



REQUEST FOR PROPOSAL (RFP)

Technical Support to Local Businesses and One-on-One Consultancy to SMEs in Fragile Sectors

NAME & ADDRESS OF FIRM	DATE: October 30, 2020
	REFERENCE: UNDP-TUR-RFP(CRRP)-2020/13

Dear Sir / Madam:

We kindly request you to submit your Proposal for “**Technical Support to Local Businesses and One-on-One Consultancy to SMEs in Fragile Sectors**” within the Scope of "Covid-19 Resilience and Response Project”.

Please be guided by the “**Form for Submitting Service Provider’s Proposal**” attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before the deadline indicated by UNDP in the e-tendering system. Proposals must be submitted in the online e-tendering 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 90 days after the deadline of this RFP.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it submitted into the e-tendering system by the deadline. The e-tendering system will automatically block and not accept any proposal after the deadline. When you are submitting your Proposal into the e-tendering system, 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 Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link: <http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

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

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unsc/conduct_english.pdf

Please note that women-owned, and managed businesses are especially encouraged to apply.

Thank you and we look forward to receiving your Proposal.

Sincerely yours,
UNDP Turkey Country Office

Description of Requirements

Context of the Requirement	Technical Support to Local Businesses and One-on-One Consultancy to SMEs in Specific 6 Fragile Sectors within the scope of Covid-19 Resilience and Response Project (Please refer to Annex 4 Detailed Terms of Reference for detail.)
Implementing Partner of UNDP	Ministry of Industry and Technology (General Directorate of Development Agencies) and Regional Development Agencies/Regional Development Administrations
Brief Description of the Required Services	Under the supervision of the UNDP Turkey CO and in cooperation with Implementing Partner, Ministry of Industry and Technology and Regional Development Agencies/Regional Development Administrations, the Contractor shall be responsible for; <ul style="list-style-type: none"> - planning, preparing and conducting 50 training Programmes for at least 1000 SMEs in the selected regions and in 6 fragile sectors (Food, Tourism, Logistics, Machinery, Textile and Automotive sectors). - providing one-on-one consultancy to selected 30 SMEs in the selected regions and in 6 fragile sectors
List and Description of Expected Outputs to be Delivered	Please refer to “ <i>Section 5. Deliverables and Schedules/Expected Outputs</i> ” of Annex-4 Detailed Terms of Reference
Expected Duration of work	Please refer to “ <i>9. Expected duration of the assignment</i> ” of Annex-4 Detailed Terms of Reference
Target commencement date	December 2020
Latest completion date	31 March 2021
Special Security Requirements	<input checked="" type="checkbox"/> Security Clearance from UN prior to travelling
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 CVs of Team Leader, trainers and mentors shall be submitted within the proposal.
Currency of Proposal	<input checked="" type="checkbox"/> TRY (Turkish Liras)
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes UN and its subsidiary organs are exempt from all taxes. Therefore, proposers shall prepare their financial proposals excluding Value Added Tax (VAT). It is the Proposers’ responsibility to learn from relevant authorities (Ministry of Treasury and Finance) and/or to review/confirm published procedures and to consult with a certified financial consultant as needed to confirm the scope and

	<p>procedures of VAT exemption application as per VAT Law, Ministry of Treasury and Finance’s General Communiqués.</p> <p>The Proposer awarded the Contract shall not be entitled to receive any amount over its proposed price in relation to VAT. Overall contract amount to be paid to the contractor shall not exceed the offered Total Financial Proposal Price.</p>
Validity Period of Proposals (<i>Counting for the last day of submission of quotes</i>)	<p><input checked="" type="checkbox"/> 90 days</p> <p>In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.</p>
Partial Quotes	<input checked="" type="checkbox"/> Not permitted
Payment Terms	Please refer to Section 11. Price and Schedule of Payments of Annex-4 Detailed Terms of Reference
Type of Contract to be Signed	<input checked="" type="checkbox"/> I “Face Sheet Contract (Goods and-or Services) UNDP” available at http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
Minimum Eligibility and Qualification Criteria	<p>Eligibility and Qualification will be evaluated on Pass/Fail basis.</p> <p><u>Eligibility Criteria:</u></p> <ul style="list-style-type: none"> • Vendor is a legally registered entity. • Vendor is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List. <p><u>Qualification Criteria:</u></p> <ul style="list-style-type: none"> • The proposer as a legal entity (JVs and Consortiums shall not be eligible to submit proposals.) must be established and working in line with the applicable laws and regulations at least for the last 3 years. • The proposer must have successfully completed as contractor at least 1 (one) planning, conducting and implementing trainings in cooperation with local economic actors (chambers, business associations, industrial zones, technoparks) or governmental institutions or enterprise within the last 5 years with a minimum contract amount of 250,000.00 TRY. (Work completion certificates issued by the contracting authority shall be provided for the references to meet qualification critereon)
Criteria for Contract Award	<p><input checked="" type="checkbox"/> Meeting minimum eligibility and qualification criteria.</p> <p><input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)</p> <p><input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). Non-acceptance of the GTC may be grounds for the rejection of the Proposal.</p>
Criteria for the Assessment of Proposal	<p>In order to be considered for technical and financial evaluation each Proposer shall provide:</p> <ul style="list-style-type: none"> - Trade Registry Gazette: Copy of the Trade Registry Gazette or equivalent, demonstrating establishment of the Company. - Chamber Registry: Copy of the certificate, obtained by the proposer within the year in which the RFP is launched or expired, that demonstrates registration to the chamber of industry and/or trade to which the proposer is registered. - Authority to Sign: Original or notarized copy of Trade Registers Gazette indicating the shares of the shareholders of the company and their position within the company or the documents evidencing such issues as well as the signature

