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## **REQUEST FOR PROPOSAL**

**Conduct an Outlook Study for Ukraine on advancement of Business Membership Organizations and Business Development Services**

RFP No.: 424-2021-UNDP-UKR-RFP-BMO

Project: Strengthening SME Business Membership Organizations, #00094897

Country: Ukraine

Issued on: 12 April 2021

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## Section 1. Letter of Invitation

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The United Nations Development Programme (UNDP) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the above-referenced subject.

This RFP includes the following documents and the General Terms and Conditions of Contract which is inserted in the Bid Data Sheet (BDS):

- Section 1: This Letter of Invitation
- Section 2: Instruction to Bidders
- Section 3: Bid Data Sheet (BDS)
- Section 4: Evaluation Criteria
- Section 5: Terms of Reference
- Section 6: Returnable Bidding Forms
  - o Form A: Technical Proposal Submission Form
  - o Form B: Bidder Information Form
  - o Form C: Joint Venture/Consortium/Association Information Form
  - o Form D: Qualification Form
  - o Form E: Format of Technical Proposal
  - o Form F: Financial Proposal Submission Form
  - o Form G: Financial Proposal Form

If you are interested in submitting a Proposal in response to this RFP, please prepare your Proposal in accordance with the requirements and procedure as set out in this RFP and submit it by the Deadline for Submission of Proposals set out in Bid Data Sheet.

Please acknowledge receipt of this RFP by sending an email to [procurement.ua@undp.org](mailto:procurement.ua@undp.org), indicating whether you intend to submit a Proposal or otherwise. You may also utilize the "Accept Invitation" function in e-Tendering system, where applicable. This will enable you to receive amendments or updates to the RFP. Should you require further clarifications, kindly communicate with the contact person/s identified in the attached Bid Data Sheet as the focal point for queries on this RFP.

UNDP looks forward to receiving your Proposal and thank you in advance for your interest in UNDP procurement opportunities.

Issued by:



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Name: Denys Shliapkin  
Title: Procurement Assistant  
Date: **April 12, 2021**

Approved by:



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Name: Manal Fouani  
Title: Deputy Resident Representative  
UNDP in Ukraine  
Date: **April 12, 2021**



## Section 2. Instruction to Bidders

<b>A. GENERAL PROVISIONS</b>	
<b>1. Introduction</b>	<p>1.1 Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at <a href="https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d">https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</a></p> <p>1.2 Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.</p> <p>1.3 As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (<a href="http://www.ungm.org">www.ungm.org</a>). The Bidder may still submit a bid even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.</p>
<b>2. Fraud &amp; Corruption, Gifts and Hospitality</b>	<p>2.1 UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at <a href="http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti">http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti</a></p> <p>2.2 Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p>2.3 In pursuance of this policy, UNDP  (a) Shall reject a proposal if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question;  (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.</p> <p>2.4 All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at <a href="http://www.un.org/depts/ptd/pdf/conduct_english.pdf">http://www.un.org/depts/ptd/pdf/conduct_english.pdf</a></p>
<b>3. Eligibility</b>	<p>3.1 A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to UNDP whether they are subject to any sanction or temporary suspension imposed by these organizations.</p> <p>3.2 It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.</p>

<b>4. Conflict of Interests</b>	<p>4.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:</p> <ul style="list-style-type: none"> <li>a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process;</li> <li>b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or</li> <li>c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.</li> </ul> <p>4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP's confirmation on whether or not such a conflict exists.</p> <p>4.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:</p> <ul style="list-style-type: none"> <li>a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and</li> <li>b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.</li> </ul> <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</p> <p>4.4 The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.</p>
<b>B. PREPARATION OF PROPOSALS</b>	
<b>5. General Considerations</b>	<p>5.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p> <p>5.2 The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNDP</p>
<b>6. Cost of Preparation of Proposal</b>	<p>6.1 The Bidder shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNDP shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.</p>
<b>7. Language</b>	<p>7.1 The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNDP, shall be written in the language (s) specified in the BDS.</p>
<b>8. Documents</b>	<p>8.1 The Proposal shall comprise of the following documents:</p>

<b>Comprising the Proposal</b>	<ul style="list-style-type: none"> <li>a) Documents Establishing the Eligibility and Qualifications of the Bidder;</li> <li>b) Technical Proposal;</li> <li>c) Financial Proposal;</li> <li>d) Proposal Security, if required by BDS;</li> <li>e) Any attachments and/or appendices to the Proposal.</li> </ul>
<b>9. Documents Establishing the Eligibility and Qualifications of the Bidder</b>	<p>9.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to UNDP's satisfaction.</p>
<b>10. Technical Proposal Format and Content</b>	<p>10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.</p> <p>10.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.</p> <p>10.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNDP, and at no expense to UNDP</p> <p>10.4 When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the UNDP. Unless otherwise specified, such training as well as training materials shall be provided in the language of the Bid as specified in the BDS.</p>
<b>11. Financial Proposals</b>	<p>11.1 The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs.</p> <p>11.2 Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.</p> <p>11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.</p>
<b>12. Proposal Security</b>	<p>12.1 A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal.</p> <p>12.2 The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected.</p> <p>12.3 If the Proposal Security amount or its validity period is found to be less than what is required by UNDP, UNDP shall reject the Proposal.</p> <p>12.4 In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the Bid Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in BDS.</p> <p>12.5 The Proposal Security may be forfeited by UNDP, and the Proposal rejected, in the event of any one or combination, of the following conditions:</p> <ul style="list-style-type: none"> <li>a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or;</li> </ul>

	<p>b) In the event that the successful Bidder fails:</p> <p>i. to sign the Contract after UNDP has issued an award; or</p> <p>12.6 to furnish the Performance Security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.</p>
<b>13. Currencies</b>	<p>13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <p>a) UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and</p> <p>b) In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.</p>
<b>14. Joint Venture, Consortium or Association</b>	<p>14.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p> <p>14.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>14.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p> <p>14.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>14.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <p>a) Those that were undertaken together by the JV, Consortium or Association; and</p> <p>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</p> <p>14.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>14.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not</p>



	be available within one firm.
<b>15. Only One Proposal</b>	<p>15.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p> <p>15.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> <li>a) they have at least one controlling partner, director or shareholder in common; or</li> <li>b) any one of them receive or have received any direct or indirect subsidy from the other/s; or</li> <li>c) they have the same legal representative for purposes of this RFP; or</li> <li>d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process;</li> <li>e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or</li> <li>f) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.</li> </ul>
<b>16. Proposal Validity Period</b>	<p>16.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive.</p> <p>16.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.</p>
<b>17. Extension of Proposal Validity Period</b>	<p>17.1 In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.</p> <p>17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>17.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.</p>
<b>18. Clarification of Proposal</b>	<p>18.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.</p> <p>18.2 UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>18.3 UNDP shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.</p>
<b>19. Amendment of Proposals</b>	<p>19.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made</p>

	<p>available to all prospective bidders.</p> <p>19.2 If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.</p>
<b>20. Alternative Proposals</b>	<p>20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
<b>21. Pre-Bid Conference</b>	<p>21.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.</p>
<b>C. SUBMISSION AND OPENING OF PROPOSALS</b>	
<b>22. Submission</b>	<p>22.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.</p> <p>22.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.</p> <p>22.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions.</p>
<b>Hard copy (manual) submission</b>	<p>22.4 Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) The signed Proposal shall be marked "Original", and its copies marked "Copy" as appropriate. The number of copies is indicated in the BDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail.</li> <li>b) The Technical Proposal and the Financial Proposal envelopes MUST BE COMPLETELY SEPARATE and each of them must be submitted sealed individually and clearly marked on the outside as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each envelope SHALL clearly indicate the name of the Bidder. The outer envelopes shall: <ul style="list-style-type: none"> <li>i. Bear the name and address of the bidder;</li> <li>ii. Be addressed to UNDP as specified in the BDS</li> </ul> </li> </ul>

