="867 1373 1045 1520">February-March 2020)</td> </tr> <tr> <td data-bbox="456 1520 651 1772">Access to the collected quantitative and qualitative data</td> <td data-bbox="651 1520 867 1772">15%</td> <td data-bbox="867 1520 1045 1772">February-March 2020</td> </tr> <tr> <td data-bbox="456 1772 651 1860">Present key findings to</td> <td data-bbox="651 1772 867 1860">5%</td> <td data-bbox="867 1772 1045 1860">February-March 2020</td> </tr> </tbody> </table>				Outputs	Percentage	Timing	Condition for Payment Release	An evaluation plan with a detailed timeline, evaluation methodology, selection of case companies, etc.	10%	One month after signing contract	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.	A mid-term update on the evaluation progress and possibly preliminary findings	10%	Half way into the evaluation	A final report of around 50 pages	60%	February-March 2020)	Access to the collected quantitative and qualitative data	15%	February-March 2020	Present key findings to	5%	February-March 2020
Outputs	Percentage	Timing	Condition for Payment Release																					
An evaluation plan with a detailed timeline, evaluation methodology, selection of case companies, etc.	10%	One month after signing contract	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.																					
A mid-term update on the evaluation progress and possibly preliminary findings	10%	Half way into the evaluation																						
A final report of around 50 pages	60%	February-March 2020)																						
Access to the collected quantitative and qualitative data	15%	February-March 2020																						
Present key findings to	5%	February-March 2020																						

	the program's Advisory Board and to the program's funder, Industriens Fond		February-March 2020		
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Kristoffer Nilaus Tarp and Stine Junge from UNDP NRO.				
Type of Contract to be Signed	<input type="checkbox"/> Purchase Order <input type="checkbox"/> Institutional Contract <input checked="" type="checkbox"/> Contract for Professional Services <input type="checkbox"/> Long-Term Agreement <input checked="" type="checkbox"/> Other Type of Contract: IC contract Contract type will depend on the awarded supplier.				
Criteria for Contract Award	<input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.				
Criteria for the Assessment of Proposal	<p><b><u>Technical Proposal (70%)</u></b></p> <input checked="" type="checkbox"/> Expertise of the Firm/individual 30 % <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 40 % <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 30 %				
	<p><b><u>Financial Proposal (30%)</u></b></p> To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.				
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service Providers, depending on the following factors:				

<p>Contract General Terms and Conditions</p>	<p><input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services)</p> <p>Applicable Terms and Conditions are available 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>
<p>Annexes to this RFP</p>	<p><input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2)</p> <p><input checked="" type="checkbox"/> Detailed TOR (Annes 3)</p> <p><input type="checkbox"/> Others <i>[pls. specify]</i></p>
<p>Contact Person for Inquiries (Written inquiries only)</p>	<p><i>Edna Muratagic</i>  <i>Procurement.nro@undp.org</i></p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
<p>Other Information <i>[pls. specify]</i></p>	

## FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL

*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>1</sup>)*

[insert: Location]

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated 3/6/2019, and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

### A. Qualifications of the Service Provider

*The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:*

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Full Year Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.;*
- d) Track Record – list of relevant clients (minimum 2) for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- e) Certificates and Accreditation – including Quality Certificates, Environmental Sustainability Certificates, etc, if applicable*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

### B. Proposed Methodology for the Completion of Services

*The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.*

<sup>1</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes



**C. Qualifications of Key Personnel**

*The Service Provider must provide:*

- a) *A brief background of the Applicant/Applicants and a letter of intent;*
- b) *Evidence of experience undertaking similar works;*
- c) *Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;*
- d) *CVs demonstrating qualifications must be submitted; and*
- e) *Written confirmation from each personnel that they are available for the entire duration of the contract.*