	<p>circular of the legal entity certified by the notary public or specimen of list of authorized signatures and the notarized power of attorney.</p> <p><u>Technical Proposal</u></p> <p><input checked="" type="checkbox"/> Expertise of the Firm 30%</p> <p><input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 30%</p> <p><input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 40%</p> <p>The minimum score required for technical qualification is 70%.</p> <p><u>Financial Proposal</u></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p> <p>The formula for the rating of the Proposals will be as follows: Rating the Technical Proposal (TP): TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p>Rating the Financial Proposal (FP): FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p>Total Combined Score: Combined Score = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p> <p>The minimum technical score required to pass is 70%.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider
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 checked="" type="checkbox"/> Description of Requirements (Annex 1) <input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> General Terms and Conditions for Contracts (Annex 3) <input checked="" type="checkbox"/> Detailed Terms of Reference (TOR) (Annex 4)
Contact Person for Inquiries (Written inquiries only)	<p><i>Çağlar Selçuk, Procurement Officer</i> Address: Yıldız Kule, Yukarı Dikmen Mah, Turan Güneş Bulvarı, No:106, Cankaya, Ankara, 06550 Turkey E-mail address: tr.procurement@undp.org</p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>

Liquidated Damages	<p>Delay Damages:</p> <p>Deliverables shall be delivered according to the durations indicated in the Section 5 of Annex 4 Detailed Terms of Reference. For each day of delay beyond target delivery time for any of the deliverables, liquidated damages for delay of delivery of the services will be imposed under the following conditions: For each day of delay in delivery, 0.5% of contract price will be deducted from the total contract amount. The next course of action: If the delivery of the services is delayed by more than 20 days, UNDP may consider termination of contract.</p>
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FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery¹)

[insert: Location].

[insert: Date]

To: UNDP Turkey CO Office, Yıldız Kule 21st Floor, Yukarı Dikmen Mah, Turan Güneş Bulvarı, No:106,
Cankaya, Ankara, 06550 Turkey
Focal Point: Çağlar Selçuk, Procurement Officer

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 October 30, 2020 with **Ref. UNDP-TUR-RFP(CRRP)-2020/13**, 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 Proposer shall submit copies of following documents to demonstrate eligibility and expertise:

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations*
- b) Trade Registry Gazette: demonstrating establishment of the Company*
- c) Chamber Registry Certificate*
- d) Authority to sign: notarized signature statement or signature circular or power of attorney*
- e) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references. Work completion certificates shall be provided for the references to meet qualification criteria.*
- 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;

- a) Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?*
- b) Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference.*
- c) Implementation plan showing the timeline of the activities and allocated working days for each staff (Team Leader, trainers, mentors, assistant experts, etc.)*

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

d) A detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place.

C. Qualifications of Key Personnel

The Service Provider must provide :

a) Names and qualifications of the personnel that will perform the services indicating proposed roles and responsibilities for each personnel etc.;

b) CVs demonstrating qualifications must be submitted; and

c) Written confirmation from each personnel that they are available for the entire duration of the contract along with at least 2 references from their previous experiences.

Proposers shall use following template for CV Submission:

Format for CV of Proposed Key Personnel

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

D. Financial Proposal

We, the undersigned, offer to provide the services for “Technical Support to Local Businesses and One-on-One Consultancy to SMEs in Fragile Sectors” in accordance with your Request for Ref No. UNDP-TUR-RFP(CRRP)-2020/13 and our Proposal. We are hereby submitting our Financial Proposal.

Our Proposal shall be valid and remain binding upon us for the period of 90 days following the proposal submission date.

Currency of the proposal: Turkish Liras (TRY)

Table 1: Summary of Overall Prices

	Total Amount(s) (TRY)
Professional Fees (from Table 2)	
Total Amount of Financial Proposal	

Table 2: Breakdown of Professional Fees

Position	Fee Rate (TRY)	Total Number of Working Days	Amount (TRY)
	A	B	C=A*B
Team Leader			
Trainer ²			
Mentor			
Assistant Expert			
Sub-total of Professional Fees (TRY)			

Table 3 : Breakdown of Price per Delivery/Activity

Activity No-1: Meetings/Interviews held with the Development Agencies, SMEs and sector representatives in selected provinces and Trainings Needs Assessment prepared			
Deliverable No-1: Trainings Needs Assessment Report			
Price Item	Unit Price in TRY (A)	Total Working Days (B)	Total in TRY (A*B)
Team Leader			
Trainer			
Sub-total for Activity No-1 and Deliverable No-1			
Activity No-2: Preparation of training content, curriculum, identification of the target group etc.			
Deliverable No-2: Identification Report on the Training Programmes			
Price Item	Unit Price in TRY (A)	Total Working Days (B)	Total in TRY (A*B)
Team Leader			
Trainer			
Sub-total for Activity No-2 and Deliverable No-2			

² 1 (one) working day is equal to 8 hours training for trainers.

Activity No-3:			
<ul style="list-style-type: none"> - Preparation of training activity plan including implementation method, time and location details etc. - Design and preparation of training materials, - Preparation of the online application form, - Conducting outreach activities and finalization of the application process, 			
Deliverable No-3: Activity Plan of the Training Programmes			
Price Item	Unit Price in TRY (A)	Total Working Days (B)	Total in TRY (A*B)
Team Leader			
Trainer			
Sub-total for Activity No-3 and Deliverable No-3			
Activity No-4: Conducting training programmes			
Deliverable No-4: Training Programme Monitoring and Evaluation Report			
Price Item	Unit Price in TRY (A)	Total Working Days (B)	Total in TRY (A*B)
Team Leader			
Trainer ³			
Assistant Expert ⁴			
Sub-total for Activity No-4 and Deliverable No-4			
Activity No-5: Identification of selection criteria, application form design and outreach			
Deliverable No-5: Activity/ Implementation Plan			
Price Item	Unit Price in TRY (A)	Total Working Days (B)	Total in TRY (A*B)
Team Leader			
Mentor			
Sub-total for Activity No-5 and Deliverable No-5			
Activity No-6: Conducting One-on-One Consultancy for 30 SMEs			
Deliverable No-6: Report on the outcome of the one-on-one consultancies			
Price Item	Unit Price in TRY (A)	Total Working Days (B)	Total in TRY (A*B)
Team Leader			
Mentor			
Assistant Expert			
Sub-total for Activity No-6 and Deliverable No-6			

The proposer is required to prepare the Financial Proposal following the above format. The Financial Proposal shall be align with the requirements in Annex-4 Detailed Terms of Reference and the Proposer’s Technical Proposal.

