



REQUEST FOR PROPOSAL (RFP)

To All Interested and Qualified Firms	DATE: August 5, 2020
	REFERENCE: RFP/UNDPKEN/008/2020

Dear Sir / Madam:

We kindly request you to submit your Proposal for the Consultancy to ***“Terms of Reference for BDS Market Development Consultant ”***

In the course of preparing and submitting your proposal, it shall remain your responsibility to ensure that it is submitted into the system before the deadline. The system will automatically block and not accept any bid after the deadline. Kindly ensure that supporting documents required are signed and in the .pdf format, and free from any virus or corrupted files.

It shall remain your responsibility to ensure that your quotation is submitted on or before the deadline indicated by UNDP in the eTendering system. Bids must be submitted in the online eTendering system in the following link: <https://etendering.partneragencies.org> using your username and password. If you have not registered in the system before, you can register now by logging in using

username: event.guest

password: why2change

and follow the registration steps as specified in the system user guide.

Your proposal must be expressed in the English, and valid for a minimum period of 120 days from the bid closing date. You are kindly requested to indicate whether your company intends to submit a Proposal by clicking on “Accept Invitation”.

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.

Queries about this Request for Proposal can be directed to: undp.kenya.procurement@undp.org;

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 indicated herein. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP in this link: <http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>

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/protestandsanctions/>

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 : http://www.un.org/depts/ptd/pdf/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Margaret Mbugua
Head of Procurement Unit
8/05/2020

Annex 1

Description of Requirements

Context of the Requirement	The objective of this consultancy is to understand “what problems MSEs in four UNDP counties of interest have and why isn’t the BDS providing solutions to these?” and develop realistic, market-appropriate solutions, consistent with local context while informed by wider experiences for supporting entrepreneurial ecosystems through BDS. Additionally, the strategy shall inform the development of national guiding framework for the establishment of 10 regional Biashara Centres by Government across the country.
Implementing Partner of UNDP	N/A
Brief Description of the Required Services	<p>.</p> <p>The guiding questions for the consultancy include the following:</p> <ul style="list-style-type: none"> ▪ What does BDS market needs look like in the four counties focused by UNDP and the government proposed 10-Regional Centres, what is its size, what are the demand drivers and how is the ecosystem currently responding to the demand? ▪ What are the market development issues that need addressing? What delivery mechanism need to be adopted? How can it be sustainable? What are the best practices? ▪ What system level interventions can be designed (in partnership with other institutions, programmes) to respond to BDS market challenges? ▪ What is the value proposition that Regional Biashara Centre is looking to develop? ▪ What guiding principles and operational framework need to inform the establishment of Biashara Centres at Regional, County, and constituency levels to enhance their impact on Youth, Women, PLWDs entrepreneurs; build linkage to existing value-chains; Impact on innovations; and support government efforts on trade facilitation;
List and Description of Expected Outputs to be Delivered	<p>Deliverables:</p> <p>The consultant will deliver by 23rd October 2020 or within a period of 30 working / consulting days the following:</p> <ol style="list-style-type: none"> a) <i>Inception Report</i>: The Report shall include a situational analysis and shall further detail a description of the proposed methodology to be used to successfully deliver on the assignment, as well as detailed workplan with milestones and timelines. b) <i>BDS Market Needs Assessment</i>: Presented by 2nd October or 1-month after the inception of the consultancy including a thorough situational and SWOT analysis, as well as understanding of gaps in the current BDS service provision. c) <i>BDS Market Development Strategy</i>: Presented 1.5 months after the inception of the project describing a comprehensive strategy to deliver the mechanisms for a sustainable BDS services across the counties including mechanisms for collaborating with other service providers and innovative models for various levels of BDS provision. d) <i>Guiding Framework for Biashara Centres</i>: Outline clearly the value

