



Empowered lives.
Resilient nations.

Application Documents

Section 1 - Call for Proposals

Kampala, 06 November 2017

‘Scaling up inclusive business models in support of tourism industry in Uganda’

Open Innovation Challenge

Dear Madam/Sir

1. The United Nations Development Programme (UNDP) Uganda hereby invites you to submit a Proposal to an Open Innovation Challenge for the above subject.
2. This Call includes the following documents:
 - Section 1 – This Call for Proposals Invitation Letter
 - Section 2 – Instructions to Innovators
 - Section 3 – Terms of Reference
 - Section 4 – Proposal Submission Cover Letter
 - Section 5 – Innovator Information Form
 - Section 6 – Proposed Budget (Excel)
3. Your proposal comprising of a Proposed Solution, Proposed Budget and all other requested documents should be submitted in accordance with Section 2: Instructions to Innovators, Clause 18.
4. Should you need further clarification, kindly communicate with the contact person indicated in Section 2: Instruction to Innovators, duly assigned to handle all queries for this Call.
5. We look forward to receiving your proposal and thank you in advance for your interest in this UNDP Uganda Open Innovation Challenge Call.



Empowered lives.
Resilient nations.

Section 2 – Generic Instructions to Innovators

Innovation Challenge Call - Scaling up Inclusive Business Models

A. GENERAL

1. UNDP solicits Proposals in response to this Call. While innovators are encouraged to adhere to all the requirements of this Call, they are also encouraged to provide any suggestions and solutions that may achieve a more cost-effective and value-for-money approach to fulfilling the requirements of this Call.
2. Submission of a Proposal shall be deemed to constitute an acknowledgement by the Innovator that all obligations stipulated by this Call will be met and unless specified otherwise, the Innovator has read, understood and agreed to all the instructions provided in this Call.
3. Any Proposal submitted will be regarded as an offer by the Innovator and not as an acceptance of an offer of any Proposal by UNDP. This Call does not commit UNDP to award a contract.
4. Innovators shall not be in any position of conflict of interest arising from their current or future work with respect to UNDP.
5. All Innovators found to have a conflict of interest shall be disqualified. Innovators may be considered to have a conflict of interest with one or more parties in this solicitation process, if they:
 - 5.1 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, **Cost Analysis**, Terms of Reference and other documents to be used for the procurement of the goods and services to be purchased in this solicitation process;
 - 5.2 were involved in the preparation and/or design of the programme/project related to the services requested under this Call;
 - 5.3 have owners, officers, directors, controlling shareholders, or key personnel who are related by blood or affinity up to third civil degree to UNDP staff involved in procurement functions and/or the Government of the country receiving services under this Call;
 - 5.4 Submit more than one Proposal in this Call, either as an individual entity, or through its membership with a joint venture/consortium/association that is also submitting a Proposal for the same contract. However, this does not limit the participation of subcontractors in more than one Proposal;
 - 5.5 Have combined functions of consulting and supply of goods and the advisory services may lead to the procurement of such goods;
 - 5.6 Are found to be in conflict for any other reason, as may be established by, or at the discretion of, UNDP.

In the event of any uncertainty in the interpretation of what is potentially a conflict of interest, Innovators must disclose the condition to UNDP and seek UNDP's confirmation on whether or not such conflict exists.

6. The eligibility of Innovators that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as extent of Government ownership, receipt of subsidies, mandate, and access to information in relation to this Call, and others that may lead to undue advantage against other Innovators.

B. CONTENTS OF PROPOSAL



Empowered lives.
Resilient nations.

7. Sections of Proposal

Innovators are required to complete, sign and submit in email the following documents:

7.1 Proposal Submission Cover Letter (see Tool 7e);

7.2 Documents Establishing the Eligibility and Qualifications of the Innovator (see Tool f), including:

- Company Profile, which should not exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured
- Certificate of Registration of the business, including Articles of Incorporation, or equivalent document if Proposer is not a corporation

7.3 Proposed Solution

7.4 Proposed Budget;

7.5 Any attachments and/or appendices to the Proposal

8. Clarification of Proposal

Innovators may request a clarification of any of the Call documents no later than a week before the proposal submission date. Any request for clarification must be sent in writing, or by electronic means to the attention of the focal point in UNDP as indicated below. UNDP will respond in writing or by electronic means and will post written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all Innovators through the main page of advertisement for the Call. UNDP shall endeavour to provide such 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.