The Contract price shall be based on a daily professional fee rate. The payment method will be “cost reimbursement” as per the General Terms and Conditions for Contracts (Goods and/or Services). The payments will be affected on the basis of the actual number of days worked and the daily fee rates contained in the proposer's financial proposal.

1 (one) working day is equal to 8 hours training for trainers.

³ 1 (one) working day is equal to 8 hours training for trainers.

⁴ 1 (one) working day is equal to participation of 8 hours training for assistant expert.

The proposer must also include followings in the computations of professional fee rate;

- Administrative costs of employing the relevant experts, such as relocation and repatriation expenses, accommodation, leave, insurances and security arrangements and other employment benefits accorded to the experts by Contractor.
- Backstopping support staff costs
- Any other expenditure which is needed to implement the contract except the expenditures stipulated in “Detailed Terms of Reference” to be borne by UNDP.

The unit prices and total workings days for each position (Team Leader, Trainer, Mentor and Assistant Expert) in Table 3 should comply with Table 2.

**** The maximum number of working days that can be proposed for personnel for each activity/deliverable are given in the table below. Proposers can propose quantities that are lower than those given in the table, but they cannot exceed these quantities in their financial proposals:**

Table: The maximum number of working days that can be proposed for personnel for each activity/deliverable.

#	Activity	Deliverable	Maximum number of working days that can be proposed
1	Meetings/Interviews held with the Development Agencies, SMEs and sector representatives in selected provinces and Trainings Needs Assessment prepared	Trainings Needs Assessment Report	- For Team Leader and Trainers a maximum total of 20 working days
2	Preparation of training content, curriculum, identification of the target group etc.,	Identification Report on the Training Programmes	- For Team Leader and Trainers a maximum total of 10 working days
3	Preparation of training activity plan including implementation method, time and location details etc. Design and preparation of training materials, Preparation of the online application form, Conducting outreach activities and finalization of the application process,	Activity Plan of the Training Programmes	- For Team Leader and Trainers a maximum total of 20 working days
4	Conducting training programmes	Training Programme Monitoring and Evaluation Report (includes attendance sheets, photos, pre and final training evaluation forms etc.)	- For Team Leader max. 50 working days - For all Trainers max. 100 working days ⁵ - For all assistant expert max. 100 working days ⁶
5	Identification of selection criteria, application form design and outreach	Activity/ Implementation Plan	- For Team Leader and Mentors a maximum total of 10 working days
6	Conducting One-on-One Consultancy for 30 SMEs (5 from each of the 6 fragile sectors, <i>the number divisions may be re-defined providing 30 SMEs in total</i>).	Report on the outcome of the one-on-one consultancies (one for each SME indicating the steps taken by the SMEs)	- For Team Leader max. 10 working days - For all Mentors max. 150 working days - For all assistant expert max. 150 working days

⁵ 1 (one) working day is equal to 8 hours training for trainers.

⁶ 1 (one) working day is equal to participation of 8 hours training for assistant expert.

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

<i>Proposer Information</i>	
<i>Legal name of the proposer</i>	
<i>Legal address</i>	
<i>Offerors' Authorized Person</i>	<i>Name and Title:</i> <i>Telephone:</i> <i>Email:</i>
<i>Contact person (Proposer)</i>	<i>Name and Title:</i> <i>Telephone:</i> <i>Email:</i>

ANNEX 3
GENERAL TERMS AND CONDITIONS FOR CONTRACTS

Link:

[https://www.undp.org/content/dam/undp/library/corporate/Procurement/english/3.%20UNDP%20GTCs%20for%20Contracts%20\(Goods%20and-or%20Services\)%20-%20Sept%202017.pdf](https://www.undp.org/content/dam/undp/library/corporate/Procurement/english/3.%20UNDP%20GTCs%20for%20Contracts%20(Goods%20and-or%20Services)%20-%20Sept%202017.pdf)

ANNEX 4

DETAILED TERMS OF REFERENCE

1. Background Information and Rationale, Project Description

Countries have shut down the economy to slow the spread of the COVID-19 to contain the Pandemic and put in place several measures to mitigate the short-term impact of the Pandemic Crisis. The main policy measure used is social distancing that implies a drastic decline in economic mobility, first leading to a sudden stop in urban services sector, triggering cash flow issues for firms and declining income and unemployment for people.

Turkey reported its first positive case of COVID-19 on 11 March 2020. Similar to other countries responding to the pandemic, the number of positive cases in Turkey has increased daily with an expansion in the number of tests conducted nation-wide. As of 10 June, the number of cases stand at 173,036, including 4,746 deaths. The temporary closure of businesses, including 10,000 Syrian-owned businesses in Turkey, have been causing unemployment and loss of income through decreasing wages, affecting all parts of society. UNDP rapidly developed an integrated response to COVID-19 health, humanitarian and developmental crisis at global, regional and national levels. The response is consistent with both, the UN Socio Economic Response Framework and the WHO led Strategic Preparedness and Response Plan and aligned with country-specific needs. The interventions tackle three phases of preparedness, response and recovery in three areas: health systems support, inclusive and integrated crisis management, social and economic needs assessment. UNDP in Turkey is repurposing its current activities in all of its areas of intervention with a focus on most disadvantaged groups. UNDP also co-leads the UN response to the medium and long-term socio-economic impacts and is also co-coordinating with UNHCR the 3RP -Regional Refugee and Resilience Plan- Turkey chapter to support Syrian refugees and host communities in Turkey.