	<p>proposition of regional, county, constituency level BCs and guidelines for strengthening MSEs-driven private sector development and promoting innovations through BDS.</p> <p>e) <i>Monitoring, Evaluation and Knowledge Management Plan</i>: Outline mechanisms to broaden the knowledge management products including establishment of a comprehensive monitoring and evaluation plan for assessing impact at the Biashara Centre level as well as in the Meso and Macro levels of enterprise ecosystems.</p>
Person to Supervise the Work/Performance of the Service Provider	Julius Coredo – Portfolio Analyst, Inclusive Growth Portfolio.
Frequency of Reporting	Weekly updates
Progress Reporting Requirements	<ul style="list-style-type: none"> • Inception Report • Draft Report on BDS Market Needs Assessment • Final Report on BDS Market Needs Assessment • Draft of BDS Market Development Strategy • Final of BDS Market Development Strategy • Draft Report on Guiding Framework for Regional Biashara Centres establishment • Final Report on Guiding Framework for Regional Biashara Centres establishment and promotion of innovation through BDS. • Draft Report on Monitoring, Evaluation and Knowledge Management Plan • Final Report on the Monitoring, Evaluation and Knowledge management Plan
Location of work	The consultant will be expected to travel to various field locations
Expected duration of work	2 months
Target start date	1 September 2020
Latest completion date	23 rd October 2020
Travels Expected	Yes
Special Security Requirements, if applicable	
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars/Kenya shillings
Value Added Tax	<input checked="" type="checkbox"/> The total cost must be inclusive of VAT and other applicable indirect taxes.

on Price Proposal			
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> 120 days 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	<input checked="" type="checkbox"/> Not permitted		
Payment Terms	Installment of Payment/ Period	Deliverables or Documents to be Delivered	Percentage of Payment
	1 st Instalment /	<i>Inception Report:</i> To include a situational analysis and shall further include a description of the proposed methodology to be used to successfully deliver on the assignment, as well as detailed workplan with milestones and timelines.	25%
	2nd Instalment /	<i>BDS Market Needs Assessment:</i> To include a thorough situational and SWOT analysis, as well as understanding of gaps in the current service provision.	20%
	3 rd Instalment/	<i>BDS Market Development Strategy:</i> To include a comprehensive strategy to deliver the mechanisms for a sustainable BDS services across the counties including mechanisms for collaboration.	20%
	4 th Instalment/	<i>Guiding Framework for Biashara Centres:</i> Outlining the value proposition of regional, county, constituency level Biashara Centres and guidelines for strengthening MSEs-driven private sector development and promoting innovations through BDS.	20%
	5 th Instalment	<i>Monitoring, Evaluation and Knowledge Management Plan:</i> Outline mechanisms to broaden the knowledge management products including establishment of a comprehensive monitoring and evaluation plan for assessing impact at the Biashara Centre level as well as in the Meso and Macro levels of enterprise ecosystems.	15%
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Portfolio Analyst- Inclusive Growth		

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 criteria 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	<u>Technical Proposal (70%)</u> <input checked="" type="checkbox"/> Expertise of the Firm 200pts <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 400pts <input checked="" type="checkbox"/> Key Personnel 400pts <i>Please refer to the TOR for further details on the Technical Assessment criteria</i> <u>Financial Proposal (30%)</u> 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
Type of Contract to be Signed	<input checked="" type="checkbox"/> Purchase Order <input checked="" type="checkbox"/> Contract Face Sheet (Goods and-or Services) UNDP (this template is also utilised for Long-Term Agreement and <i>if LTA will be signed, specify the document that will trigger the call-off. E.g., PO, etc.</i>)
Contract General Terms and Conditions	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
Annexes to this RFP	<input type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> Detailed TOR
Contact Person for Inquiries (Written inquiries only)	julius.coredo@undp.org 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.
Allowable manner of submitting proposals	<input checked="" type="checkbox"/> Electronic submission of bids through UNDP e-tendering portal