<p><b>Email Submission</b></p> <p><b>eTendering submission</b></p>	<p>iii. Bear a warning that states <i>"Not to be opened before the time and date for proposal opening"</i> as specified in the BDS.</p> <p>If the envelopes and packages with the Proposal are not sealed and marked as required, UNDP shall assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p> <p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</li> <li>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. The financial proposal shall be encrypted with different passwords and clearly labelled. The files must be sent to the dedicated email address specified in the BDS.</li> <li>c) The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected.</li> </ul> <p>22.6 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</li> <li>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled.</li> <li>d) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected.</li> <li>c) Documents which are required to be in original form (e.g. Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS.</li> <li>d) Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link:  <a href="http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/">http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/</a></li> </ul>
<p><b>23. Deadline for Submission of Proposals and Late Proposals</b></p>	<p>23.1 Complete Proposals must be received by UNDP in the manner, and no later than the date and time, specified in the BDS. UNDP shall only recognize the date and time that the bid was received by UNDP</p> <p>23.2 UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p>
<p><b>24. Withdrawal, Substitution, and Modification of Proposals</b></p>	<p>24.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p> <p>24.2 Manual and Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to UNDP, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of</p>

	<p>Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as "WITHDRAWAL" "SUBSTITUTION," or "MODIFICATION"</p> <p>24.3 eTendering: A Bidder may withdraw, substitute or modify its Proposal by Canceling, Editing, and re-submitting the proposal directly in the system. It is the responsibility of the Bidder to properly follow the system instructions, duly edit and submit a substitution or modification of the Proposal as needed. Detailed instructions on how to cancel or modify a Proposal directly in the system are provided in Bidder User Guide and Instructional videos.</p> <p>24.4 Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has been opened</p>
<b>25. Proposal Opening</b>	<p>25.1 There is no public bid opening for RFPs. UNDP shall open the Proposals in the presence of an ad-hoc committee formed by UNDP, consisting of at least two (2) members. In the case of e-Tendering submission, bidders will receive an automatic notification once their proposal is opened.</p>
<b>D. EVALUATION OF PROPOSALS</b>	
<b>26. Confidentiality</b>	<p>26.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>26.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.</p>
<b>27. Evaluation of Proposals</b>	<p>27.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p> <p>27.2 Evaluation of proposals is made of the following steps:</p> <ol style="list-style-type: none"> <li>Preliminary Examination</li> <li>Minimum Eligibility and Qualification (if pre-qualification is not done)</li> <li>Evaluation of Technical Proposals</li> <li>Evaluation of Financial Proposals</li> </ol>
<b>28. Preliminary Examination</b>	<p>28.1 UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.</p>
<b>29. Evaluation of Eligibility and Qualification</b>	<p>29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>29.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ol style="list-style-type: none"> <li>They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's ineligible vendors' list;</li> </ol>

	<ul style="list-style-type: none"> <li>b) They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments,</li> <li>c) They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required;</li> <li>d) They are able to comply fully with UNDP General Terms and Conditions of Contract;</li> <li>e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and</li> <li>f) They have a record of timely and satisfactory performance with their clients.</li> </ul>
<b>30. Evaluation of Technical and Financial Proposals</b>	<p>30.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the bid document where required.</p> <p>30.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive.</p> <p>30.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.</p> <p>30.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p style="text-align: center;"><b>TP Rating</b> = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p style="text-align: center;"><b>FP Rating</b> = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p><b>Combined Score</b> = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p> </div>

<b>31. Due Diligence</b>	<p>31.1 UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:</p> <ul style="list-style-type: none"> <li>a) Verification of accuracy, correctness and authenticity of information provided by the Bidder;</li> <li>b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;</li> <li>c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder;</li> <li>d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary;</li> <li>e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder;</li> <li>f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.</li> </ul>
<b>32. Clarification of Proposals</b>	<p>32.1 To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.</p> <p>32.2 UNDP's request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP.</p> <p>32.3 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.</p>
<b>33. Responsiveness of Proposal</b>	<p>33.1 UNDP's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.</p> <p>33.2 If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.</p>
<b>34. Nonconformities, Repairable Errors and Omissions</b>	<p>34.1 Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.</p> <p>34.2 UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.</p> <p>34.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> <li>a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion</li> </ul>

	<p>of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected;</p> <p>b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and</p> <p>c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail.</p> <p>34.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
<b>E. AWARD OF CONTRACT</b>	
<b>35. Right to Accept, Reject, Any or All Proposals</b>	35.1 UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
<b>36. Award Criteria</b>	36.1 Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
<b>37. Debriefing</b>	37.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.
<b>38. Right to Vary Requirements at the Time of Award</b>	38.1 At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.
<b>39. Contract Signature</b>	39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.
<b>40. Contract Type and General Terms and Conditions</b>	40.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
<b>41. Performance Security</b>	41.1 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at <a href="https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default">https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default</a> within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the performance security by UNDP shall be a condition for rendering the contract



	effective.
<b>42. Bank Guarantee for Advanced Payment</b>	<p>42.1 Except when the interests of UNDP so require, it is UNDP's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at <a href="https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&amp;action=default">https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&amp;action=default</a></p>
<b>43. Liquidated Damages</b>	<p>43.1 If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.</p>
<b>44. Payment Provisions</b>	<p>44.1 Payment will be made only upon UNDP's acceptance of the work performed. The terms of payment shall be within thirty (30) days, after receipt of invoice and certification of acceptance of work issued by the proper authority in UNDP with direct supervision of the Contractor. Payment will be effected by bank transfer in the currency of contract.</p>
<b>45. Vendor Protest</b>	<p>45.1 UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures:  <a href="http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html">http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html</a></p>
<b>46. Other Provisions</b>	<p>46.1 In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar services, UNDP shall be entitled to same lower price. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.2 UNDP is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.3 The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15  <a href="http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer">http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer</a></p>



## Section 3. Bid Data Sheet

The following data for the services to be procured shall complement, supplement, or amend the provisions in the Request for Proposals. In the case of a conflict between the Instructions to Bidders, the Data Sheet, and other annexes or references attached to the Data Sheet, the provisions in the Data Sheet shall prevail.

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	Ukrainian, English, Russian
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	<p>Will be Conducted 20.04.2021, 10:00</p> <p>Via Zoom</p> <p>Tel. No. :+ 38 044 253-93-63</p> <p>To express your interest to take part please send notification to e-mail <a href="mailto:procurement.ua@undp.org">procurement.ua@undp.org</a> point out tender reference 424-2021-UNDP-UKR-RFP-BMO-Strengthening SME in subject, the title of the company, names and positions of the representatives including contact details in the body of e-mail. Link to zoom conference will be provided upon processing your inquiry.</p>
5	10	Proposal Validity Period	90 days
6	14	Bid Security	Not Required
7	41	Advanced Payment upon signing of contract	Not Allowed

8	42	Liquidated Damages	Will not be imposed
9	40	Performance Security	Not Required
10	18	Currency of Proposal	<p>United States Dollar</p> <p><input checked="" type="checkbox"/> Local currency (UAH) is also acceptable.</p> <p>For local companies: in case the offer was submitted in US dollars, payment will be provided in local currency (UAH) at the UNDP rate for the day of payment  <a href="http://treasury.un.org">http://treasury.un.org</a></p>
11	31	Deadline for submitting requests for clarifications/ questions	5 days before the submission deadline
12	31	Contact Details for submitting clarifications/questions	<p>Focal Person in UNDP: Procurement Unit  Address: 1, Klovsky Uzviz, 01021 Kyiv, Ukraine</p> <p>Tel. No. :+ 38 044 253-93-63  E-mail address dedicated for this purpose:  procurement.ua@undp.org</p>
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Direct communication to prospective Proposers by email and Posting on the website <a href="http://procurement-notices.undp.org">http://procurement-notices.undp.org</a>
14	23	Deadline for Submission	26.04.2021, 23:59 local time
14	22	Allowable Manner of Submitting Proposals	Submission by email
15	22	Proposal Submission Address	<p><a href="mailto:tenders.ua@undp.org">tenders.ua@undp.org</a></p> <p><u>Please note that bids received through any other address will not be considered.</u></p>