UNDP's solid partnerships with private sector and the Business for Goals (B4G) Platform that was established in 2018, have allowed for a quick response to support private sector needs to the impacts of the pandemic, with a focus on small and medium-scale enterprises (SMEs) that stand at the core of Turkey's employment and economy. In collaboration with B4G, surveys have been conducted to better understand how the COVID-19 has affected micro and small and medium-scale enterprises (MSMEs) in Turkey including Syrian-owned businesses. The survey shows that 62% of local enterprises responded that they were «substantially impacted» while this rate is 65% for Syrian owned enterprises. The business volume of more than half of the companies has decreased by more than 50% for local businesses while this rate is 70% for Syrian businesses. According to the 60% of the Syrian businesses, they won't be able to sustain their businesses after April 2020 and will have to shut down their business which will result in losing jobs for 455 employees. It is evident that SMEs are the hardest hit and the ones employing the most vulnerable sectors of population. Socio-economic impacts of COVID-19 on 4 million refugees in Turkey are observed severely as they have limited access to the livelihoods opportunities, public services and information on protective measures of COVID-19. As the Leading Agency in Livelihoods Sector of 3RP, UNDP has repurposed its Syria Crisis Response and Resilience programming aiming at not only alleviating the impact of the COVID-19 on businesses and refugees but also increase resilience among Syrian community against current and future crises by providing business development support and digital livelihoods opportunities. This is built on UNDP's support to Syrian-owned enterprises and Syrian entrepreneurs since 2018 including but not limited to business development consultancies, financial support for business registration fees and work permits. The COVID-19 pandemic is devastating lives, public health systems, livelihoods and economies all over the world.

In response to the above mentioned impacts of COVID-19 and the needs identified in consultation with the stakeholders at national and local levels, the Project at hand aims to accelerate supporting firms for technological transformation and undertaking investments towards more inclusive, sustainable and climate friendly business models in response to the medium and long term impacts of COVID-19. This will be based on Government's development priorities and UNDP's already existing cooperation and partnerships with the Government, private sector through B4G Platform and local authorities for the achievement of SDGs with a specific focus on green growth and Syria Crisis response and resilience. UNDP's long-standing partnership with Ministry of Industry and Technology (MoIT) and Development Agencies (DAs) that were established to ensure a bottom-up approach to address Turkey's development needs will be utilized in achievement of the relevant Project outputs.

The Project is also in full alignment with UN socio-economic response strategy and planning to mobilize joint action of the public and private sector for Covid-19 response and recovery towards a rights-based, gender sensitive, refugee inclusive and low-carbon economy.

The project will support national and sub-national capacities for planning, coordination and crisis management and in partnership with DAs by developing Region-based sectoral analysis and guidelines for selected fragile sectors including tourism, automotive, machinery, textile, food and logistics sectors and conducting a global market analysis and product space analysis in selected DAs. In total, it is aimed to develop 32 Region-based sectoral analysis and guidelines. DAs already started to evaluate the problems and opportunities at regional level to provide feedbacks for national policies and actions as well as regional priorities. Being mostly based on qualitative data through comprehensive surveys and interviews, ongoing analyses will provide a reference for the project actions. The regions selected in consultation with General Directorate for Development Agencies (DGDA) are as follows:

Food: 4 Regions including Trakya Development Agency (TRAKYAKA) , South Marmara Development Agency (GMKA), Dicle Development Agency (DİKA), Northeast Anatolia Development Agency (KUDAKA)

Tourism: 8 regions including West Mediterranean Development Agency (BAKA), Eastern Black Sea Development Agency (DOKA), Southeast Anatolia Project Regional Development Administration (GAP BKİ), Ahiler Development Agency and Central Anatolia Development Agency (KAPADOKYA) South Aegean Development Agency (GEKA), Eastern Black Sea Development Agency (BAKKA), North Anatolian Development Agency (KUZKA), Çukurova Development Agency (Çukurova KA)

Logistics: 7 regions including Eastern Mediterranean Development Agency (DOĞAKA), Serhat Development Agency (SERKA), Istanbul Development Agency (İSTKA), İzmir Development Agency (İZKA), Eastern Marmara Development Agency (MARKA), Ankara Development Agency (ANKARA KA), Çukurova Development Agency (Çukurova KA)

Machinery: 4 regions including Middle Black Sea Development Agency (OKA), Silk Road Development Agency (İPEKYOLU KA), South Aegean Development Agency (GEKA), Mevlana Development Agency (MEVKA)

Textile: 6 regions including South Aegean Development Agency (GEKA), Karacadağ Development agency (KARACADAĞ KA), East Anatolia Development Agency (DAKA), İzmir Development Agency (İZKA), Fırat Development Agency (FIRAT KA), Bursa Eskişehir Bilecik Development Agency (BEBKA)

Automotive: 3 regions including Zafer Development Agency (Zafer KA), Eastern Marmara Development Agency (MARKA), Bursa Eskişehir Bilecik Development Agency (BEBKA)

In addition, at least 1,000 SMEs will be provided with technical support and business advisory services to help them develop capacities, through an integrated and harmonized local pandemics and disaster resilience support system, which is based on inclusive and gender sensitive approach to risk-informed resilience. UNDP in cooperation with its private sector partners through B4G Platform and local private sector federations will also provide market based guidance and support to critical sectors to shift their productive capacities for the production of globally demanded PPEs and other related goods, such as ICTs. Ongoing COVID-19 impact assessment process of the DA and the level of exposure of the disadvantaged groups will be considered to be the basis in conduct of the activities.

2. Specific Objectives

The overall objective of this requirement is first to plan/prepare, conduct and report 50 on-line or in-class training programmes for at least 1.000 SMEs targeting businesses in 6 fragile sectors namely tourism, automotive, textile, food, machinery and logistics sectors to respond to the challenges, opportunities and changes in the national, regional and international markets.