Conditions and Procedures for electronic submission and opening	<p> <input checked="" type="checkbox"/> Free from virus <input checked="" type="checkbox"/> Format: PDF files only Technical and financial proposals should be separated and Financial Proposals password protected. The firm that meets the 70% score in the technical evaluation will be further evaluated financially. The firm with the highest combined score (based on the 70% technical offer and 30% price weight distribution will be awarded contract) </p> <p> <input checked="" type="checkbox"/> Mandatory subject of proposal: RFP/UNDPKEN/008/2020 – <i>Terms of Reference for BDS Market Development Consultant</i> <input checked="" type="checkbox"/> Digital Certification/Signature: Required </p> <p> <i>Queries about this Request for Proposal can be directed to:</i> undp.kenya.procurement@undp.org; julius.coredo@undp.org; </p>
Deadline of Submission	Wednesday, August 19th, 2020 at 11.59 p.m. (Kenyan time-GMT+3.00)

ANNEX II

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery)

Nairobi
August 5, 2020

To: Resident Representative, United Nations Development Programme, United Nations Office Nairobi,
Block N Level 3, P.O. Box 30218, 00100 Nairobi, Kenya

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 05/08/2020, 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 Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation;*
- d) Track Record – list of clients 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, Patent Registrations, Environmental Sustainability Certificates, etc.*
- 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.

C. Qualifications of Key Personnel

If required by the RFP, the Service Provider must provide:

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;*
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the*

contract.

D. Cost Breakdown per Deliverable*

	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1	<i>Inception Report:</i> To include a situational analysis and shall further include a description of the proposed methodology to be used to successfully deliver on the assignment, as well as detailed workplan with milestones and timelines.	25%	
2	<i>BDS Market Needs Assessment:</i> To include a thorough situational and SWOT analysis, as well as understanding of gaps in the current BDS service provision.	20%	
3	<i>BDS Market Development Strategy:</i> To include a comprehensive strategy to deliver the mechanisms for a sustainable BDS services across the counties including mechanisms for collaboration.	20%	
4	<i>Guiding Framework for Biashara Centres:</i> Outlining the value proposition of regional, county, constituency level Biashara Centres and guidelines for strengthening MSEs-driven private sector development and promoting innovations through BDS.	20%	
5.	<i>Monitoring, Evaluation and Knowledge Management Plan:</i> Outline mechanisms to broaden the knowledge management products including establishment of a comprehensive monitoring and evaluation plan for assessing impact at the Biashara Centre level as well as in the Meso and Macro levels of enterprise ecosystems.	15%	

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

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

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
I. Personnel Services				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
c. Expertise 3				
d. other personnel services				
2. Services from Field Offices				
a . Expertise 1				
b. Expertise 2				
c. Expertise 3				
d. other personnel services				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
c. Expertise 3				

Other personnel services				
II. Out of Pocket Expenses				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
III. Other Related Costs				

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

[Designation]

[Date]

Annex III
SECTION 3: TERMS OF REFERENCE (TOR)



*Empowered lives.
Resilient nations.*

Application Type:	External Vacancy
Job Title:	BDS Market Development Consultancy
Category:	Research and analysis, BDS Market Development
Brand:	UNDP
Application Deadline:	Wednesday, 19 August, 2020 at 11.59 P.m. (Kenyan time-GMT+3.00)
Duty Station:	Nairobi
Type of Contract:	Contract for professional Services
Languages Required:	English
Duration of Contract:	30 working days spread over a period of 2 months

Terms of Reference for BDS Market Development Consultancy

1. Background & Introduction:

Kenya's Vision 2030 underscores the importance of training for Micro and Small Enterprises (MSEs) through specialized institutions thereby underpinning the work of Kenya Institute of Business Training (KIBT), Kenya Industrial Training Institute (KITI), Kenya Industrial Research and Development Institute (KIRDI), Kenya Industrial Estate (KIE), Export Promotion Council (EPC), Kenya National Chamber of Commerce and Industries (KNCCI), Micro Enterprises Support Programme Trust (MESPT), among others. Vision 2030 also demands that such training is responsive to the requirements of industry, particularly in the priority sectors. The Third Medium Term Plan, MTP III (2018-2022) outlines a detailed programme for MSMEs development including the inculcation of entrepreneurial culture and skills development; development of Micro and Small Enterprises Centres of Excellence and provision of mechanisms for incubation, innovation and technology transfer, among others.