**D. Cost Breakdown per Deliverable\***

	<b>Deliverables [list them as referred to in the RFP]</b>	<b>Percentage of Total Price (Weight for payment)</b>	<b>Price (Lump Sum, All Inclusive)</b>
1	An evaluation plan with a detailed timeline, evaluation methodology, selection of case companies, etc.	10%	
2	A mid-term update on the evaluation progress and possibly preliminary findings	10%	
3	A final report of around 50 pages	60%	
4	Access to the collected quantitative and qualitative data	15%	
5	Present key findings to the program’s Advisory Board to the program’s funder, Industriens Fond	5%	
	<b>Total</b>	<b>100%</b>	

*\*This shall be the basis of the payment tranches*

**E. Cost Breakdown by Cost Component [This is only an Example]:**

<b>Description of Activity</b>	<b>Remuneration per Unit of Time</b>	<b>Total Period of Engagement</b>	<b>No. of Personnel</b>	<b>Total Rate</b>
<b>I. Out of Pocket Expenses</b>				
1. Travel Costs				
6. Others				
<b>II. Other Related Costs</b>				

*[Name and Signature of the Service Provider’s Authorized Person]  
 [Designation]  
 [Date]*



## Specifications of the Services Required

<b>Project Title:</b>	Support for the SDG Accelerator Programme
<b>Duty Station:</b>	UNDP Denmark
<b>Duration of Appointment:</b>	14 months
<b>Expected Start Date:</b>	1 May 2019

The UNDP Nordic Representation Office (NRO) is looking for an external partner to conduct an evaluation of the initiative, *SDG Accelerator for SMEs*, over the course of 2019. The *SDG Accelerator* is an initiative funded by The Danish Industry Foundation and implemented by UNDP in cooperation with Monitor Deloitte, which aims to support 30 Danish SMEs in developing innovative business solutions focusing on the Sustainable Development Goals (SDGs).

Interested individuals, companies and institutions are invited to submit a proposal for the task, which must contain at least:

- A description of the bidder and relevant references (examples of similar tasks may be attached)
- A presentation of the individual/s who will be involved in the evaluation and his/her/their relevance to the assignment
- A description of the bidder's proposed approach to the evaluation
- A budget with main items

Interested candidates are invited to submit their applications together with curriculum vitae and relevant supporting documents to the following address:

**The deadline for submitting applications is 25 March 2019.**

### 1. Background

#### 1.1. Background to the project to be evaluated/reviewed

The aim of the *SDG Accelerator* programme is to accelerate Danish SMEs' work with the SDGs, thereby supporting their competitiveness and their future social and environmental contribution to achieving the SDGs. This is done by developing new and innovative business models, products or services in 30 Danish companies across Denmark. 13 companies participated in 2018 and 17-19 companies will participate in 2019.

The basis of the programme is a tailor-made 9-11 month acceleration and innovation journey, where companies test and review the programme, and as part of this process develop products, services or business models that address the SDGs and at the same time contribute to growth and new business. It is crucial that the solutions have both

commercial potential as well as positive impact on the SDGs. At the end of the innovation processes, the companies will have developed a business plan. This business plan is not expected to be implemented during the innovation journey, but after the completion of the programme.

Specifically, the *SDG Accelerator* process involves:

- 1) A 9-11 month structured SDG innovation process, in which businesses are assisted in working with their solutions through a number of activities. Various aspects of the solution (business model, partnerships, communication, SDG impact, risk management, financing, etc.) are addressed during a number of individual meetings as well as a number of workshops where all companies are brought together and supported by a number of innovative tools and documentation methods.
- 2) A tool-kit for employee engagement, supporting businesses in involving their employees with the sustainability agenda and ensuring a better understanding of the SDGs through communication and a number of activation concepts.
- 3) Assistance with communicating about the programme and the developed solutions to an external audience.

## **2. Purpose and Justification of the Evaluation**

The evaluation aims at providing an external assessment of whether the project delivers on its objectives and whether the desired effects are achieved, and present key lessons learned.

## **3. Objectives of the Evaluation**

The evaluation should be based on the overall objective of the programme, namely to utilize the SDGs as a lever for growth and innovation by using the SDGs as a framework for developing new sustainable products, services or business models. The success criterion for the *SDG Accelerator for SMEs* is therefore that small and medium-sized Danish industrial companies manage to use the SDGs as a lever for innovation.