Contact Details for submitting clarifications/questions:

Focal Person in UNDP:

Wilson Kwamya

Attention:

Nicholas Burunde

E-mail address dedicated for this purpose:

tenders.kampala@undp.org with a copy to
winifred.senaji@undp.org

C. PREPARATION OF PROPOSALS

9. Cost of Proposal

The Innovator 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 in no case be responsible or liable for those costs, regardless of the conduct or outcome of the process.

10. Language of Proposal

The Proposal, as well as all related correspondence exchanged by the Innovator and UNDP, shall be written in English. Any printed literature furnished by the Innovator written in a language other than English, must be accompanied by a translation English. For purposes of interpretation of the Proposal, and in the event of discrepancy or inconsistency in meaning, the version translated into the English shall govern.

11. Proposal Format

As much as possible, the Innovator shall structure the Proposed Solution per the outline provided in ToRs. In addition, Innovators are encouraged to use the Generic template for proposed budget (Excel) to list all major cost components associated with the service. All outputs and activities described in the Proposed Solution must be priced separately on a one-to-one correspondence in the Proposed



Empowered lives.
Resilient nations.

Budget. Any output and activities described in the Proposed Solution but not priced in the Proposed Budget, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.

12. Currencies of Proposals

All prices from Innovators shall be quoted in United States Dollars.

13. Documents Establishing the Eligibility and Qualifications of the Innovator

The Innovator shall furnish evidence of its status as an eligible and qualified vendor, using the forms provided under Documents Establishing the Eligibility and Qualifications of the Innovator. The documentary evidence of the Innovator's qualifications to perform the Contract, if the contract is awarded to the Innovator, shall be established to UNDP's satisfaction. This evidence shall include, and must demonstrate, the following:

- 13.1 That, in the case of an Innovator offering to supply goods under the Contract which the Innovator did not manufacture or otherwise produce, the Innovator has been duly authorized by the goods' manufacturer or producer to supply the goods in the country of final destination; and
- 13.2 That the Innovator has the financial, technical, and production capability necessary to perform the Contract.

14 Joint Venture, Consortium or Association

If the Innovator is a joint venture, consortium, or association, all of the parties shall be jointly and severally liable to UNDP for the fulfilment of the provisions of the Contract and shall designate one party to act as a leader with authority to legally bind the joint venture, consortium, or association. The leader or lead entity, composition or the constitution of the joint venture, consortium, or association shall not be altered without the prior consent of UNDP.

15 Period of Validity

Proposals shall remain valid for 4 months, commencing on the submission deadline date indicated in the Call. A Proposal valid for a shorter period shall be immediately rejected by UNDP and rendered non-responsive. In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Innovators 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.

D. SUBMISSION AND OPENING OF PROPOSALS

16 Submission and Opening of Proposals

Proposals must be submitted with all relevant attachments to the email address tenders.kampala@undp.org

The subject line must be clearly marked as "Innovation Challenge Scaling-up Inclusive Business Models Proposal", and MUST also bear the name of the Innovator. Please note that the maximum file size attachable is 5MB.

17 Deadline for Submission of Proposals and Late Proposals

- 17.2 Proposals must be received by UNDP at the email address specified no later than 14:00 hours, Friday 17 November 2017.



Empowered lives.
Resilient nations.

17.3 UNDP shall not consider any Proposal that arrives after the deadline for submission of Proposals. Any Proposal received by UNDP after the deadline for submission of Proposals shall be declared late and rejected.

18 Withdrawal, Substitution, and Modification of Proposals

18.2 Innovators are expected to have sole responsibility for taking steps to carefully examine in detail the full consistency of its Proposals to the requirements of the Call, keeping in mind that material deficiencies providing information requested by UNDP, or clarity in the description of services to be provided, may result in the rejection of the Proposal. UNDP shall not assume any responsibility regarding erroneous interpretations or conclusions made by the Innovator in the course of understanding the Call out of the data furnished by UNDP.