There are, however, no synchronised mechanisms for MSMEs business advisory and networking support beyond anecdotal capacity development for entrepreneurs through tertiary institutions.

The Kenya National Bureau of Statistics (KNBS) (MSE Survey, 2016), has identified access to information on market opportunities, export requirements, standards and eligibility criteria to access business opportunities as principal problems plaguing MSEs. United Nations Development Programme (UNDP) implemented Economic Empowerment Programme, (EEP, 2013-2018), whose strategic thrust was to promote enabling business environment for Micro and Small Enterprises (MSEs) sector development and foster the economic inclusion of youth, women and persons with disabilities and other vulnerable groups. One flagship initiative of the EEP programme was the establishment of Business Development Services (BDS), through Biashara Centres (BCs). Four BCs were established in Marsabit, Turkana, Kwale and Taita Taveta counties. The purpose of the BCs was to provide a focal point for business development services-including business training, incubation, access to online business solutions, facilitating networking and linkages with the business community, and accelerate the transformation of MSEs in the counties. Nearly

3000 MSEs were trained in these centres on business plan preparation, ICT skills and partnerships forged with more than 60 organisations over four years duration.

A key challenge, however, has been the inability of the counties to transform these centres into robust platforms that can build thriving entrepreneurial ecosystems that can support young entrepreneurs at grass root levels. Arising from this experience, has been the recommendation that mechanisms to guide BDS services ought to be market-driven and partnerships that build MSEs capacity and support their growth be informed by prevailing business context.

The objective of this consultancy, therefore, is to understand “what problems MSEs in the four UNDP counties have and why isn’t the BDS providing solutions to these?” and develop realistic, market-appropriate solutions, consistent with local context while informed by global experiences for supporting entrepreneurial ecosystems through BDS. Additionally, the strategy shall inform the development of national guiding framework on the establishment of 10 regional Biashara Centres across the country by the government.

2. Consultancy Objective:

Biashara Centres were variedly established in four counties between November 2014 (Kwale) and June 23rd, 2016 (Turkana), as partnership between UNDP and county government to provide Business development services, including market linkages, ICT solutions, support to MSEs growth, growth in entrepreneurship leadership in the counties as well as offer One- stop-shop Centre for business solutions. UNDP provided both technical and financial support for establishment of office facilities including ICT laboratories with modern equipment and operationalization of the centres in the four counties. UNDP also supported the centres with short term technical assistance in the form of UN Volunteers to provide business expertise to the county governments, coordinate activities of the BCs and increase outreach and access for BDS services. Other than the UNVs, each of the BCs was provided with trained Entrepreneurship Development Agents (EDAs), who were business experts in different aspects to mentor start-ups through the centres for a period of 6 months. The County governments were expected to recruit Business Centres managers who would be in charge of implementing the Biashara Centre strategy, support all business development services, build market linkages for key beneficiaries, and help link start-ups with service providers and financial institutions. By December 2019, the four counties had mixed results, constrained differently by low budgetary allocation, location and access challenges, literacy levels, lack of a unified training curriculum, absence of standard framework for success measurement as well as concerns of sustainability. In December 2016, the mid-term evaluation of the Biashara Centres noted that there lacked a structured mechanism to adequately address aspects of innovation and incubation for start-ups and long-term investments necessary to impact on the entrepreneurial ecosystems had not been instituted b the counties.