The Report should:

- Contain an executive summary (mandatory)
- Present a concise and accessible analysis of the program's ability to deliver on its objectives
- Be structured around issues and related findings/lessons learnt
- Include conclusions
- Include recommendations for future programs of a similar nature

## **4. Evaluation Outputs**

1. An evaluation plan with a detailed timeline, evaluation methodology, selection of case companies, etc.
2. A mid-term update on the evaluation progress and possibly preliminary findings
3. A final report of around 50 pages
4. Access to the collected data (quantitative and qualitative)
5. Present key findings to the program's Advisory Board
6. Present key findings to the program's funder, Industriens Fond

## 5. Management of the Evaluation

The overall responsibility for managing the evaluation will be with Kristoffer Nilas Tarp and Stine Junge from UNDP. UNDP will facilitate contact to the companies and all relevant documentation.

## 6. Evaluation approach and operating principles

The consultants should operate on principles that are in line with the spirit of the UN system. The evaluation will take a utilization focused approach and therefore be consultative and participatory in nature. The evaluation will be conducted in accordance with the UNDP Evaluation Policy[1] and the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System[2], as they apply to UNDP.

The evaluation should be independent, transparent, inclusive, participatory and utilization focused. The evaluation will seek broad engagement from relevant stakeholders during all stages. This will allow for the full range of information and experience to be captured and will also help to ensure the relevance and utilization of evaluation findings and recommendations.

## 7. Qualifications Skills and Attributes Required and the criteria for selection

UNDP is looking for an evaluator who is financially and institutionally independent from the *SDG Accelerator* process and may be an individual, a company or a public institution, e.g. an academic institution.

### Competencies

The assignment requires extensive expertise in the area of complex project and programme evaluation; with specific experience in evaluation of strategic planning efforts. The following is a list of the required qualifications:

- Strong leadership and coordination in team settings;
- Extensive knowledge and experience in evaluation and evaluation methodologies, including theory of change;
- Strong knowledge of the SDGs and the private sector
- Excellent ability to engage and communicate with a variety of stakeholders
- Ability to read and speak Danish
- Excellent track record of drafting similar reports in Danish

### Education

Minimum requirement of an advanced university degree (Masters' degree equivalent or above) in programme and project evaluation, social sciences, public administration/management. (Higher points to be given for applicants having a degree related to project management and evaluation)

### Experience

- Minimum of 6 years of demonstrated experience undertaking programme and project evaluations of community-driven development initiatives;
- Demonstrated experience in setting strong relationships with clients, focusing on impacts and results for clients, and responding positively to feedback;
- Experience in assessing and reviewing programme results and performance in complex organizations;
- Experience and knowledge of evaluation culture and implementation of results reporting, specifically results based management;
- Excellent analytical and report writing skills;

- Proven work experience in use of participatory evaluation methods for identifying measurable target indicators;
- Knowledge of and experience working with UN Organizations is an asset

#### **Approach and Proposed Methodology**

The evaluation should apply a mixed methods approach. A quantitative survey questionnaire is used to document the participant's experience of the project, the outcomes and overall satisfaction with the collaboration. For 2019, this can be conducted both at the beginning and at the end of the process. A part of the quantitative survey should focus on the ability of the program to increase the knowledge of the SDGs among the participating companies' staff. The quantitative questionnaire should be approved by UNDP and Industries Fond.

Semi-structured qualitative interviews should be conducted with expectedly 3-4 participants from 2018 as well as 3-4 participants from 2019 (at the beginning and end of the project) will be used to deepen and qualify the companies' outcomes and experiences of the process. The qualitative interview guide should be approved by UNDP and Industries Fond.

An activity log should be kept to continuously document that the project delivers the key activities and obligations, as well as to register participation from companies and others involved in relevant activities.

#### **Language requirements**

Professional written and spoken Danish and English is required;

#### **Payment modalities and specifications**

The Consultant/s will be paid on monthly basis. UNDP will cover costs relating to transportation to and from company sites.