18.3 An Innovator may withdraw, substitute or modify its Proposal after it has been submitted by sending a written notice in accordance with Call Clause 19, duly signed by an authorized representative, and shall include a copy of the authorization. The corresponding substitution or modification of the Proposal must accompany the respective written notice. All notices must be received by UNDP prior to the deadline for submission and submitted in accordance with Clause 19 (except that withdrawal notices do not require copies). The respective emails shall be clearly marked "WITHDRAWAL," "SUBSTITUTION," or "MODIFICATION".

18.4 No Proposal may be withdrawn, substituted, or modified in the interval between the deadline for submission of Proposals and the expiration of the period of proposal validity specified by the Innovator on the Proposal Submission Form or any extension thereof.

19 Proposal Opening

19.2 UNDP will open the Proposals according to procurement rules for opening applications receive by email.

19.3 The Innovators' names, modifications, withdrawals, the presence or absence of documents, and such other details as UNDP may consider appropriate, will be announced at the opening. No Proposal shall be rejected at the opening stage, except for late submission.

E. EVALUATION AND COMPARISON OF PROPOSALS

20 Confidentiality

20.2 Information relating to the examination, evaluation, and comparison of Proposals, and recommendation of contract award, shall not be disclosed to Innovators or any other persons not officially concerned with such process, even until publication of the contract award.

20.3 Any effort by an Innovator 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.

20.4 In the event that an Innovator is unsuccessful, the Innovator may seek a meeting with UNDP for debriefing, but said debriefing shall be limited to the discussions of the strengths and weaknesses of the Proposal of said Innovator, and no information relating to the Proposal or rating of other Innovators may be discussed.

21 Clarification of Proposals

To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Innovator for a clarification of its Proposal. UNDP's request for clarification and the response shall be in writing. Notwithstanding the written communication, 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. Any



*Empowered lives.
Resilient nations.*

unsolicited clarification submitted by an Innovator 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.

22 Preliminary Examination of Proposals

UNDP shall examine the Proposals to determine whether they are complete, whether the documents have been properly signed, and whether the Proposals are generally in order. UNDP reserves the right to reject any Proposal after preliminary examination of Proposal, if UNDP finds justifiable reason for such rejection, including but not limited to the discovery of significant or material deviation, conflict of interest, fraud, among others.

23 Evaluation of Proposals

23.2 UNDP shall examine the Proposals to confirm that all terms and conditions under the Instruction to Proposer and Innovators have been accepted by the Innovator without any deviation or reservation.

23.3 The evaluation committee shall review and evaluate the Proposals based on their responsiveness to the Terms of Reference and other documentation provided, applying the evaluation criteria and sub-criteria. Absolutely no changes may be made by UNDP in the criteria and sub-criteria after all Proposals have been received.

23.4 UNDP shall reserve the right to determine to its satisfaction the validity of information provided by the Innovator, through verification, due diligence and reference checking, among other means that it deems appropriate, at any stage within the selection process.

24 Responsiveness of Proposal

24.2 UNDP's determination of a Proposal's responsiveness is to be based on the contents of the Proposal itself.

24.3 A substantially responsive Proposal is one that conforms to all the terms, conditions, and specifications of the Call without material deviation, reservation, or omission.

24.4 If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Innovator by correction of the material deviation, reservation, or omission.

25 Nonconformities, Errors and Omissions

25.2 Provided that a Proposal is substantially responsive, UNDP may waive any nonconformities or omissions in the Proposal that do not constitute a material deviation.

25.3 Provided that a Proposal is substantially responsive, UNDP may request the Innovator 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 Innovator to comply with the request may result in the rejection of its Proposal.

25.4 Provided that the Proposal is substantially responsive, UNDP shall correct arithmetical errors on the following basis:

25.4.1 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;

25.4.2 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



*Empowered lives.
Resilient nations.*

25.4.3 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 subject to the above.

25.5 If the Innovator does not accept the correction of errors made by UNDP, its Proposal shall be rejected.

26 Fraud and Corruption

UNDP implements a policy of zero tolerance on fraud and corrupt practices and is committed to preventing, identifying and addressing all acts of fraud and corrupt practices against UNDP as well as third parties involved in UNDP activities.

