## REQUEST FOR PROPOSAL (RFP)

## Revised $1^{\text {st }}$ version

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| Nordic Representation Office <br> United Nations Development Programme <br> Marmorvej 5, 2100 Copenhagen, Denmark | DATE: March 13, 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 <br> Nordic Representation Office <br> Procurement.nro@undp.org <br> 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-andsanctions.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/unscc/con duct 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 | 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. <br> Read more on the website here: http://www.sdg-accelerator.org/content/sdg-accelerator/en/home/about.html <br> You can download all the cases from the participating companies in 2018 on our website here: http://www.sdg-accelerator.org/content/sdgaccelerator/en/home/library/Companycases2018.html <br> 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. |
| :---: | :---: |
| Implementing <br> Partner of UNDP | The SDG Accelerator is an initiative funded by The Danish Industry Foundation and implemented by UNDP in cooperation with Monitor Deloitte. |
| Brief Description of the Required Services | 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, which aims to support 30 Danish SMEs in developing innovative business solutions focusing on the Sustainable Development Goals (SDGs). <br> Please see the attached the ToR for further details on the nature of the work and other details of the requirements. |
| List and Description of Expected Outputs to be Delivered | 1. A final report of around 50 pages <br> 2. Access to the collected data (quantitative and qualitative) <br> 3. Present key findings to the program's Advisory Board <br> 4. Present key findings to the program's funder, Industriens Fond |
| Person to Supervise the Work/Performanc e 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 | As needed, based planning of the assignment |
| :---: | :---: |
| Progress Reporting Requirements | 1. An evaluation plan with a detailed timeline, evaluation methodology, selection of case companies, etc. (one month after signing of contract) <br> 2. A mid-term update on the evaluation progress and possibly preliminary findings (half way into the evaluation) <br> 3. A final report of around 50 pages (February-March 2020) <br> 4. Access to the collected quantitative and qualitative data (February-March 2020) <br> 5. Present key findings to the program's Advisory Board (February-March 2020) <br> 6. Present key findings to the program's funder, Industriens Fond (February-March 2020) |
| Location of work | ® Exact Address/es UN City Marmorvej 51, 2100 Copenhagen, Denmark <br> $\boxtimes$ At Contractor's Location, if required, for technical works specifically indicated in the proposal |
| Expected duration of work | 11 months |
| Target start date | 01/05/2019 |
| Deadline for submission of questions for clarification | 13/03/2019 |
| Deadline for submission of propsals | 25/03/2019 |
| Latest completion date | 31/03/2020 |
| Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal) | Office space and facilities Land Transportation Others [pls. specify] |
| Implementation <br> Schedule <br> indicating breakdown and timing of activities/subactivities | © Required Not Required |
| Names and curriculum vitae of individuals who will be involved in completing the services | © Required Not Required |


| Currency of Proposal | \ Local Currency: Danish Kroner (DKK) |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| Value Added Tax on Price Proposal | $\square$ must be inclusive of VAT and other applicable indirect taxes $\boxtimes$ must be exclusive of VAT and other applicable indirect taxes |  |  |  |
| Validity Period of Proposals (Counting for the last day of submission of quotes) | 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. |  |  |  |
| Partial Quotes | $\boxed{\square}$ Not permitted |  |  |  |
| Payment Terms | 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: <br> a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and <br> b) Receipt of invoice |
|  | A mid-term update on the evaluation progress and possibly preliminary findings | 10\% | Half way into the evaluation | from the Service Provider. |
|  | A final report of around 50 pages | 60\% | February- <br> March 2020) |  |
|  | Access to the collected quantitative and | 15\% | February- <br> March 2020 |  |



|  | 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: | © One and only one Service Provider One or more Service Providers, depending on the following factors: |
| Contract General <br> Terms and <br> Conditions | General Terms and Conditions for contracts (goods and/or services) <br> Applicable Terms and Conditions are available at: <br> http://www.undp.org/content/undp/en/home/procurement/business/ho w-we-buy.html |
| Annexes to this RFP | X Form for Submission of Proposal (Annex 2) <br> x Detailed TOR (Annex 3) <br> $\boxtimes$ Others Annex 4, Overview of Participating companies in 2019 |
| Contact Person for Inquiries (Written inquiries only) | Edna Muratagic <br> Procurement.nro@undp.org <br> 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. |
| Other Information [pls. specify] | Please submit your proposal in English and please note that the final evaluation of the SDG Accelerator for SMEs is expected to be written in Danish |

## FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery ${ }^{1}$ )
[insert: Location].
[insert: Date]

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To: [insert: Name and Address of UNDP focal point]
Dear Sir/Madam:
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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.