16	22	Electronic submission (email or eTendering) requirements	<ul style="list-style-type: none"> <li>Format: PDF files, <b>ZIP archives</b> only</li> <li>File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard.</li> <li>All files must be free of viruses and not corrupted.</li> <li>Password for financial proposal <u>must</u> not be provided to UNDP until requested by UNDP</li> <li>Time Zone to be Recognized: [Kyiv +2]</li> <li>Max. File Size per transmission: 5 MB <ul style="list-style-type: none"> <li><b>Mandatory subject of email: 424-2021-UNDP-UKR-RFP-BMO-Strengthening SME, please indicate the number of the proposal part, how many parts the proposal consists of, so that we can understand whether the proposal has been fully delivered.</b></li> <li>Other conditions: <i>Proposers are solely responsible for ensuring that any and all files sent to UNDP are readable, that is, uncorrupted, in the indicated electronic format, and free from viruses and malware. Failure to provide readable files will result in the proposal being rejected.</i></li> </ul> </li> </ul>
17	27 36	Evaluation Method for the Award of Contract	<p>Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively</p> <p>The minimum technical score required to pass is 70% of the obtainable score of 700 points.</p>
18		Expected date for commencement of Contract	May 21, 2021
19		Maximum expected duration of contract	Till September 2021
20	35	UNDP will award the contract to:	One Proposer Only
21	39	Type of Contract	Purchase Order and Contract for Goods and Services for UNDP
22	39	UNDP Contract Terms and Conditions that will apply	<p>UNDP General Terms and Conditions for Mixed Goods and Services</p> <p><a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a></p>
23		Other Information Related to the RFP	

## Section 4. Evaluation Criteria

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### Required documents

- Company Profile, which should not exceed ten (10) pages, including printed brochures and product catalogues relevant to the goods/services being procured;
- Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Bidder is updated with its tax payment obligations, or Certificate of Tax exemption, if any such privilege is enjoyed by the Bidder;
- Certificate of Registration of the business, including Articles of Incorporation, or equivalent document if Bidder is not a corporation;
- Proposed working plan indicating the assignments implementation approach, proposed research methodology, a detailed description of timelines for each deliverable and indication of the persons responsible for each area of activity;
- Examples or summaries of prior successful projects delivered (at least 3 cases clearly illustrating relevance, the scope of work and results of Contractor's work);
- Copies of analytical reports prepared earlier:
  1. Not less than two (2) focused on Ukraine on economic and business development, MSMEs and BMOs/BSOs, market innovation or transformation, shaping value chains, trade and investment or closely related subjects.
  2. Not less than two (2) focused on other countries or international experience on economic and business development, MSMEs and BMOs/BSOs, market innovation or transformation, shaping value chains, trade and investment or closely related subjects.
- Latest Audited Financial Statement (Income Statement and Balance Sheet) including Auditor's Report for the past 2 years
- Statement of Satisfactory Performance from the Top 3 Clients in terms of Contract Value the past 3 years
- Duly signed Technical and financial proposals as per Forms A, B, F and G. Financial proposal must be in a separate file and password protected. Technical proposal should include Proposed Methodology for the Completion of Assignment, including a detailed description of how the proposed approach and methodology meets or exceeds the requirements. All essential aspects should be addressed in sufficient detail, including a description of assessment methodology, approach to sampling and data collection, instruments for conducting the assessment (interviewers, facilities, data management, equipment). The methodology shall also include details of the Applicant's risk mitigation, technical and quality assurance review mechanisms, and any other comments or information regarding the approach and methodology (information should not exceed 15 pages).
- CVs of responsible staff highlighting experiences in servicing similar contracts, including relevant certificates, accreditations and awards received as per Form E, Section 3.
- List of corporate clients highlighting similar contracts for clients of comparable business nature and/or size as UNDP/UN;

### Preliminary Examination Criteria

Submitted offers will be reviewed on "Pass" or "Fail" basis to determine compliance with the below formal criteria/ requirements:

Offers must be submitted within the stipulated deadline

Offers must meet required Offer Validity

Offers have been signed by the proper authority

Offers include requested company documentation, including documentation regarding the company's legal status and registration

Offers must comply with general administrative requirements:

- a) properly registered and licensed company
- b) Company has at least ten (10) years of proven experience with similar study and research assignments, specifically on design, implementation and management of qualitative and quantitative data collection processes, market research and studies, data collection, collating and analysis, and report writing.
- c) Company has at least five (5) years of proven experience with advisory or research assignments related to economic development, MSME sector, BMO/BSOs, business development services or closely related fields in Ukraine and internationally;

Other information is available on <http://www.undp.org.ua/en/tenders>; For the information, please contact [procurement@undp.org.ua](mailto:procurement@undp.org.ua)

### Minimum Eligibility and Qualification Criteria

Eligibility and Qualification will be evaluated on Pass/Fail basis.

If the Proposal is submitted as a Joint Venture/Consortium/Association, each member should meet minimum criteria, unless otherwise specified in the criterion.

Subject	Criteria	Document Submission requirement
<b>ELIGIBILITY</b>		
<b>Legal Status</b>	Vendor is a legally registered entity.	Form B: Bidder Information Form
<b>Eligibility</b>	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with ITB clause 3.	Form A: Technical Proposal Submission Form
<b>Conflict of Interest</b>	No conflicts of interest in accordance with ITB clause 4.	Form A: Technical Proposal Submission Form
<b>Bankruptcy</b>	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
<b>QUALIFICATION</b>		
<b>History of Non-Performing Contracts<sup>1</sup></b>	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form

<sup>1</sup> Non-performance, as decided by UNDP, shall include all contracts where (a) non-performance was not challenged by the contractor, including through referral to the dispute resolution mechanism under the respective contract, and (b) contracts that were so challenged but fully settled against the contractor. Non-performance shall not include contracts where Employers decision was overruled by the dispute resolution mechanism. Non-performance must be based on all information on fully settled disputes or litigation, i.e. dispute or litigation that has been resolved in accordance with the dispute resolution mechanism under the respective

<b>Litigation History</b>	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form
<b>Previous Experience</b>	<p>At least ten (10) years of proven experience with similar study and research assignments, specifically on design, implementation and management of qualitative and quantitative data collection processes, market research and studies, data collection, collating and analysis, and report writing</p> <p>At least five (5) years of proven experience with advisory or research assignments related to economic development, MSME sector, BMO/BSOs, business development services or closely related fields in Ukraine and internationally</p>	Form D: Qualification Form
<b>Financial Standing</b>	<p>Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability.</p> <p><i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i></p>	Form D: Qualification Form

## Technical Evaluation Criteria

### Evaluation and comparison of proposals

A two-stage procedure is utilized in evaluating the proposals, with the evaluation of the technical proposal being completed prior to any price proposal being opened and compared. The price proposals will be opened only for submissions that passed the minimum technical score of 70% (or 490 points) of the obtainable score of 700 points in the evaluation of the technical proposals.

In the First Stage, the technical proposal is evaluated on the basis of its responsiveness to the Terms of Reference (TOR) and as per the below Evaluation Criteria.

In the Second Stage, the price proposals of all offerors, who have attained a minimum 70% score in the technical evaluation, will be reviewed.

Overall evaluation will be completed in accordance with the cumulative analysis scheme, under which the technical and financial aspects will have pre-assigned weights on 70% and 30% of the overall score, respectively. The lowest cost financial proposal (out of technically compliant) will be selected as a baseline and allocated the maximum number of points obtainable for financial part (i.e. 300). All other financial proposals will receive a number of points inversely proportional to their quoted price; e.g.  $300 \text{ points} \times \text{lowest price} / \text{quoted price}$ .