Second objective is to provide one-on-one business advisory services on 6 fragile sectors food industry, tourism, logistics, textile industry, machinery industry, automotive industry for 30 SMEs in selected pilot regions (5 SMEs per sector) to support them in implementing the strategies and transformation elaborated in the Region-Based Fragile Sector Reports prepared under the Project.

3. Scope

Each of the trainings focusing on the specific 6 sectors to be planned/prepared/conducted will target the pilot regions identified under the Project. Nevertheless, the on-line trainings to be planned/prepared/conducted with a national approach is expected to have a broader perspective and provide services to all the fragile sectors regardless of their locations.

The main target group for the trainings are SMEs and other related business, however local actors such as Chambers of trade, industry, industrial zones, business associations and public authorities responsible are expected to benefit from the trainings to develop their own capacities.

The Contractor is expected to develop/conduct/report applicable trainings and plan/implement/report one-to-one advisory services for fragile sectors which will require extensive knowledge on the current situation and training needs in the sectors. All the activities during the assignment will be developed/planned and conducted by the Contractor in close cooperation with the related General Directorates of MoIT, and the UNDP Project Team.

The activities and tasks to be conducted to finalize the assignment are as follows:

- Planning/Preparation of on-line/in-class training programmes and one-on-one business advisory services for tourism, automotive, textile, food, machinery and logistics sectors analysing their needs to increase their competitiveness, growth, labor absorption and innovation capacity comparing with the latest development and trends in the global market through an integrated and harmonized local pandemics and disaster resilience support system, which is based on inclusive and gender sensitive approach to risk-informed resilience. The topics that will be addressed in business advisory support programmes/trainings will include but not limited to digitalization and digital marketing, strategic planning, resilience skills, change management, risk management (especially for disaster risks), crisis management, crisis management plans for enterprises, human capital, creating competitive advantage, data management and related case study analyses ;
- During the planning/preparation of the trainings and one-on-one business advisory services, the Contractor is expected to conduct meetings/consultations/interviews with representatives of related Chambers of Industry and Commerce, industrial zones, technology development zones, umbrella institutions that will be facilitated by the DAs and UNDP Project Team;
- Conducting on-line and in-class training programmes for tourism, automotive, textile, food, machinery and logistics sectors with target participation of at least 1.000 SMEs. After trainings, some SMEs shall be able to prepare their own risk management strategy/plan regarding the defined vulnerabilities and risk priority.
- One-on-one consultancy to SMEs in selected pilot provinces for each fragile sector shall be provided by the Contractor to support them in implementing the strategies and transformation elaborated in the Region-Based Fragile Sector Reports prepared under the Project. Therefore one-on-one consultancy details shall be defined and ready-to-implement after the completion of the reports.
- All the trainings and one-on-on business advisory services shall be reported.

Within this scope, the Contractor for activities will work closely with the UNDP Project Team and will report to ISG-PPI Portfolio Manager.

4. Approach and Methodology

The expected approach from the Contractor is to plan, prepare and conduct training programmes (50 on-line and/or in-class) and one-to-one business advisory services (30 SMEs in 6 Fragile Sectors) through an integrated and harmonized local pandemics and disaster resilience support system, which is based on inclusive and gender sensitive approach to risk-informed resilience. The topics that will be addressed in business advisory support programmes/trainings will include but not limited to digitalization and digital marketing, risk management, human capital, creating competitive advantage and data management;

4.1. Planning/Preparing and Conducting of 50 Training Programmes

The Contractor shall plan, prepare and conduct 50 training Programmes for at least 1000 SMEs in the selected regions and in 6 fragile sectors (Food, Tourism, Logistics, Machinery, Textile and Automotive sectors). The details of the selected regions and sectors are mentioned in Section 1 of the Terms of Reference. Training programmes focusing on fragile sectors shall include (but not limited to) the following main activities;

- Needs assessment of the training programmes,
- Preparation of training content, curriculum, identification of the target group etc.,
- Preparation of training activity plan including implementation method, time and location details etc.
- Design and preparation of training materials,
- Preparation of the online application form,
- Conducting outreach activities and finalization of the application process,
- Conducting 50 training programmes (**Each training shall be maximum 12 hours**),
- Reporting on monitoring and evaluation of the training programmes,

It is required to plan/prepare and conduct half of the trainings (50%) in-class with the SMEs. However, in the case of any difficulties such as second wave of Covid-19 the trainings could be conducted on-line after approval of UNDP in consultation with the implementing partners.

All training programme content, time schedule, materials, participants, working hours etc. shall be approved by the UNDP in consultation with the implementing partners.

The SMEs will be selected through a selection process facilitated by the DAs. The participants of trainings planned to be the owner or manager or production manager of the SMEs.

One day training will be defined based on minimum 4 hours.

4.2. One-on-One Consultancy for SMEs in Fragile Sectors

To support SMEs in fragile sectors, the Contractor shall provide **one-on-one consultancy** to 30 SMEs (5 SMEs per sector or divisions re-defined regarding the implementing partners' views, and 5 days allocated to each SME). One-on-one consultancies will continue simultaneously. 1 mentor will be responsible for each beneficiary SME. Contractor will provide selection criteria for the identification of the beneficiary enterprises and the list of beneficiary SMEs will be approved by UNDP in consultation with the Ministry of Industry and Technology/ General Directorate of Development Agencies and DAs.

The expected outcome of the one-on-one consultancy is to provide technical support to the beneficiary SMEs to implement an integrated and harmonized local pandemics and disaster resilience support system, which is based on inclusive and gender sensitive approach to risk-informed resilience. If local RDA and umbrella organizations (Chamber, federations) staff get directly involved to the consultancy processes and get to know to the methodology (on-site learning), they would be able to sustain and extend the consultancy to additional SMEs following the project. This would serve both to the sustainability and as another multiplier effect of the project, as well as local capacity building.