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## 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*

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

*This shall be the basis of the payment tranches
E. Cost Breakdown by Cost Component [This is only an Example]:

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

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


# Specifications of the Services Required 

| Project Title: | Support for the SDG Accelerator Programme |
| :--- | :--- |
| Duty Station: | UNDP Denmark |
| Duration of Appointment: | 14 months-11 months |
| Expected Start Date: | 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 $\mathbf{2 5}$ 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 Nilaus Tarp and Stine Junge from UNDP. The evaluator will report to both and to the Steering Committee of the SDG Accelerator when requested. 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 with 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 upon deliverables. UNDP will cover costs relating to transportation to and from company sites.

## Participating companies 1/4

Ganni designs high quality, easy-to-wear pieces for women. GANNI is represented in more than 400 retailers around the world as well as through 21 concept stores across Denmark, Norway and Sweden.

Aquapri is a Danish family owned fish breeder company with more than

Sera Scandia is dedicated to the production and distribution of products

6 Sera Scandia *

## SHAマK

SOLUTIONS applied in Biotechnology and Nutrition, working through subsidiaries and associated companies across the world. The company has become an expert in creating added value for animal by products, specialising in turning animal blood into Food, Feed and Biotechnology products.

Unibio is a biotechnology which owns the rights to a unique fermentation technology - the U-Loop technology. Uniprotein $®$, the end-product resulting from the technology, can be used as a direct supplement in feed for animals. It can substitute fishmeal, a traditional feed component and an increasingly scarce resource.

Shark Solutions is a cleantech company focused on giving a new life to post-consumer PVB (PolyVinyl Butyral) from windshields and architectural/building glass (laminated glass). Their PVB recycling factories in Europe and the USA transform this former waste material into advanced sustainable polymers that have use in many industrial applications worldwide.

## Participating companies 2/4

Friland specialises in organic meat production and high animal welfare standards. In the Danish market, Friland sells organic beef and pork under brands such as Friland Organic, Friland Free Range Pork, Friland Beef and Friland Limousine Beef. A large proportion of Friland's production is also sold on the international market.

KMC supplies potato-based ingredients to food industry clients throughout the world. Their ingredients are an integral component in a vast range of foods products. The company is $100 \%$-owned by Danish potato growers in Denmark.

Wood Wood is a contemporary fashion and lifestyle brand founded in 2002 and based in Denmark. Wood Wood combines fashion conscious sophistication with urban roots in an unpretentious manner. They have their own stores in Copenhagen, Aarhus, and Berlin as well as an online store.

Pack Tech is an international company which specialises in developing and selling packaging solutions for products in the cosmetic and pharmaceutical industries through sales offices in Denmark, Sweden, Germany, United Kingdom, France, Poland and China.

## Participating companies 3/4

## BRAmIDAn

Bramidan supplies waste handling solutions. They develop and produce reliable and user-friendly balers and compactors for cardboard, plastic and other recyclable materials. They have an international reach with a global network of dedicated distributors in many countries around the world, and sales offices in Holland, Poland and Chicago in North America.

## Eltronic

Eltronic is a consulting and engineering company specialised in the optimisation of industrial processes in wind, marine and production. They offer solutions at all steps of the product development cycle - from concept to manufacturing and after sales service, specialising within three main areas - Production Systems, Wind Solutions and FuelTech.

Casa is a company focused on the development and construction of real estate. They develop, construct and renovate a variety of construction projects under turnkey and general contracts across the country.


Nordisk designs, produces and markets outdoor equipment for both extreme performance and leisure use. The aesthetics is rooted in the Scandinavian design tradition, with simple yet functional products made from innovative and technical materials.

Effektiv forsyning, til for dig

Fors is a utility company in Holbæk, Lejre and Roskilde. They have ~180 employees who supply water, district heating, clean wastewater, collect waste and operate recycling sites.

## Participating companies 4/4



AQUAPORIN

Aquaporin is a global water technology company dedicated to revolutionising water purification through the use of industrial biotechnological techniques and thinking.

SwipBox is a software company with a hardware solution. They add convenience for the logistics, retailers and the consumers through their innovative software and solid parcel lockers. SwipBox operates parcel locker networks in more than 40 countries.

Rudolph Care is a series of organic and sustainable beauty products, where the blue-black berry Acai is the key ingredient. Rudolph Care is the first brand on the market to be certified by both the Nordic Ecolabel and ECOCERT certification.

Stryhns is a modern food producer that represents contemporary everyday food rooted in the Danish food culture. They produce and market several brands such as Graasten, Langelænder, Jensens Køkken, Royal leverpostej and Slagtermester Andersen.


[^0]:    ${ }^{1}$ Official Letterhead/Stationery must indicate contact details - addresses, email, phone and fax numbers - for verification purposes