UNDP Biashara Centres concept arose against a backdrop of acknowledgment in the MTP II (2013-2017) that one major challenge affecting trade in Kenya is inadequate capacity to develop new products, innovation, inventions and value addition on produced goods. Consequently, MTPIII proposes a myriad of solutions which have been implemented with varying levels of success. Such include the roll out of 290 Constituency Innovation Hubs (CIH)/Constituency Industrial Development Centes (CIDCs); development of five Studio *Mashinani* facilities in Mombasa, Kisumu and Nairobi to empower youth to grow and commercialise their talents and innovations; establishment of 152 Youth empowerment centres designed to link capacity-building to mentorship; supporting innovation ecosystems through smart cities initiatives such Konza Technopolis; establishment of 94 Enterprise Development Incubators to support creativity, innovation, research and development through TVCs and Vocational Training Centres (VCTs); among others.

In his address to the nation on 14th January 2020, President Uhuru Kenyatta spelt out major areas his administration intended to focus on over the coming months. His top priorities included removing constraints to the growth of Micro, Small and Medium Enterprises (MSMEs). The Ministry of Trade was instructed to establish Biashara Centres across the country to provide a Huduma Centre-type one-stop-shop for business development services and provide access to all government services under one roof. The first Regional Biashara Centre has been established at Kariobangi in Nairobi. The ministry intends to establish ten additional regional Biashara Centres in Eldoret, Kakamega, Kisii, Kisumu, Makueni, Marsabit, Meru, Mombasa, Nakuru, and Nyeri. These regional Biashara centres will be modelled along the same pattern as the Kariobangi one and shall bear similarity to it in terms of staffing, office space and technology provision.

With the experience from UNDP Biashara Centres and the absence of an evaluation of the performance of the Regional Biashara Centre in Kariobangi, the constituency industrial development centres, or understanding of the relationships to other initiatives targeting start-ups and innovations in the counties, the process of rolling out 10-additional regional Biashara centres need to be guided by better understanding of the market needs for BDS services and MSE growth across the country.

It is against this background that this consultancy has been conceived.

3. Scope of Work and description of the Deliverables

The guiding questions for the consultancy include the following:

- What does BDS market needs look like in the four counties focused by UNDP and the government proposed 10-Regional Centres, what is its size, what are the demand drivers and how is the ecosystem currently responding to the demand?
- What are the market development issues that need addressing? What delivery mechanism need to be adopted? How can it be sustainable? What are the best practices?
- What system level interventions can be designed (in partnership with other institutions, programmes) to respond to BDS market challenges?
- What is the value proposition that Regional Biashara Centre is looking to develop?
- What guiding principles and operational framework need to inform the establishment of Biashara Centres at Regional, County, and constituency levels to enhance their impact on Youth, Women, PLWDs entrepreneurs; build linkage to existing value-chains; Impact on innovations; and support government efforts on trade facilitation;

The outcome of this process is to identify what can make BDS provision across the country sustainable, outline a clear plan of interventions that need to be achieved to develop a dynamic and vibrant BDS market. A greater understanding of what the start-ups market wants, aligned with increased demand from MSEs's to purchase services, should result in seamless partnering by various institutions at local level to leverage on each other's capabilities in handling MSEs needs. Ultimately, the understanding obtained from the above, should support the development of a guiding operational framework that will inform the implementation of Biashara Centres concept in the country.

4. Deliverables

The consultant will deliver by 23rd October 2020 or within a period of 30 working / consulting days the following:

- a) *Inception Report*: The Report shall include a situational analysis and shall further include a description of the proposed methodology to be used to successfully deliver on the assignment, as well as detailed workplan with milestones and timelines.
- b) *BDS Market Needs Assessment*: Presented by 2nd October or 1-month after the inception of the consultancy including a thorough situational and SWOT analysis, as well as understanding of gaps in the current service provision.
- c) *BDS Market Development Strategy*: Presented 1.5 months after the inception of the project describing a comprehensive strategy to deliver the mechanisms for a sustainable BDS services across the counties including mechanisms for collaborating with other service providers and innovative models for various levels of BDS provision.
- d) *Guiding Framework for Biashara Centres*: Outline clearly the value proposition of regional, county, constituency level BCs and guidelines for strengthening MSEs-driven private sector development and promoting innovations through BDS. Develop an operational plan for rolling out the framework for Biashara Centres development.
- e) *Monitoring, Evaluation and Knowledge Management Plan*: Outline mechanisms to broaden the knowledge management products including establishment of a comprehensive monitoring and evaluation plan for assessing impact at the Biashara Centre level as well as in the Meso and Macro levels of enterprise ecosystems.