The expected methodology is to apply tailor made services for SMEs in the selected regions in selected sectors. The topics are listed but not limited to: Business Risk Assessment, Product Management, E-Commerce, Financial Risk Management, Legal Issues, Access to Finance, Networking, E-Marketing, Human Resource Management, and Corporate Strategies, self-competence assessment etc. Also, related case study analyses could be produced with some of the SMEs as an output of the trainings

Each one-on-one consultancy to an SME shall be 5 days and one day of mentoring shall last minimum 4 hours.

The Contractor shall submit an action plan which includes the content of advisory, data, indicators and production processes to be monitored during the consultancy, to be followed during the one-on-one consultancy to the UNDP and MoIT, DAs.

Selection criteria for the identification of beneficiaries shall be clearly determined with qualitative and quantitative

indicators (number of employees, annual turnover, the management structure, etc.). Other selection criteria for the identification of the beneficiary enterprises will be developed by the Contractor in coordination with the Pilot DAs and UNDP Project Team.

SMEs shall be selected among the participants of fragile sector analysis survey which will be prepared and conducted by UNDP in cooperation with DAs and in accordance with referrals of the local economic actors (DA, chambers, industrial zones, technoparks etc.). Apart from these criteria, willingness of the SMEs should be included as well (a question within the survey could be added to the survey or a simple call for application), since selection of a non-willing SME could lead to inefficient consultancy. If, an SME, thinks the one-on-one consultancy as an outcome of a competitive process it could cooperate more comprehensively.

It is required to plan/prepare and conduct one-on-one business advisory services in person with the SMEs However, in the case of any difficulties such as second wave of Covid-19 the services could be conducted online after approval of UNDP in consultation with the implementing partners.

The Contractor shall be prepared a report on the outcome of the one-on-one consultancies will include information on the steps and procedures to be taken by the SMEs.

5. Deliverables and Schedules/Expected Outputs

The Contractor shall schedule submission of deliverables/outputs to meet target delivery dates, considering that UNDP and/or MoIT will also invest time for review as detailed in below table. However, if lead times extend due to delays in review of deliverables by UNDP and/or implementing partners, the Contractor will not be responsible for such delays.

UNDP may reject deliverables if Contractor fails to revise the outputs in line with the comments of UNDP in consultation with the implementing partners. Any rejection shall not delay the target delivery.

The list of tasks, activities, deliverables, their due dates and lead time for UNDP and/or MoIT review are as follows:

Major task	Activity	Deliverable	Target delivery date
1. Planning/ Preparation Conducting and Reporting 50 Training Programmes	Meetings/Interviews held with the Development Agencies, SMEs and sector representatives in selected provinces and Trainings Needs Assessment prepared	1)Trainings Needs Assessment Report	10 calendar days after contract signature.
	Preparation of training content, curriculum, identification of the target group etc.,	2)Identification Report on the Training Programmes	18 calendar days after contract signature.
	Preparation of training activity plan including implementation method, time and location details etc. Design and preparation of training materials, Preparation of the online application form, Conducting outreach activities and finalization of the application process,	3)Activity Plan of the Training Programmes	25 calendar days after contract signature.
	Conducting training programmes	4) Training Programme Monitoring and Evaluation Report (includes attendance sheets, photos, pre and final	Completion of Training Programme: 90 calendar days after contract signature

		training evaluation forms etc.)	Submission of Training Programme Monitoring and Evaluation Report: 100 calendar days after contract signature
2. One-on-One Consultancy Services	Identification of selection criteria, application form design and outreach	5) Activity/ Implementation Plan	30 calendar days after the contract signature
	Conducting One-on-One Consultancy for 30 SMEs (5 from each of the 6 fragile sectors, <i>the number divisions may be re-defined providing 30 SMEs in total</i>).	6) Report on the outcome of the one-on-one consultancies (one for each SME indicating the steps taken by the SMEs)	Completion of one-on-one consultancies: 90 calendar days after the contract signature. Submission of Report on the outcome of the one-on-one consultancies: 100 calendar days after contract signature.

*Target delivery date is the due date for approval/acceptance of UNDP after all reviews of UNDP and/or MoIT are completed and necessary revisions are made by the Contractor.

UNDP will review the submitted deliverables within 5 calendar days after the contractor submission.

Ensuring effective use of communication tools and UNDP, MoIT, Government of Japan visibilities in all phase of the Programmes by conducting consultations with the Project Communication Expert and in line with Project Communication and Visibility Strategy/Plan.

6. Key Performance Indicators and Service Level

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

Key services required	Minimum standard of services acceptable
Planning/Preparation and Conducting 50 Training Programmes	<ul style="list-style-type: none"> - 50 Training programmes conducted with participation of at least 1.000 SMEs. - Preparation and submission of training programme reports and documents within deadlines. - At least 25% of the trainees will be women
Provision of one-on-one consultancy	<ul style="list-style-type: none"> - 30 SMEs shall benefit from the one-on-one consultancy and will receive tailor made business advisory. - Provision of consultancy, facilitation of recommended strategies, techniques and approaches by beneficiary SMEs. - Preparation and submission of reports within deadlines and in accordance with UNDP CO approved contents and templates. - # and percentage of SMEs extended sales channels; #of SMEs created brochures, web sites; # of networking activities etc.

7. Governance and Accountability

The Contractor shall be responsible directly to the Sustainable Growth (ISG-PPI) Portfolio Manager and Local Socio-Economic Development Expert in charge of the Project for all the deliverables.

The Contractor shall inform ISG-PPI Portfolio Manager and Local Socio-Economic Development Expert bi-weekly via e-mail and without a fixed reporting template regarding the progress they have made.

The Contractor shall contact/meet with the DAs, local economic actors and SMEs during the planning/preparation of the trainings and one-on-one consultancies.