F. AWARD OF CONTRACT

27 Right to Accept, Reject, or Render Non-Responsive Any or All Proposals

UNDP reserves the right to accept or reject any Proposal, to render any or all Proposals as nonresponsive, and to annul the challenge and reject all Proposals at any time prior to award of contract, without thereby incurring any liability to the affected Innovator, or any obligation to inform the affected Innovator(s) of the grounds for UNDP's action.

28 Award Criteria

Prior to expiration of the period of proposal validity, UNDP shall award the contract to the qualified Innovator with the highest evaluated score based on the evaluation method indicated in the Terms of Reference.

29 Right to Vary Requirements at the Time of Award

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 15% of the total price offer, without any change in the unit price or other terms and conditions.

30 Contract Signature

Within fifteen (15) days from the date of receipt of the Contract, the successful Innovator shall sign and date the Contract and return it to UNDP.

31 Bank Guarantee for Advanced Payment

In the event that the Innovator requests an advance payment, the request is duly accepted by UNDP, and the advanced payment requested exceeds 20% of the total proposal price, or exceeds the amount of \$30,000, UNDP shall require the Innovator to submit a Bank Guarantee in the same amount as the advanced payment. A bank guarantee for advanced payment shall be furnished in a form to be provided by UNDP, and by the agreed deadline as applicable.

32 Information to the Unsuccessful Innovators

UNDP shall write a letter of regret or an email to inform all unsuccessful Innovators as soon as a contract is signed with the most responsive offeror.

Section 3: TERMS OF REFERENCE (TORs)



Empowered lives.
Resilient nations.

I. GENERAL INFORMATION

- Title of the Innovation Challenge:** Scaling up inclusive business models in support of Uganda as a preferred sustainable and inclusive tourism destination with a tourism sector that creates opportunities for all
- Agency:** UNDP Uganda
- Managing Unit:** Inclusive Green Growth Programme
- Type of Contract:** Agreement between UNDP and the Winning Companies under the „Scaling up inclusive business models in support of Uganda as a preferred sustainable and inclusive tourism destination with a tourism sector that creates opportunities for all
- Expected Commencement Date:** 03 December 2017

II. BACKGROUND/RATIONALE

Tourism has been recognised as one of the key drivers of Uganda’s social and economic transformation over the last 10 years. In line with global trends, the tourism sector in Uganda has grown, creating a positive impact on employment creation and foreign exchange earnings for the country. The sector has emerged as the single largest export earner and contributed to 6.6% of the national GDP and to 15.7% of total exports in 2016. The total contribution of Travel & Tourism to employment, including jobs indirectly supported by the industry is 5.8%.

Notwithstanding this positive trend, the sector has not lived up to its full potential largely due to low competitiveness. Compared to neighbouring countries like Kenya, Tanzania and Rwanda, the competitiveness of Uganda’s tourism sector is still relatively low, resulting in lower numbers of visitors. This is mainly because of a narrow product range, relatively high prices, and inadequate skills of employees, low quality of services, an unfavourable tax regime, and high operational costs.

Despite the potential to include low-income people and local communities in tourism value chains, they are still largely excluded. Those people and communities living near and around Uganda’s tourism attractions have largely not been able to transform the experience of having tourist visitors in their area into business and income earning opportunities; for instance, through offering community based tourism products or providing goods and services to companies, lodges or restaurants that cater to tourists in these areas.

A mapping study of the tourism sector in Uganda revealed that there are four systemic challenges that are constraining sustainable and inclusive growth of the sector. These include: a) limited information on inclusive business practices; b) lack of policy incentives that promote inclusive business practices; c) limited capacity of tourism MSMEs to include low-income people and local communities into their value chains and d) absence of market linkages between key market players, including tourism MSMEs and local communities. Furthermore, the current sector coordination mechanisms are inadequate, incoherent and lack the resilience to effectively address the four challenges identified above.