The winning proposal will be the one with the highest number of points after the points obtained in both technical and financial evaluations, respectively, are added up. The contract will be devoted to the bidder that submitted the winning proposal

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable	Company / Organization			
				A	B	C	D
1	The expertise of the company/organization submitting the Proposal	35%	245				
2	Proposed Work Plan, Methodology and Approach	35%	245				
3	Management Structure and Qualification of Key Personnel	30%	210				
	<b>Total Score</b>	<b>100%</b>	<b>700</b>				
	<b>Notes</b>						

### Technical Proposal Evaluation Forms:

Form 1. The expertise of the company/organization submitting the proposal

Form 2. Proposed Work Plan, Methodology and Approach

Form 3. Management Structure and Qualification of Key Personnel

### Technical Evaluation Criteria for UNDP ToR

Technical Proposal Evaluation Form 1		Points Obtainable	Company / Organization		
			A	B	C
The expertise of the company/organization submitting the Proposal					
1.1	Officially registered organization (commercial, non-profit, non-governmental, educational establishment): <i>{10 years in operation – 15 points, 11-19 years – 17 points, more than 20 years – 20 points}</i>	20			
1.2	At least ten (10) years of proven experience with similar study and research assignments, specifically on design, implementation and management of qualitative and quantitative data collection processes, market research and studies, data collection, collating and analysis, and report writing.  <i>{10 years –14 points, 11-15 years – 18 points, 16 years and more – up to 30 points}</i>	30			
1.3	At least five (5) years of proven experience with advisory or research assignments related to economic development, MSME sector, BMO/BSOs, business development services or closely related fields in Ukraine and internationally.  <i>{5 years –14 points, 6-9 years – 18 points, 10 years and more – up to 35 points}</i>	35			
1.4	Experience in conducting research and studies focused on Ukraine related to economic and business development, MSMEs and BMOs/BSOs, market innovation or transformation, shaping value chains, trade and investment or closely related subjects evidenced by submitted summaries of reports. <i>{2-3 relevant reports – 15 points, 4-5 relevant reports – 25 points, 5 reports or more – up to 35 points}</i>	35			
1.5	Quality of analytical reports (related to 1.4.): <ul style="list-style-type: none"><li>- The relevance of the cases – 5 points.</li><li>- Clear and consistent information – 1-5 points.</li><li>- Quality visualizations – 1-5 points.</li><li>- Quality analysis – 1-10 points.</li></ul>	25			
1.6	Experience in conducting research and studies focused on other countries/international experience related to economic and business development, MSMEs and BMOs/BSOs, market innovation or transformation, shaping value chains, trade and investment or closely	35			



	related subjects evidenced by submitted summaries of reports. <i>{2-3 relevant reports – 15 points, 4-5 relevant reports – 25 points, 5 reports or more – up to 35 points}</i>				
1.7	Quality of analytical reports (related to 1.6.): <ul style="list-style-type: none"> <li>- The relevance of the cases – 5 points.</li> <li>- Clear and consistent information - 5 points.</li> <li>- Quality visualizations – 5 points.</li> <li>- Quality analysis – 10 points.</li> </ul>	25			
1.8	Availability of technical resources for organizing and recording surveys, expert interviews, focus group discussions in Kyiv and regions (either by staff or reliable sub-contractors from the existing local network). <i>{20 points}</i> <ul style="list-style-type: none"> <li>- Sufficient number of interviewers – 6 points;</li> <li>- Availability of required technical resources, including, but not limited to: telephones, audio and video recording equipment, audio/video processing instruments, data recording and analysis software etc – 8 points;</li> <li>- Availability of premises for conducting FGDs – 6 points.</li> </ul>	20			
1.9	Experience in working with international organizations <i>{no experience – 0 points; availability of experience – 20 points}</i>	20			
<b>The total score on Form 1</b>		245			

Technical Proposal Evaluation Form 2		Points Obtainable	Company/Organization		
			A	B	C
Proposed Work Plan, Methodology and Approach					
2.1	<p>The relevance of the technical proposal to the objectives and tasks of the TOR, the quality of the proposed approach and methodology and its compliance with the stated goals of the TOR:</p> <ul style="list-style-type: none"><li>- The methodology is well-adjusted to the needs of the ToR and shows an understanding of the assignment –30 points;</li><li>- Essential aspects are addressed in sufficient detail, the methods and tools proposed are meeting the purpose and objectives of the assessment and are detailed in the proposal – 40 points;</li><li>- Proposed methodology and approach are aimed at designing a comprehensive analytical report – 30 points;</li><li>- The technical proposal is realistic within the timeframe stated in TOR – 15 points.</li><li>- The methodology allows establishing an M&amp;E baseline, includes risk mitigation, technical and quality assurance review mechanisms – 10 points.</li></ul>	125			
2.2	<p>The proposed sampling methodology:</p> <ul style="list-style-type: none"><li>- Includes specific regions and cities where the Contractor has the capacity to conduct the research – 20 points;</li><li>- Demonstrates an understanding of the MSMEs and BMOs/BSOs, and in particular of two distinct groups: women enterprises and MSMEs in conflict-affected areas as well as women’s MSMEs specifics – 30 points;</li><li>- Demonstrates an understanding of UNDP and partner organizations priorities and needs for information – 10 points;</li><li>- Includes at least one sampling script – 25 points;</li><li>- Includes alternative sampling scripts – 5 points.</li></ul>	90			
2.3	<p>Work plan and timelines:</p> <ul style="list-style-type: none"><li>- A work plan is well elaborated and feasible and includes visualized work schedule – 10 points;</li><li>- Work plan envisages all the activities and deliverables outlined in ToR – 10 points;</li><li>- Key activities in the work plan developed in the optimal sequence - 10 points.</li></ul>	30			

	<b>The total score on Form 2</b>	245			
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	Technical Proposal Evaluation Form 3	Points Obtainable	Company / Organization		
			A	B	C
Management Structure and Qualification of Key Personnel					
	Project Team Leader				
3.1	At least Master’s/Specialist’s degree in Business Administration, Marketing, Economics, Statistics, Management, Social Sciences, Development Studies, Law, Public Administration, or another related field. A postgraduate degree in the relevant field is an asset. <i>{Master’s/Specialist’s degree - 6 points, PhD or above - 7 points}</i>	7			
3.2	At least ten (10) years of experience in project management and/or leading research teams. <i>{10-12 years– 14 points, 13 years and more – 15 points}</i>	15			
3.3	At least fifteen (15) years of proven work experience in research. Experience at the international level is an asset. <i>{15-19 years– 13 points, 20 years and more – up to 15 points; experience at the international level – additional 5 points}</i>	20			
3.4	Previous experience of working with MSMEs or BMOs, knowledge and understanding of BMO services and MSMEs needs would be a strong asset. <i>{no experience - 0 points, 1-2 years – 2 points, 3 years and more – up to 5 points}</i>	5			
3.5	Excellent writing skills, analytic capacity and ability to synthesize inputs and relevant findings (proven with samples of at least two (2) prepared or co-authored presentations or other analytical documents with high-level recommendations, vision for market development and/or ideas for strategic direction and plan of action). <i>{2-3 related publications – 8 points, 3-4 related publications – 9 points; 5 and more related publications– 10 points}</i>	10			
3.6	Language skills (Fluent Ukrainian/Russian and English - 3 points)	3			
Interim score by criteria 3.1-3.6		60			
	Key Expert 1 (Analyst)				

3.7	At least a Master's / Specialist's degree in Business Administration, Public Administration, Marketing, Economics, Finance, Management, Social Sciences, another related field. A postgraduate degree in the relevant field is an asset. <i>{Master's/Specialist's degree - 6 points, PhD or above - 7 points}</i>	7			
3.8	At least ten (10) years of proven professional experience in research, including literature review, data collection, validation, and analysis. <i>{10-13 years - 14 points, 14 years and more – 15 points}</i>	15			
3.9	At least five (5) years of experience in handling large scale surveys, research, or data analysis in the relevant fields of MSMEs development, private sector development and support, women's entrepreneurship, BMOs/BSOs, trade and investment, shaping value chains or similar. <i>{5-8 years of experience – 10 points; 9 and more years of experience – up to 15 points}</i>	15			
3.10	Excellent writing skills, analytic capacity and ability to synthesize inputs and relevant findings (proven with samples of at least two (2) prepared or co-authored analytical documents related to surveys, research or similar). <i>{2-3 related publications – 7 points, 3-4 related publications – 8 points; 5 and more related publications– up to 10 points}</i>	10			
3.11	Language skills <i>{Fluent Ukrainian and English – 3 points}</i>	3			
<b>Interim score by criteria 3.7-3.11</b>		<b>50</b>			
<b>Key Expert 2 (Sociological Study Expert)</b>					
3.12	At least Master's/Specialist's degree in Social Sciences, Statistics, Marketing, Economics, Management, or other related fields. A postgraduate degree in the relevant field is an asset. <i>{Master's/Specialist's degree - 9 points, PhD or above - 10 points}</i>	10			
3.13	At least seven (7) years of proven work experience in research, market and consumer surveys design and implementation. <i>{7-10 - 11 points, 11 years and more – up to 20 points}</i>	20			
3.14	Proven competence in using statistical software for data analysis (competence in using STATA, R or SPSS statistics software preferred)	15			