The approving authority of each deliverable will be UNDP. Its implementing partner will have inputs with regards to the services prepared by the Contractor. The Contractor is obliged to finalize activities by taking into account UNDP's and MoIT's, DAs' feedback.

8. Facilities to be provided by UNDP and Duty Station

UNPD will not be providing a facility for the Contractor to work during the contract. UNDP and MoIT will facilitate organizing the meetings with the SMEs and local economic actors in pilot regions through Regional Development Agencies. The proposer shall ensure that experts are adequately supported and equipped and shall ensure that the service is in accordance with the provisions of the national legislation. In particular, it shall ensure that there is sufficient administrative, secretarial provision to enable experts to concentrate on their primary responsibilities. It shall also transfer funds as necessary to support its activities under this contract and ensure that its employees are paid regularly and in a timely manner.

The meetings/trainings/one-on-one consultancy services will be facilitated by the Regional DAs and UNDP. The costs of logistic arrangements (travel, accommodation, catering etc.) of meetings, tarainings and one-on-one consultancy services will be borne by UNDP.

The Contractor shall work home-based but the Contractor's staff (Team leader, trainer, mentors and assistant experts) will travel to select pilot regions to conduct "in-class trainings" and "one-on-one consultancy services". The travel (economy class) and accommodation (bed & breakfast) costs of the Contractor's staff (Team leader, trainer, mentors and assistant experts) out of the duty station (home based) will be arranged and covered by UNDP from the respective project budget without making any reimbursements to the Contractor. Any assignment-related travel (economy class), accommodation (bed & breakfast) outside duty station will be arranged by the travel agency UNDP works with, when necessary, by receiving prior approval of UNDP.

The logistic arrangements, such as venue, catering, travel and accommodation of the participants of trainings will be borne by UNDP.

9. Expected duration of the assignment

The duration of the assignment is 110 calendar days from the signature of the contract.

10. Qualifications and Requirement of the Key Personnel

Key personnel to be proposed by the Contractor shall include the following members:

Team Leader: Team Leader shall be responsible for coordinating all the activities and review the documents before submission to UNDP and inform UNDP regularly regarding the developments as required. The team leader may provide one-on-one consultancies or trainings as well. *The CV of the Team leader shall be submitted in technical proposal.*

The qualifications of the team leader are as follows:

Team Leader	Minimum Requirements	Assets
General Qualifications	– Bachelor's Degree in economics, business administration, administrative, engineering, statistics, social sciences and/or relevant fields.	– Asset: Advance Degree or PhD. in economics, business administration, administrative, engineering, statistics,

Team Leader	Minimum Requirements	Assets
	<ul style="list-style-type: none"> – Proficient in both Turkish and English. 	social sciences and/or relevant fields is an asset.
General Professional Experience	<ul style="list-style-type: none"> – At least 10 years of general professional experience. 	
Specific Experience	<ul style="list-style-type: none"> – At least 5 years of experience as a trainer, consultant, researcher, manager or similar positions in developing/ conducting training programmes. – Specific experience in preparation of Training Need Assessment. – Specific experience in preparation of Activity/ Work Plan of the Training Programmes. – Specific experience in one on one consultancy services in at least one project. 	<ul style="list-style-type: none"> – Asset: Specific training experience as a trainer for specific to food/textile/tourism/machinery/automotive/logistics sectors. – Asset: Specific experience in one on one consultancy for food/textile/logistics/ machinery/ automotive/ tourism sectors. – Asset: Knowledge of crises/disaster risk management for businesses.

Trainers: Trainer shall be responsible for the preparation of the planning/preparation and conducting the training programmes. Trainers also can be assigned for the one-on-one consultancies to SMEs. The minimum number of the trainees shall be 2 (two) however the proposers can provide more trainers according to the submitted implementation schedule. *The Proposers shall submit CVs of all trainers in technical proposal.*

The qualifications of trainers are as follows;

Key Experts	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> – Bachelor’s Degree in economics, business administration, administrative, engineering, statistics, social sciences and/or relevant fields. – Proficient in both Turkish and English. 	<ul style="list-style-type: none"> – Asset: Advance Degree or PhD. in economics, business administration, administrative, engineering, statistics social sciences and/or relevant fields is an asset.
General Professional Experience	<ul style="list-style-type: none"> – At least 8 years of general professional experience. 	
Specific Experience	<ul style="list-style-type: none"> – At least 4 years of experience in training, consultancy on SMEs, mentoring, advisory services or similar assignments for SMEs. – At least 2 years of experience with SMEs, private sector, local economic actors as a consultant, mentor, trainer or researcher to develop business development strategies or to increase competitiveness. 	<ul style="list-style-type: none"> – Asset: Specific training experience as a trainer for specific to food/textile sector. – Asset: Specific training experience as a trainer for specific to logistics/ machinery/automotive sectors. – Asset: Specific training experience as a trainer for specific to tourism sector. – Asset: Knowledge of crises/disaster risk management for businesses.

Mentors

Mentors shall be responsible for the preparation of the planning, preparation and conducting the one-on-one business advisory services. The proposers shall submit minimum one mentor for each fragile sector however the proposers can provide more trainers according to the submitted implementation schedule. A mentor shall provide one on one consultancy for more than one fragile sector. *The Proposers shall submit the CVs of all mentors in technical proposal.*

The qualifications of mentors are as follows;

Consultants/ Mentors	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> – Bachelor’s Degree in economics, business administration, administrative, engineering, statistics, social sciences and/or relevant fields, – Proficient in both Turkish and English. 	<ul style="list-style-type: none"> – Master’s Degree or PhD. in economics, business administration, administrative, engineering, statistics social sciences and/or relevant fields is an asset.
General Professional Experience	<ul style="list-style-type: none"> – At least 8 years of general professional experience. 	
Specific Experience	<ul style="list-style-type: none"> – At least 4 years of specific experience in training, consultancy, mentoring, advisory services or similar assignments for SMEs. – At least 2 years of specific experience with SMEs, private sector, local economic actors as a consultant, mentor, trainer or researcher to develop business development strategies or to increase competitiveness. – Specific experience in one on one consultancy services in at least one project. 	<ul style="list-style-type: none"> – Asset: Specific experience in one on one consultancy for food/textile sector. – Asset: Specific experience in one on one consultancy for logistics/ machinery/automotive sectors. – Asset: Specific experience in one on one consultancy for tourism sector. – Asset: Knowledge of crises/disaster risk management for businesses.