*Empowered lives.
Resilient nations.*

Inclusive businesses present a promising approach to realize the sector's full potential for socio economic transformation and bring the benefits of economic growth in tourism directly to low-income people. Inclusive businesses are defined as businesses that include low-income people on the demand side as customers, and on the supply side as owners, employees, producers and entrepreneurs at various points within the value chain. They build bridges between business and the poor for mutual benefit by bringing the benefits of economic growth directly to low-income communities. Inclusive businesses create a strong foundation for profit and long-term sustainability and growth by bringing previously excluded people into the marketplace. By including low income people and local communities in tourism value and supply chains the tourism sector could increase its competitiveness and potential social economic transformation.

In line with its Private Sector Strategy, UNDP is becoming increasingly well positioned to support inclusive growth and development and contribute to the implementation of the Sustainable Development Goals (SDGs) to through innovative approaches of inclusive market development (IMD). Through IMD, UNDP engages the private sector and other stakeholders to improve opportunities for the poor to participate in markets.

The UNDP 2013 flagship report "Realizing Africa's Wealth - Building Inclusive Businesses for Shared Prosperity" calls for greater coordination of the diverse tourism stakeholders to achieve greater impact for inclusive businesses and ultimately low-income people. Inclusive Business Ecosystem Initiatives (IBEI) have been particularly successful in creating such inclusive business ecosystems. These initiatives coordinate diverse stakeholder in the ecosystem - companies, governments, development partners, civil society organizations (CSOs), research institutions and intermediaries - at multiple levels to ensure that individual activities build on and reinforce each other.

An essential part of the IBEIs are multi-stakeholder platforms that bring together all relevant stakeholders of the inclusive business ecosystem in a collaborative manner. A collective, coordinated and systemic intervention is needed to address the above-mentioned challenges and catalyse sustainable and inclusive growth of the sector.

In this regard, UNDP and Government of Uganda have developed an initiative aimed at strengthening the tourism inclusive business ecosystem in Uganda. The initiative – Uganda Tourism Ecosystem Platform (UTEP) – was established in April 2017, and is intended to catalyse inclusive growth and development of the tourism sector in Uganda. The UTEP brings together all relevant tourism stakeholders under one common platform to design and implement targeted interventions that address the above-mentioned ecosystem challenges that inhibit the growth of inclusive businesses. The Platform includes the Government of Uganda, Private Sector, Business Associations, Business Service Providers, Development Partners, Civil Society and Academia. The vision of the Uganda Tourism Ecosystem Platform is: "Uganda as a preferred sustainable and inclusive tourism destination with a tourism sector that creates opportunities for all".



Empowered lives.
Resilient nations.

So far, UNDP Uganda has carried out a mapping of inclusive businesses and their ecosystem, identified key challenges and opportunities in the ecosystem, supported the launch of the Uganda Tourism Ecosystem Platform, and defined a collaborative action plan for the UTEP in collaboration with other key stakeholders of the platform (refer to Annex 1). However, inclusive business models also face enterprise level challenges preventing them to grow, scale-up (geographically or into different product and service lines) and hence have a large positive impact on target communities. These challenges need to be identified and tackled. They may include gaps in business, technical and financial capacity.

III. OBJECTIVES OF THE CHALLENGE

UNDP Uganda now wishes to initiate an Innovation Challenge Call for “Scaling-up inclusive business models in support of Uganda as a preferred sustainable and inclusive tourism destination with a tourism sector that creates opportunities for all”. This Innovation Challenge Call seeks to support the scale-up of inclusive business solutions, by addressing key business level barriers through targeted funding and/or targeted technical assistance. Applicants should present an innovative idea/solution that helps them to scale-up operations and impact.

UNDP is inviting proposals from interested innovators who can implement their suggested ideas in a sustainable manner. All proposals must present the business model of the company/organization, show how it is inclusive and financially viable, explain which barriers the business/organization faces in scaling up, how the prize award would be used to overcome them, and what impact the solution would have on low income people and local communities.

The expected output from this Innovation Challenge Call is that UNDP supports up to five (5) inclusive businesses to scale-up operations, leading to a clear positive impact on the target beneficiaries and advancement towards Uganda as a preferred sustainable and inclusive tourism destination with a tourism sector that creates opportunities for all.