5. Travel

The consultancy firm will be responsible for travel to existing UNDP Biashara Centre locations in Marsabit, Kwale, Turkana and Taita Taveta counties, spending 2-days in each location. Additionally, the consultancy teams will travel to proposed GoK Regional Biashara centres locations in Eldoret, Kakamega, Kisii, Kisumu, Makueni, Meru, Nakuru, Mombasa, Nyeri and Marsabit, spending 1-day in each location. Travel and accommodation for the three key members of the consultancy firm and other team members should be factored in the Financial Proposal in addition to all other expenditures. International travel from outside the country by members of the consultancy firm should also be included in the financial proposal.

6. Period

It is estimated that the consultant firm will require a maximum of 30 days by a team to undertake the assignment over a 2 months period.

7. Required Profiles of the firm

The firm proposing to undertake the consultancy must demonstrate in-house capacity to undertake the exercise. The firm should provide a list of the technical team with their CVs detailing their areas of expertise. The team should include a specialist on market development, business development services and value chain analysis (who shall assume the role of a team leader as per the qualification indicated under the sub-heading for the qualifications of the Lead Consultant).

1. The team should include two consultants specialized in the field of economics, agricultural economics, marketing, finance and/or strategy development;
2. The consultancy firm must have at least ten years' demonstrable experience;
3. The consultancy firm should show proof of previous assignments undertaken by the firm. Give evidence
4. The firm should show proof of registration and tax compliancy
5. The firm should also provide five references on similar work undertaken

8. Required skills, experience and qualifications of Consultants

8.1 Team Leader

- Higher education in economics, agricultural economics, agribusiness management, marketing, business administration and/or public administration, and MSc/MBA degree (preferably);
- 15 years-experience in and extensive knowledge of business development services including market research, value chain development, mentoring and coaching for youth and women initiatives
- Demonstrated experience in Market Research, monitoring and evaluation and supporting innovations and product development.
- Experience in promoting and strengthening inclusive public-private dialogue through capacity building;
- Ability to strengthen structured public-private partnerships and policy dialogue;
- Experience contributing to market-based approaches to private sector development; Strengthening capacity of MSEs and young innovative entrepreneurs;
- Experience promoting women and youth entrepreneurship;
- Work experience in analysing national/regional economies and support the development of value chains;
- Experience in strengthening the capacity of national and sub national institutions to design and implement legal, regulatory, administrative and institutional reforms that promote trade, conducive business environments, and attract investment.

8.2 Minimum required qualifications for the Consulting Team Members

In addition to the lead consultant, the profile of the other support consultants should have:

1. At least a master's degree in economics, finance, agricultural economics, marketing and/or strategic development from a recognized university;
2. At least 10-years' experience in marketing, value chain development, and supporting innovations ecosystems and start-ups at the national and at county levels of government;
3. Proven understanding of on-going strategic policy, planning and legal processes in innovations and MSMEs development;
4. Experience promoting women and youth entrepreneurship;
5. Demonstrate high level of integrity
6. Ability to work with minimal supervision;
7. High level written and oral communications skills in English and Kiswahili;
8. Must be result oriented team player with excellent interpersonal skills, including enthusiasm, tact, diplomacy and high level of integrity;
9. Concise and analytical skills;
10. Professional in working with government partners
11. Proven capacity to organize and facilitate workshops and meetings;

9. Duration of the assignment:

The report is to be completed within 30 working days of the date of the award of the contract, and not later than 23rd October 2020.