	<i>{1-3 years - 6 points, 4-6 years - 7 points, 7 years and more – up to 15 points}</i>				
3.15	Language skills <i>{Fluent Ukrainian/Russian and upper-intermediate English – 3 points, Fluent Ukrainian/Russian/English - 5 points}</i>	5			
	<b>Interim score by criteria 3.12-3.15</b>	<b>50</b>			
	<b>Key Expert 3 (FDG Moderator)</b>				
3.16	At least a Bachelor's degree in Social Sciences, Statistics, Marketing, Economics, Management, Law, Finance or other related fields. <i>{Bachelor's degree – 5 points, Master's/Specialist's degree – 6 points, PhD or above – 7 points}</i>	7			
3.17	At least five (5) years of experience in coordinating and conducting focus-group discussions, expert and/or in-depth interviews, training of interviewers. <i>{5-7 years– 15 points, 8 years and more – up to 20 points}</i>	20			
3.18	Proved relevant experience with MSMEs, BMOs/BSOs, other business or business support actors as a target group is an asset. <i>{no experience - 0 points, 1-2 years – 5 points, 3 years and more – up to 10 points}</i>	10			
3.19	Language skills <i>{Fluent Ukrainian/Russian – 3 points}</i>	3			
	<b>Interim score by criteria 3.14-3.17</b>	<b>40</b>			
3.20	Is gender diversity ensured in the team? <i>{partially ensured – 5 points, close to 50/50% balance - 10 points}</i>	10			
	<b>The total score on Form 3</b>	<b>210</b>			

## Section 5. Terms of Reference

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Project title: Strengthening SME Business Membership Organizations, #00094897

**Description of the assignment:** Conduct an Outlook Study for Ukraine on advancement of Business Membership Organizations and Business Development Services

**Category:** Professional Consulting Services

**Country / Place of implementation:** Ukraine

**Possible travels (if applicable):** N/A

**Starting date of assignment:** May 2021

**The term of the assignment/or end date (if applicable):** 4 months

**Administrative arrangements:** The Project will not provide any facilities, equipment, support personnel, support services or logistic; all travel costs (if needed) should also be included in the Financial Proposal unless otherwise specified in this Terms of Reference.

**Supervisor's name and functional post:** Maksym Boroda, Project Manager, Strengthening MSME Business Membership Organizations Project (Phase II)

### PREAMBLE

Micro-, small and medium-sized enterprises (MSMEs) provide work for more than 4 million people in Ukraine and generate about 20% of the country's GDP. The Government of Ukraine has been increasing its efforts to undertake economic reforms and create a business enabling environment for enterprises, strengthen the position of MSMEs in the economy. Business membership organizations (BMOs) – an essential component of the business support infrastructure faces several challenges which are due weaknesses of the BMO sector and low capacity, sustainability and maturity of BMOs in terms of service provision strategy alignment and low level of awareness and understanding of existing and potential benefits of BMOs among current and potential member businesses.

During the period 2015 – 2018, in cooperation with the Ministry of Economic Development and Trade and with the financial support from Switzerland (the Donor), UNDP supported BMOs through the "Strengthening SME Business Membership Organizations" project.

Building on the experience and lessons learned, a key focus of Project Phase II is to ensure the sustainability and scaling-up of the positive results achieved during the First Phase, in particular, enhance growth and competitiveness and strengthen the voice of MSMEs in Ukraine through more professional, demand-driven and client-oriented Business Membership Organizations.

The Project aims to expand BMO coverage throughout Ukraine. It is expected to positively impact their ability to attract members, promote constructive cooperation with governmental structures, and contribute to policy development, leading to MSMEs sector growth.

The Partner BMOs have been selected as a result of a competitive process based on clear and transparent criteria. They will be delivered tailored support to improve their institutional, organizational, financial, and communication capacities to represent the interests of the private sector.

The group of Partner BMOs includes 27 organizations of different profiles and geographic coverage: National CCI, five regional CCIs, five regional universal BMOs and nine industry associations

Improvement of SME development requires many ingredients, including a policy environment conducive to enterprise competitiveness and ensuring access to financial and non-financial services, usually referred to as Business Development Services (BDS<sup>2</sup>). BMOs can promote the growth of MSMEs through advocacy to create a better business environment and, notably, through facilitation or direct provision of demand-driven BDS. The development of such services is not only a precondition for attracting more members and, as a result, generating income for the BMO, but also for promoting the MSME sector through broader and better services.

As a result of this study UNDP Ukraine, other donors, local and national government, partner BMOs and other stakeholders will have a more detailed understanding of the international best practices in BMO operation and BDS provision, as well as collective thoughts of Ukrainian MSMEs' and relevant stakeholders on the challenges, needs and actions that need to be taken. The information will be used to forecast future trends to the extent possible and make decisions regarding the focus (geographic, customer segments, services) and strategies to stimulate the growth of the MSME sector in Ukraine, including through strengthening the service provision capacities of Business Membership Organizations.

The study is expected to result in the development of an idea for strategic orientation and plan of action for BMO and BDS development in Ukraine with clear objectives, activities, target measures and roles, taking into account global best experience and Ukrainian context. The outlook should seek to inspire and provide guidance to those within the sector and a wider stakeholder circle.

## **OVERALL OBJECTIVES AND TASKS**

The overall goal of the assignment is to articulate a vision for BMOs/BDS development in Ukraine through mapping of the best international practices, assessment of MSMEs' needs to achieve a better understanding of the demand side of the market, and matching those; as well as to provide an idea for translating a vision into a strategic plan enabling UNDP, government authorities, Business Membership Organizations to collaborate and intervene for the advancement of the MSME sector growth.

Specific objectives include, but not limited to:

- Perform a scoping study of BMOs operation globally, including an analysis of strategic positioning, best practices in BMO activities and service provision.
- Identify the best international practices in business development services provided by BMOs.
- Conduct a market analysis and collect data on collective needs, thoughts and attitudes of Ukrainian MSMEs, including:
  - significant issues and challenges,
  - level of satisfaction with the business environment,

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<sup>2</sup> BDS include a wide array of non-financial services important to the creation, entry, survival, growth, productivity, and competitiveness of the enterprise. They include (but are not limited to) consultancy and advisory services, training, marketing assistance, information, technology development and transfer, and business linkage promotion.

- awareness about business membership organizations,
- membership or readiness to be a member of the BMO,
- awareness of MSMEs on services and benefits provided by BMOs and their importance for the sector,
- importance of business development services (BDS) to Ukrainian MSMEs and MSMEs' perception of BDS availability.
- awareness among MSMEs on sustainable business practices, interest in implementing in own operation and need for related training and services.
- fundamental trends in current BDS usage, including awareness and reach of various business services among MSMEs in Ukraine, satisfaction with the quality of used BDS.
- key criterion in MSMEs' choice of the service provider(s).
- willingness of MSMEs to pay for BDS.
- specific unfulfilled demand for services in Ukraine.
- share of MSMEs made aware of specific services through the survey and respond they would now definitely buy it.
- key underserved groups in the BDS market.
- demand among MSMEs for training and professional certification for staff.
- awareness among MSMEs about industry-based voluntary standards for goods or services and interest to implement in their operation.
- demand among MSMEs for advocacy services that BMOs may offer.
- Identify the key BDS that would make the most competitive difference to Ukrainian MSMEs and opportunities for BDS development interventions for BMOs/BSOs and develop relevant recommendations.
- Identify information gaps and evaluate marketing and promotion opportunities at all levels: local, regional, and national.
- Develop an idea for strategic orientation and plan of action for BMO and BDS development in Ukraine with clear objectives, activities, target measures and roles, taking into account the best global experience and Ukrainian context.

## **SCOPE OF WORK AND EXPECTED OUTCOMES**

Under the UNDP Project Manager's supervision and in coordination with the Project Team, the Contractor will accomplish the following activities.