IV. CONSIDERATIONS FOR PREPARING THE PROPOSED SOLUTION

Who can apply?

Applications must be led by a private sector firm or a not-for-profit social enterprise with a financially sustainable business model.

- The organization must already operate an inclusive business. It must be able to show that a significant number of low-income people are already included in its value chain in a strategic way and for mutual benefit.
- It must match the prize award as part of its proposed budget (in cash or in-kind).

How to apply?

- Applicants must submit a proposal including a proposed solution for funding support. The proposed solution must explain the business model of the company, show how it is inclusive and financially viable, and explain which barriers the business faces in scaling up, and how the prize award would be used to overcome them.
- An outline of the proposal/proposed solution is provided below.



Empowered lives.
Resilient nations.

- Submit your proposal and other related documents to tenders.kampala@undp.org by no later than 14:00 hours, Friday 17 November 2017.

V. THE PRIZE

- Winners can receive up to US\$ 40,000 in cash and/or in-kind support (goods and services) through this Innovation Challenge! For example, if your business/organization struggles with a lack of skilled staff, the funding could be used for a training program. It could also be used to fund trainings of local communities to deliver products or services at a quality that matches market demand.
- The prize award contribution must be matched with at least the same amount by the recipient of the award, in cash or in-kind. In cash contribution on the part of innovators are encouraged and will be preferred in the evaluation. In case of in-kind matching, only new contributions (as opposed to existing resources) by the applicant will be taken into consideration. However, reassigning current employees to implement the proposed solution by carrying out new activities shall be considered an in-kind contribution.

VI. SUBMITTING YOUR PROPOSED SOLUTION

All proposed solutions must follow this Outline:

SECTION I. EXPERTISE OF FIRM/ ORGANISATION

- 1.1 Brief Description of Proposer as an Entity
- 1.2 Financial Capacity and/or Standing
- 1.3 Summary of Key Personnel Qualifications
- 1.4 Summary of Management Structure
- 1.5 Track Record and Experiences of having received similar support and managed the funding appropriately

SECTION II. BUSINESS MODEL

- 2.1 Business Model and Business Activities and Results showing financial viability or clear plan to get there
- 2.2 Impact on the Poor
- 2.3 Catalytic role for the industry
- 2.4 Potential for Replication or Scaling of the Business Model
- 2.5 Key constraints that the business model currently faces to scale-up

SECTION III. PROPOSED SCALING UP SOLUTION

- 3.1 Proposed solution explained
- 3.2 Need for public sector support
- 3.3 Approach for the implementation of the solution
- 3.4 Implementation Timelines
- 3.5 Implementation Budget and own contribution (please use the attached Excel sheet to

- document your budget)
- 3.6 Risk and Mitigation Measures
- 3.7 Reporting and Monitoring
- 3.8 Anti-corruption Strategy
- 3.9 Partners for the Project (if any)

ANNEXES

- Company Registration Certificate (Annex 1)
- Tax/VAT Certificate (Annex 2) if Applicable
- Two Years Audited Financial Statements (Annex 3), or equivalent, if available.

VII. CRITERIA FOR SELECTING THE WINNING INNOVATOR

UNDP will set up an evaluation committee, comprising mainly of UN staff, to review all proposals received using UNDP’s principles of fairness and integrity.

The following criteria will guide the selection of the winning proposal:

- Company has a solid performance track record (30%)
- Business model is sustainable, scalable, catalytic, and has a proven significant impact on the poor (30%)
- Proposed solution is effective and feasible with the available means and partner contribution (40%)