7. Proposal Structure:

The proposal should have a minimum of 20 pages (A4 typed), and should include the following:

- i. Project concept, methodology and expected outputs
- ii. Delivery structure
- iii. Relevant project credentials and CV's, including evidence and examples of past similar work done;
- iv. Financial proposal indicating consultancy fee and a breakdown of expenses (unit price together with any other expenses) related to the assignment. The proposal must incorporate all travel and accommodation costs for the service provider to achieve the required deliverables.

1. Payment

	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price
1	<i>Inception Report:</i> To include a situational analysis and shall further include a description of the proposed methodology to be used to successfully deliver on the assignment, as well as detailed workplan with milestones and timelines.	25%
2	<i>BDS Market Needs Assessment:</i> To include a thorough situational and SWOT analysis, as well as understanding of gaps in the current BDS service provision.	20%
3	<i>BDS Market Development Strategy:</i> To include a comprehensive strategy to deliver the mechanisms for a sustainable BDS services across the counties including mechanisms for collaboration.	20%
4	<i>Guiding Framework for Biashara Centres:</i> Outlining the value proposition of regional, county, constituency level Biashara Centres and guidelines for strengthening MSEs-driven private sector development and promoting innovations through BDS.	20%
5	<i>Monitoring, Evaluation and Knowledge Management Plan:</i> Outline mechanisms to broaden the knowledge management products including establishment of a comprehensive monitoring and evaluation plan for assessing impact at the Biashara Centre.	15%

PROPOSED STANDARD TECHNICAL PROPOSAL EVALUATION CRITERIA

Annex III. Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable	Company / Other Entity				
				A	B	C	D	E
1.	Expertise of Firm / Individual submitting Proposal	20%	200					
2.	Proposed Work Plan and Approach	40%	400					
3.	Personnel/Firm Experience	40%	400					
Total			1000					

Technical Proposal Evaluation Form 1		Points obtainable	Company / Other Entity				
			A	B	C	D	E
Expertise of firm / organisation submitting proposal							
1.1	Reputation of Organisation and Staff (Competence / Reliability)	30					
1.2	Previous work experience in market development approaches, research, data analysis and visualization, strategy development and public-private partnerships	20					
1.3	General Organisational Capability which is likely to affect implementation (i.e. loose consortium, holding company or one firm, size of the firm /	20					

Technical Proposal Evaluation Form 1		Points obtainable	Company / Other Entity				
			A	B	C	D	E
	organisation, strength of project management support e.g. project financing capacity and project management controls)						
1.4	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.	10					
1.5	Quality assurance procedures, warranty	20					
1.6	Relevance of: - Specialized Knowledge - Experience on Market Development, BDS, Projects, Innovations ecosystems and Support for Start-ups - Experience on Projects in the Region Work for major multilateral / or bilateral programmes	100					
Total		200					

Technical Proposal Evaluation Form 2		Points Obtainable	Company / Other Entity				
			A	B	C	D	E
Proposed Work Plan and Approach							
2.1	To what degree does the Offeror understand the task?	100					
2.2	Have the important aspects of the task been addressed in sufficient detail?	100					
2.3	Are the different components of the project adequately weighted relative to one another?	50					
2.4	Is the scope of task well defined and does it correspond to the TOR?	100					
2.5	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	50					
	Total Part 2	400					

Technical Proposal Evaluation Form 3				Points Obtainable	Company / Other Entity				
					A	B	C	D	E
3.1	Team Leader								
			Sub-Score						
	General Qualification								
	Suitability for the Project								
	- General Qualifications	100							

Technical Proposal Evaluation Form 3				Points Obtainable	Company / Other Entity				
					A	B	C	D	E
	- Adequacy for the assignment in the area of specialization	100							
	- Specific Qualifications	60							
	Total			260					
3.2	Team Members								
			Sub- Score						
	General Qualification								
	Suitability for the Project								
	- General Qualifications	50							
	- Adequacy for the assignment in the area of specialization	50							
	- Specific Qualifications	40							
	Total			140					
	Total Part 3			400					