### **STAGE 1**

**1.1. Conduct a desk review of UNDP's background documents and **prepare a detailed work plan.**** The work plan should specify the activity areas, the composition of the data collection team and their respective capacities (i.e. number and qualification of the key personnel required for the study and research), travel and logistic arrangements (if any), a detailed timeline of work with fixed deadlines. The Contractor should draft a work plan in close consultation with UNDP.

**1.2. Develop a methodology** and submit it to UNDP for review and approval. The methodology applied should allow for attaining the objectives and goals as specified in "2. Overall objectives and tasks".

Overall, the Contractor is expected to use a desk review to study secondary sources and telephone interviews, expert interviews, and focus group discussions for obtaining primary data. The Contractor is expected to consolidate information from all the sources to inform the findings and develop relevant recommendations on tailored support to MSMEs development and growth.



*NOTE: The Contractor should discuss goals of assignment and methodology with UNDP before starting the work. UNDP should approve the final version of the methodology with detailed research methods, samples, tools and timetable of proposed fieldwork.*

**1.3. Conduct desk research** by availing of existing documentation, including:

- (1) study and research reports commissioned or published globally on the target topic of BMO operation or BDS service provision, various relevant international programme and Project reports, international case studies, success stories and other relevant publications (preferably with a focus on the EU countries, USA, UK, Switzerland, Canada and other developed countries).
- (2) any available research or surveys from recent years commenced in Ukraine relevant to the assignment.
- (3) any other relevant documents, online and offline publications, and websites locally and internationally, which may be relevant and inform the findings.

The Contractor may need to additionally communicate with the identified relevant stakeholders at the international level to solicit, acquire or follow up on information identified and validate hypotheses or findings.

During the identification of the best international practices in BMO operation and BDS service provision to be further featured, the Contractor should ensure that the implementation of such practices has proved to have a clear and measurable result and provide a visible opportunity for the implementation in Ukraine. The Contractor must provide the information on enabling conditions and success factors for each case (if any specific identified).

**1.4. Develop an Interim Analytical Report, which is expected to include:**

- (1) A brief analytical summary of the national context and significant developments during the recent two years (2019-2020).
- (2) Benchmarks and best practices and experiences for BMOs role, categorization, activities and positioning in different country circumstances, and a preliminary assessment of which of those may be appropriate for Ukraine.
- (3) Benchmarks and best practices and experiences for market penetration and other indicators of market development for various business development services provided by BMOs in different country circumstances from the perspective of demand, supply, key market issues (awareness, understanding, reach, retention), market development strategies, and a preliminary assessment if those may be appropriate for Ukraine. An overview should also include a range of BDS provided to MSMEs by BMOs, usage tendencies by the type/size of MSMEs (if available), BMOs service delivery approach, types of other providers MSMEs obtain BDS from, types of services among those provided by BMOs that are (not) being used and reasons for (not) using specific services, strengths and weaknesses of the BMOs as service providers, monetisation strategies used by BMOs and pricing.
- (4) Findings, conclusions, and recommendations.

The Report should take into account the impact of COVID-19 on the trends and practices if any.

The Report shall be prepared in **Ukrainian and English** (up to 40 pages A4, 11pts).

**1.5. Analyse the data obtained during the desk research and design the draft assessment toolkit** for quantitative and qualitative study and submit it to UNDP for approval.

The toolkit should allow for attaining the objectives and goals as specified in “2. Overall objectives and tasks”. The toolkit must be adapted to incorporate issues relevant to country-specific conditions and needs of UNDP.

The toolkit should contain (but not be limited to):

- a) Detailed description of the methodological approach.
- b) Surveying tools (sampling approach, survey questionnaire, guides as other necessary tools designed by the Contractor in close collaboration with UNDP, and submitted to UNDP for approval).
- c) Design of the surveying sample of MSMEs.
- d) Approach to conducting expert interviews and Focus Group Discussions, relevant guides, timelines, and composition. The Contractor is also expected to prepare a draft message to key stakeholders (tailored to the audience) on why the study is being done and why it is important for them to participate.
- e) Relevant templates and outline of the Analytical Report.

#### Requirements to MSME Survey Sample

Sample size: 1,000 MSMEs. The Contractor should ensure meeting the following conditions for the study sample:

- a) Random representative sample of all MSMEs in Ukraine: all 24 oblasts and the city of Kyiv.
- b) The sample should be designed to be representative not only for MSMEs in general, but also for separate five (5) macro-regions (Western, Northern, Central, Southern, Eastern), as well as for three (3) sizes of business (micro, small and medium enterprises), and gender of the owner/manager.

Macro-regions will include the following oblasts:

- Western macro-region: Volyn, Zakarpattia, Ivano-Frankivsk, Lviv, Rivne, Ternopil, Khmelnytskyi and Chernivtsi oblasts.
- Northern macro-region: Kyiv, Zhytomyr, Sumy, Chernihiv oblasts and the city of Kyiv.
- Central macro-region: Vinnytsia, Kirovohrad, Poltava, Cherkasy oblasts.
- Southern macro-region: Mykolaiv, Odesa and Kherson oblasts.
- Eastern macro-region: Dnipropetrovsk, Zaporizhia, Kharkiv, Donetsk and Luhansk oblasts.

*The survey is expected to be conducted in all Ukraine oblasts, except the Autonomous Republic of Crimea. In Donetsk and Luhansk oblasts, surveys to be held only in the areas controlled by the Ukrainian government.*

- c) The following variables should be considered when designing the samples (but not limited to): business type, geographical location, industry/sector, business size by the number of employees, business size by sales volume of goods (services), business age (start date), the gender of the owner/manager, per cent of the employment generated in the enterprise to women and else.
- d) The survey should target existing and potential BMO members and BDS consumers primarily in the sectors of interest for UNDP and partner Business Membership Organizations, which should be identified in cooperation with UNDP and partner BMOs.
- e) It is expected that the sample will include a proportional number of MSMEs from both urban and rural areas per each macro-region.

f) The firms in the sample have to be 100 per cent privately owned.

g) The Contractor should ensure that the sample includes a proportional number of women's MSMEs. It is expected that the Contractor will consult UNDP's report "Women and Men in Leadership Positions in Ukraine" to identify proper gender quota per geographic area, industry, business size.

e) Respondents must be the owners or the company's managers, having practical knowledge of the operation, partnerships, use and expenditure on business services in the past and current period. For medium enterprises, another senior manager may be a respondent.

*NOTE: It is expected that the representative samples AND the lists of MSMEs to be interviewed will be prepared and compiled by the Contractor and submitted to UNDP for approval.*

### Requirements to Surveying Tools

Surveying tools should fully achieve the assignment's objectives and address the needs in information to draw conclusions and produce relevant recommendations. The following variables should be considered when designing the surveying tools (but not limited to): business type, geographical location, industry/sector, business size by the number of employees, business size by sales volume of goods (services), business age (start date), the gender of the owner/manager, per cent of the employment generated in the enterprise to women and else.

The survey questionnaire should be designed to require up to 40 minutes of respondent time to respond to it. The Contractor will prepare the first draft of the questionnaire and submit to UNDP for review and feedback.

*NOTE: The Contractor should obtain approval from UNDP before proceeding to the following stage of work, including UNDP will approve the draft version of the assessment toolkit with detailed research methods, samples, tools and timetable of proposed fieldwork, and a list of MSMEs.*

## **STAGE 2**

### **2.1. Conduct validation of the survey questionnaire with key stakeholders and finalize the assessment toolkit.**

The Contractor is expected to use the information identified during Stage 1 and additional consultations with UNDP and key stakeholders to inform the development of the final assessment toolkit that will allow for attaining the objectives and goals as specified above in "2. Objectives and Tasks" in full or exceed them, while focusing on most important aspects and being clear to the respondents and partners.

As UNDP approves the first draft developed by the Contractor, further development and finalization of the questionnaire will be done in a participatory way, engaging a broad range of partners, i.e. other UNDP projects, partner BMOs, representatives of governmental authorities and more. The Contractor will facilitate virtual (online) working group meetings (at least two), collect feedback/suggestions, and provide methodical expertise on question formulation to be in accordance with key formulation requirements, as well as ensure that the language and style of questions are tailored to the target audience and easy-to-understand. The Contractor must be ready to deliver additional meetings with BMOs or other partners to discuss the survey questionnaire if there is a need or request from the Partners. All meetings are expected to be organized virtually (online). The Contractor will finalize the survey questionnaire incorporating the feedback received and submit it to UNDP for final review and approval.