Please see the detailed scoring matrix and how points will be assigned, below:

| Summary of Proposed Solution Evaluation Form | | Points Obtainable | Score Weight |
|--|--|-------------------|--------------|
| 1 | Relevant Expertise of the Firm / Organization, including: | | |
| | <ul style="list-style-type: none"> • Reputation, credibility, reliability, industry standing | 50 | |
| | <ul style="list-style-type: none"> • General organizational capability • Experience of having received similar support and managed the funding appropriately | 150 100 | |
| Sub Total | | 300 | 30% |
| 2 | Commercial viability of the business model and impact on the poor and the industry, including: | | |
| | <ul style="list-style-type: none"> • Commercial sustainability of the business model • Proven positive impact on the poor | 75 | |

| | | | |
|--------------|--|------------------|-------------|
| | <ul style="list-style-type: none"> Potential for scaling or replication Catalytic effect on the industry | 75 | |
| | | 100 | |
| | | 50 | |
| Sub Total | | 300 | 30% |
| 3 | Effectiveness and feasibility of the proposed solution with the available means and additionality, including: <ul style="list-style-type: none"> Effectiveness of the solution to solve the identified scaling up constraints Feasibility of the solution Own financial contribution to the project Capacity to measure success and report back on results | 120 | |
| | | 100 | |
| | | 100 ¹ | |
| | | 80 | |
| Sub Total | | 400 | 40% |
| TOTAL | | 1000 | 100% |

VIII. PAYMENT MILESTONES

The up to US\$40,000.00 to go directly to the Innovator will be disbursed based on the effective UN exchange rate (in case of other currency denomination), and only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

| Installment of Payment/ Period | Deliverables or Documents to be Delivered | Approval should be obtained from: | Percentage of Payment |
|--------------------------------|---|--|-----------------------|
| 1 st Installment | Agreed upon Action Plan with clear timeline and budget for how the prize award will be used by 03 December 2017 | UNDP RSCA IGSD cluster Regional Private Sector Special Advisor | 50% |
| 2 nd Installment | 5-month Progress Report indicating the completed activities and use of the prize award to date by 04 May 2018 | UNDP RSCA IGSD cluster Regional Private Sector Special Advisor | 40% |

¹ Innovators matching UNDP funding with own funds one-to-one will receive 80 points. Innovators contributing more own financing than received from UNDP will receive 100 points, while Innovators contributing less own financing than UNDP funding are ineligible to this call and will not be assessed.



Empowered lives.
Resilient nations.

| Installment of Payment/ Period | Deliverables or Documents to be Delivered | Approval should be obtained from: | Percentage of Payment |
|--------------------------------|--|--|-----------------------|
| 3 rd Installment | Final report showing completion of action plan by 01 June 2018 | UNDP RSCA IGSD cluster Regional Private Sector Special Advisor | 10% |

Payment milestones will consider proof of corresponding co-financing expenditure.

IX. MANAGEMENT ARRANGEMENTS

1. The innovator will work closely with the UNDP CO in Uganda. They will be under the supervision of Mr. Wilson Kwamya, Team Leader – Inclusive Green Growth Programme. A focal point on the side of the innovator will be agreed upon for the implementation of this agreement during an inception meeting.
2. The innovator will develop and propose their own methodology to carry out the tasks described above, which should be guided by the considerations detailed in these ToRs, as well as the following background documents and resources:
 - The IBEI platform statutes and action plan
 - The UNDP Innovation Challenge Policy (which is the guiding policy for this call)
3. The innovator will sign a 1 year Agreement with UNDP under the „Scaling up inclusive business models in support of Uganda as a preferred sustainable and inclusive tourism destination with a tourism sector that creates opportunities for all
4. The target is for the implementation to start by Monday 03 December 2017, by which time the innovator should have been identified and the agreement signed.

Section 4 - Proposal Submission Cover Letter

[Insert Place, Date]

To: Thomas Ole-Kuyan



Empowered lives.
Resilient nations.

Deputy Country Director - Operations

Dear Sir/Madam:

We, the undersigned, hereby submits our Proposal in accordance with your Open Innovation Challenge call dated Monday 06 November 2017.

We hereby declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation contained in it may lead to our disqualification. We confirm that we have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities required of us in this Call, the Instruction to Innovators and the General Terms and Conditions of UNDP's Innovation Challenge Agreements for companies.

We agree to abide by this Proposal for 120 Days.

We undertake, if our Proposal is accepted, to initiate the services as soon as agreed with UNDP.

We fully understand and recognize that UNDP is not bound to accept this proposal, that we shall bear all costs associated with its preparation and submission, and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the evaluation.