Non-key personnel: The Contractor shall provide assistant experts during the training programmes and one-on-one consultancies to SMEs. The duties of assistant experts will be to accompany and assist key personnel during the conduct of trainings, consultancies, to take notes and gather information that will be used for preparation of the report on the outcome of the one-on-one consultancies.

The assistant expert shall have a university degree (associate degree or higher) in engineering, economics, business or public administration, social sciences, international relations or other relevant areas and have at least 1 year of similar professional experience in the last 5 years. The CV of assistant expert is not required for technical evaluation, but S/he will be submitted to UNDP latest a week before the conduct of one-on-one consultancies start and be upon approval of UNDP.

11. Price and Schedule of Payments

The Contract price is based on a **daily professional fee rate**, and the payment method is **“cost reimbursement”**. The final price of the Contract will be determined on the basis of the actual number of days worked and the daily fee rates contained in the Contractor's financial proposal. The amount paid to the Contractor shall be gross and inclusive of all associated costs such equipment, office and etc. expenses required for the successful provision of services and deliverables as well all legal expenses, including but not limited to social security, income tax, pension, visa etc., which shall be required by applicable laws.

The proposer must also include followings in the computations of professional fee rate;

- Administrative costs of employing the relevant experts, such as relocation and repatriation expenses, accommodation, leave, insurances and security arrangements and other employment benefits accorded to the experts by Contractor.

- Backstopping support staff costs
- Any other expenditure which is needed to implement the contract except the expenditures stipulated in “Detailed Terms of Reference” to be borne by UNDP.

**** The maximum number of working days that can be proposed for personnels for each activity/deliverable are given in the table below. Proposers can propose quantities that are lower than those given in the table, but they cannot exceed these quantities in their financial proposals:**

Table: The maximum number of working days that can be proposed for personnel for each activity/deliverable.

#	Activity	Deliverable	Maximum number of working days that can be proposed
1	Meetings/Interviews held with the Development Agencies, SMEs and sector representatives in selected provinces and Trainings Needs Assessment prepared	Trainings Needs Assessment Report	- For Team Leader and Trainers a maximum total of 20 working days
2	Preparation of training content, curriculum, identification of the target group etc.,	Identification Report on the Training Programmes	- For Team Leader and Trainers a maximum total of 10 working days
3	Preparation of training activity plan including implementation method, time and location details etc. Design and preparation of training materials, Preparation of the online application form, Conducting outreach activities and finalization of the application process,	Activity Plan of the Training Programmes	- For Team Leader and Trainers a maximum total of 20 working days
4	Conducting training programmes	Training Programme Monitoring and Evaluation Report (includes attendance sheets, photos, pre and final training evaluation forms etc.)	- For Team Leader max. 50 working days - For all Trainers max. 100 working days ⁷ -For all assistant expert max. 100 working days ⁸
5	Identification of selection criteria, application form design and outreach for one-on-one consultancy	Activity/ Implementation Plan for One-on-one Consultancy	- For Team Leader and Mentors a maximum total of 10 working days
6	Conducting One-on-One Consultancy for 30 SMEs (5 from each of the 6 fragile sectors, <i>the number divisions may be re-defined providing 30 SMEs in total</i>).	Report on the outcome of the one-on-one consultancies (one for each SME indicating the steps taken by the SMEs)	- For Team Leader max. 10 working days - For all Mentors max. 150 working days -For all assistant expert max. 150 working days

Payments shall be made in accordance with the following schedule:

⁷ 1 (one) working day is equal to 8 hours training for trainers.

⁸ 1 (one) working day is equal to participation of 8 hours training for assistant expert.

<u>Payments</u>	<u>Pre-requisite for Payment</u>
Payment 1	UNDP's written acceptance (i.e., not mere receipt) of the quality of the following deliverables: <ul style="list-style-type: none"> - Timesheet Report, - Trainings Needs Assessment Report, - Identification Report on the Training Programmes, - Activity Plan of the Training Programmes. - Receipt of invoice from the Contractor
Payment 2	UNDP's written acceptance (i.e., not mere receipt) of the quality of the following deliverables: <ul style="list-style-type: none"> - Timesheets Report, - Activity/ Implementation Plan for One-on-one Consultancy - Receipt of invoice from the Contractor
Payment 3	UNDP's written acceptance (i.e., not mere receipt) of the quality of the following deliverables: <ul style="list-style-type: none"> - Timesheets Report, - Training Programme Monitoring and Evaluation Report (includes attendance sheets, photos, pre and final training evaluation forms etc.) - Receipt of invoice from the Contractor
Payment 4	UNDP's written acceptance (i.e., not mere receipt) of the quality of the following deliverables: <ul style="list-style-type: none"> - Timesheets Report, - Report on the outcome of the one-on-one consultancies (one for each SME indicating the steps taken by the SMEs) Receipt of invoice from the Contractor

Timesheet report shall comprise justification for professional fees and supported by time sheets containing actual number of days worked and tasks completed by each personnel.

Payment will be made only upon UNDP's acceptance of the reports/documents stipulated under "Pre-requisite for Payment" column on above table for each payment. Payments shall be affected within thirty (30) days, after receipt of invoice and certification of acceptance of services issued by the responsible UNDP Project Manager.