### **2.2. Pre-test Survey Questionnaire**

The Contractor should conduct training for interviewers and test the questionnaire for the survey by running the pilot test in selected locations under real conditions and providing detailed feedback. Before running the Pilot Test, the Contractor must conduct a briefing for interviewers together with the Project. If the Contractor identifies problems with the questionnaire, these should be reported back to UNDP. Before the actual survey commences, modifications should be made to the questionnaire based on lessons learned during the pilot test and first four (4) FGDs.

### **2.3. Survey 1,000 MSMEs.**

The Contractor will conduct telephone interviews with selected representatives of MSMEs respecting the following requirements:

- a) All interviews should be conducted following UNDP standards. The UNDP will provide an initial briefing to Key personnel (lead team) of the Contractor, while the Contractor will organize a proper briefing for all interviewers who will carry out the survey and interviews.
- b) The modality should be *telephone interviews*.
- c) The survey shall be carried out objectively without consideration of the interests of any parties. All points of view as regards the events and processes shall be provided and compared.
- d) Interviews should be conducted in a language most suitable for the respondent, so the Contractor is expected to use questionnaires both in Russian and Ukrainian. The Contractor should ensure the translation of questions, as needed.
- e) Quality assurance should envisage 10-15% control of interviewers' work. The Contractor should be ready to provide Quality Assurance protocols on demand. UNDP may also request to observe quality assurance exercise. In addition, UNDP reserves the right to conduct third-party quality assurance. The Contractor should include a question about respondent's willingness to provide contacts to UNDP and should be ready to share these contacts with UNDP on demand. In such case, UNDP will conduct control using own resources or with the help of an independent expert.
- f) The Contractor will ensure logical analysis of 100% questionnaires.

### **2.4. Conduct eight (8) Focus Group Discussions with MSME representatives.**

The Contractor will conduct Focus Group Discussions with selected MSMEs' representatives respecting the requirements outlined below.

#### *Requirements to focus group discussions (FGDs)*

Sample size: up to 80 MSMEs (7-10 participants per one focus group discussion, in total 8 FGDs). The Contractor will conduct FGDs with selected representatives of MSMEs respecting the below requirements. It is expected that focus groups composition will be formed by the Contractor and submitted to UNDP for approval.

- a) The Contractor is expected to prepare FGD guide, as well as topics, cases, and infographics to be used during focus group discussions. The toolkit and FGD guide should be discussed with UNDP and approved by UNDP before the focus groups commence. A representative of UNDP should be invited to FGDs as an observer.
- b) At least two (2) FGDs will be conducted for each of the following groups: micro-business, small business, medium business. The sample should include participants from different macro-regions and proportional number of MSMEs owned/managed by women.

- c) At least two (2) FGDs will be conducted for MSMEs managed/owned by women. The sample should include participants from different macro-regions and three (3) sizes of business (micro, small and medium enterprises).
- d) All focus group discussions should be conducted following UNDP standards and by a professional moderator. All FGDs to be recorded and recordings provided to UNDP with the Final Report.
- e) The Contractor should ensure that (4) FGDs (micro-business, small business, medium business, businesses led by women) are conducted prior to MSMEs survey and modifications made to the MSMEs questionnaire on the basis of lessons learned, as required. Another four (4) FGDs are to be conducted after the MSME survey to validate hypotheses from survey results and the first four (4) FGDs.

**2.5. Analyse and validate survey results.** Generate hypotheses for survey results and the first four (4) FGDs. If the survey includes open-ended questions, identify repeating themes in the responses. Document comments that reflect and reinforce the quantitative results and hypothesis from FGDs. Test the identified set of hypotheses in another set of focus groups (another four (4) FGDs) and during expert interviews.

## **2.6. Conduct expert telephone interviews.**

The Contractor will conduct expert interviews (via telephone interviews or virtual meetings using Zoom, Teams etc.) to validate the study findings and hypotheses with selected representatives of the government, parliament, and other national and regional authorities having a critical role in improving the business environment and support infrastructure or expressing interest in MSME development, business membership organizations (Chambers of Commerce, industry and universal business associations), as well as donor-funded projects and programmes in the private sector development area implemented in Ukraine, respecting the below requirements.

- a) Sample size: at least ten (10) respondents. The Contractor must ensure proportional representation of women in the sample. It must be ensured that the suggested respondents have practical knowledge or decision-making authority on the subject matter. It is expected that the list of people to be interviewed will be prepared in close consultations with UNDP and must be approved by UNDP.
- b) The Contractor is responsible to prepare the first draft of the interview guide, including suggested topics for discussion and hypothesis for validation, and submit to UNDP for review and feedback. The Contractor should obtain approval from UNDP before commencing the work.
- c) All expert interviews should be conducted under UNDP standards and by an expert moderator.
- d) All interviews must be recorded. All recordings and related text transcripts to be provided to UNDP with the Final Report.

## **STAGE 3**

The Contractor is expected to use the information identified during Stage 1 and Stage 2 and additional consultations with UNDP and key stakeholders to inform the development of the Final Report that will allow for attaining the objectives and goals as specified above in "2. Objectives and Tasks" in full or exceeding them.

**3.1. Analyse the findings** from a scoping study and desk research on best international practices in BMOs operation and BDS provision, coupled with the data from the MSMEs survey on collective

needs (existing and potential), perceptions and attitudes of Ukrainian MSMEs, discussed and validated through FGDs and expert interviews.

As a result, the Contractor is expected to identify (*but not limited to*):

- Best practices and experiences for BMOs role, categorization, activities and positioning applicable to Ukrainian context.
- Strengths and weaknesses of BMOs as service providers globally and as applicable to Ukraine.
- Opportunities for service innovation by BMOs on the Ukrainian market.
- Issues and challenges for BMO/BDS development in Ukraine and recommendations for tackling those from global experience.
- MSMEs satisfaction with business environment and key challenges / barriers that may be addressed by BMOs.
- Awareness of MSMEs about business membership organizations, their business services, and other benefits, as well as best approach to raising awareness as proved effective globally.
- Readiness of Ukrainian MSMEs to be members of BMOs and applicable best international practices for membership growth.
- Availability of needed BDS to Ukrainian MSMEs and not yet voiced needs for services provided or not yet provided at the Ukrainian market.
- Awareness, understanding, needs and implementation among Ukrainian MSMEs of sustainable business practices, and best international experience to promote and educate those to such target audience, which may be successfully applied in Ukraine.
- Awareness, understanding and demand among MSMEs for specific services (specialized training, professional certification, standardization for goods/services through private voluntary certification, advocacy services etc.) and vision for best approach to their development and promotion at the Ukrainian market.
- Awareness, needs, understanding, reach and retention for specific types of services provided by BMOs, satisfaction with the quality of provided BDS, unfulfilled demand, and other fundamental trends in current BDS usage, and recommendations on potential market development strategies from the perspective of demand, supply and key market issues determined through global experience and consultations with local stakeholders.
- A list of BDS provided to MSMEs by Ukrainian BMOs, correlated to a list of suggested key BDS that may be provided by BMOs and would make the most competitive difference to Ukrainian MSMEs.
- Key criterion in MSMEs' choice of the service provider(s) and their willingness to pay for BDS in Ukraine, along with recommendations on best monetisation and pricing strategies used by BMOs globally.
- Key underserved groups in the Ukrainian BDS market and recommendations on best practices that may be applied to reach those.

**3.2. Develop a Final Analytical Report.** The Contractor will analyse and consolidate the data obtained during Stage 1 and Stage 2 and produce a high-quality consolidated report. The Report shall be prepared **in Ukrainian and English** (up to 100 pages A4, 11pts).