Yours sincerely,

Authorized Signature [*In full and initials*]: _____

Name and Title of Signatory: _____

Name of Firm: _____

Contact Details: _____

[Please mark this letter with your corporate seal, if available]

Section 5 - Innovator Information Form²

² The Innovator shall fill in this Form in accordance with the instructions. Apart from providing additional information, no alterations to its format shall be permitted and no substitutions shall be accepted.



Empowered lives.
Resilient nations.

Scaling up inclusive business models in support of Uganda as a preferred sustainable and inclusive tourism destination with a tourism sector that creates opportunities for all

Date: *[insert date (as day, month and year) of Proposal Submission]*

Page _____ of _____ pages

| | | |
|---|---------------------------------|---------------------------------------|
| 1. Innovator's Legal Name <i>[insert Proposer's legal name]</i> | | |
| 2. In case of Joint Venture (JV), legal name of each party: <i>[insert legal name of each party in JV]</i> | | |
| 3. Actual or intended Country/ies of Registration/Operation: <i>[insert actual or intended Country of Registration]</i> | | |
| 4. Year of Registration: <i>[insert Proposer's year of registration]</i> | | |
| 5. Countries of Operation | 6. No. of staff in each Country | 7. Years of Operation in each Country |
| 8. Legal Address/es in Country/ies of Registration/Operation: <i>[insert Proposer's legal address in country of registration]</i> | | |
| 9. Brief description of litigation history (disputes, arbitration, claims, etc.), indicating current status and outcomes, if already resolved. | | |
| 10. Innovator's Authorized Representative Information Name: <i>[insert Authorized Representative's name]</i> Address: <i>[insert Authorized Representative's name]</i> Telephone/Fax numbers: <i>[insert Authorized Representative's name]</i> Email Address: <i>[insert Authorized Representative's name]</i> | | |
| 11. Are you in the UNPD List 1267.1989 or UN Ineligibility List ? <input type="checkbox"/> YES or <input type="checkbox"/> NO | | |
| 12. Attached are copies of original documents of: <input type="checkbox"/> If Joint Venture/Consortium – copy of the Memorandum of Understanding/Agreement or Letter of Intent to form a JV/Consortium, or Registration of JV/Consortium, if registered <input type="checkbox"/> If case of Government corporation or Government-owned/controlled entity, documents establishing legal and financial autonomy and compliance with commercial law. | | |



Empowered lives.
Resilient nations.

Joint Venture Partner Information Form (if Registered)³

Date: *[insert date (as day, month and year) of Proposal Submission]*

Page _____ of _____ pages

| | |
|----|--|
| 1. | Innovator's Legal Name: <i>[insert Proposer's legal name]</i> |
| 2. | JV's Party legal name: <i>[insert JV's Party legal name]</i> |
| 3. | JV's Party Country of Registration: <i>[insert JV's Party country of registration]</i> |

³ The Proposer shall fill in this Form in accordance with the instructions. Apart from providing additional information, no alterations to its format shall be permitted and no substitutions shall be accepted.



Empowered lives.
Resilient nations.

| | | |
|--|---------------------------------|---------------------------------------|
| 4. Year of Registration: <i>[insert Party's year of registration]</i> | | |
| 5. Countries of Operation | 6. No. of staff in each Country | 7. Years of Operation in each Country |
| 8. Legal Address/es in Country/ies of Registration/Operation: <i>[insert Party's legal address in country of registration]</i> | | |
| 9. Brief description of litigation history (disputes, arbitration, claims, etc.), indicating current status and outcomes, if already resolved. | | |
| 10. JV's Party Authorized Representative Information Name: <i>[insert name of JV's Party authorized representative]</i> Address: <i>[insert address of JV's Party authorized representative]</i> Telephone/Fax numbers: <i>[insert telephone/fax numbers of JV's Party authorized representative]</i> Email Address: <i>[insert email address of JV's Party authorized representative]</i> | | |
| 11. Attached are copies of original documents of: <i>[check the box(es) of the attached original documents]</i> <input type="checkbox"/> Articles of Incorporation or Registration of firm named in 2. <input type="checkbox"/> In case of government owned entity, documents establishing legal and financial autonomy and compliance with commercial law. | | |