The final structure and content of the Report shall be agreed with UNDP and consist of the following tentative sections (***not inclusive***):

1. Executive summary (2-3 pages).
2. Abbreviations, lists of tables and charts.
3. Description of research methodology, including limitations and challenges encountered.
3. Findings and conclusions on the national context and best international practices as outlined in the Interim Analytical Report.
4. Key findings and conclusions from market analysis and data collection on the needs, perceptions, and attitudes of Ukrainian MSMEs.
5. Vision for BMOs role, categorization, activities and positioning in Ukraine.
6. Vision for BDS market development, key opportunities for BDS development interventions for BMOs/BSOs, and key BDS that would make the most competitive difference to Ukrainian MSMEs.
7. High-level recommendations and an idea for strategic orientation and plan of action for BMO and BDS development in Ukraine with clear objectives, activities, target measures and roles, taking into account best global experience and Ukrainian context.
8. Lessons learned.
9. Annexes (survey forms, interview guides and questionnaires, timetable of the interviews, list of interview participants, audio/video recordings of the FGD, databases and any other materials related to the study should be submitted with the Report). Filled in questionnaires should be made available for checks at the request of UNDP.

*Requirements for analytical reporting*

A report structure must include a cover page, table of contents, glossary of terms, introduction, executive summary, the text of the report, conclusion, recommendations, annexes. The conclusions should be comprehensive and balanced, be well substantiated by the evidence and logically linked to the assessment findings. The recommendations need to be supported by an evidential basis, be credible, practical, action-oriented, and define who is responsible for the action to have the potential to be used in decision-making.

The Annexes should be duly numbered, and all tables should contain references to sources and be numbered, as well as there should be references to them in the text of the report. All visuals and tables throughout the report should be duly numbered.

The report should contain a bibliography and list of web-resources, if relevant. The final report should take into account UNDP analytical standards and standards for writing reports. The report format (layout, text borders, the design of charts and tables, format of titles, subtitles and main text and other) should provide for convenient reading of the document and be in line with basic design requirements (aesthetics) to such kind of documents. The report should be logical and understandable and have a limited number of specialized terms. The report should also have a clear structure and be broken into sections (subsections).

The Contractor is also expected to provide a Technical Report with expended methodology for each component, general population sources description, response rate, field dates, quotas descriptions (planned and realized), average QNR length (planned and actual), pilot results, all

difficulties and force majeure that happened during the field study. The Technical Report must be supported with relevant documentation, including datasets (in Excel or SPSS format), audio recordings for FGD discussions and expert interviews, and any other technical materials related to the assignment, enclosed as Annexes. The Interim and Final Report should be prepared in Ukrainian and English, whereas the Contractor may submit other deliverables in Ukrainian only.

All reports and results are to be submitted to the UNDP in electronic form (\*.docx, \*.xlsx, \*.pptx, and \*.pdf or other formats accepted by UNDP).

**3.2. Develop a presentation on the results of the assessment.** Upon completing the Report, the Contractor will prepare a Ukrainian and English presentation, which should cover methodology, assessment results, main findings of the survey, and recommendations.

#### Requirements to presentation

The primary focus of the presentation should be on vision and recommendations for further action. Presentation should be prepared in PowerPoint format using the template provided by UNDP and to be submitted to the UNDP in electronic form (\*.pptx, \*.pdf or other formats accepted by UNDP).

#### **3.3. Public presentation to key stakeholders.**

The Contractor is expected to participate in at least one (1) public event to present the study results and critical recommendations. It is expected that all events will be organized online (virtually). *If an event is organized offline, the event's logistic arrangements will be covered separately by UNDP. The Contractor should not include these costs in the financial proposal.*

***NOTE: Any information, reports, presentations, and other materials should be agreed upon with UNDP before sharing externally. All information and products produced by the Contractor under this Project will remain property of the UNDP.***

To ensure the proper delivery of the above tasks, the Contractor will:

- Hold inception and follow-up meetings with the UNDP project team as requested.
- Prepare a detailed work plan with a timetable for this assignment.
- Submit all the deliverables for review, comments and approval to the UNDP project team as requested.
- Develop tools and documentation described above in this Terms of Reference and validate/approve them with the UNDP project team.
- Liaise and ensure constant communication/coordination with the UNDP project team regarding all aspects of the assignment, and instantly inform UNDP of any difficulties or delays encountered during the assignment to resolve them.
- Ensure the mainstreaming of gender equality and women's empowerment considerations in activities, promote a safe and enabling environment free of any kind of discrimination and abusive behaviour, and use the principles of gender-responsive communications in line with the UNDP corporate standards.

#### **DELIVERABLES AND TIMELINE:**

The target date for the start of work is April 2021. The Contractor is expected to complete the tasks within the following tentative timeframe.



#	Deliverable	Timeframe
1	<p>An Inception Report developed and submitted to UNDP for review and approval, comprising: a detailed final methodology; a detailed work plan reflecting key actions, milestones, and updated calendar with Gantt Chart.</p> <p><b>A first draft of the Interim Analytical Report</b> (<i>up to 40 pages A4, 11pts, in Ukrainian</i>) developed and submitted to UNDP for review and approval.</p> <p><b>Final Interim Analytical Report</b> (<i>in Ukrainian and English</i>), incorporating comments and feedback to the draft report, developed and submitted to UNDP for review and approval.</p> <p><b>A first draft of the Assessment Toolkit</b>, including detailed research methods, samples, tools and timetable of proposed fieldwork submitted to UNDP for clearance.</p>	4 weeks
2	<p><b>At least two (2) virtual peer-to-peer consultation meeting</b> with key stakeholders conducted, and a survey questionnaire validated. Survey questionnaire finalized and <b>Final assessment toolkit</b> submitted to UNDP for clearance.</p> <p><b>Questionnaire Pre-Test completed</b> and necessary revisions implemented. A summary of the piloted questionnaire's quality, identified misleading questions and any other problems experienced during the pilot data collection exercise informed to UNDP.</p> <p>At least 1,000 MSMEs surveyed. Data collection and entry completed. Raw (i.e. unchecked) dataset and clean data for review in a format readable by a standard statistical software (and in MS Excel format) containing cross-tabulations on all the questions and cleaned and weighted results in electronic format and quality assurance report provided to UNDP.</p> <p><b>Eight (8) Focus Group Discussions</b> conducted in the targeted regions, and their audio/video recordings and transcript and Report with a brief analysis of the results and quality assurance reports prepared and sent to UNDP.</p> <p><b>Ten (10) expert interviews conducted</b>, and their audio/video recordings and transcript and Report with a brief analysis of the results and quality assurance reports prepared and sent to UNDP.</p>	8 weeks
3	<p><b>A first draft of the Final Analytical Report</b> (<i>in Ukrainian, up to 100 pages A4, 11pts</i>) presented to UNDP for feedback and validation, containing comprehensive analysis and sections outlined above.</p> <p><b>Final Analytical Report</b> (<i>in Ukrainian and English</i>), incorporating comments and feedback, developed and submitted to UNDP.</p> <p><b>Presentation developed, findings and recommendations presented</b> to a wide range of stakeholders at minimum one (1) public event.</p> <p>A Final Technical Report developed and submitted to UNDP.</p>	4 weeks

### PAYMENT SCHEDULE

Payment will be made in 3 tranches according to the following payment schedule:

**First payment** - upon satisfactory completion of Stage 1 - (30%).

**Second payment** - upon satisfactory completion of Stage 2 - (40 %).

**Third payment** - upon satisfactory completion of Stage 3 – (30 %).

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### **MONITORING AND REPORTING REQUIREMENTS**

The Contractor will work under the Project Manager's supervision and in close cooperation with the Project staff.

The Contractor shall comply with the monitoring, evaluation, and quality control implemented by the UNDP. All necessary information, reports, statistics, electronic and paper version of the reports should be prepared and submitted for clearance by UNDP according to a preliminary determined schedule or as quickly as possible (within the agreed period).

The Contractor must consult with UNDP on all the steps of the process and proceed to the next step only upon obtaining approval on the accomplished step. The organization should arrange its activities based on the principle of constructive cooperation. It is mandatory to take into account all proposals of UNDP.

After a pilot test of the questionnaire, the Contractor shall provide UNDP with a report on the piloted questionnaire's quality, identified misleading questions and any other problems experienced during the pilot data collection exercise submitted to the Project.

After completing all activities, the Contractor is to submit to the UNDP a Final Technical Report, containing a brief description of the work performed and the deliverables. The Final Technical Report should also contain information related to the overall organization and execution of the survey, data entry, and organization of the output files highlighting any considerable difficulties, challenges and deviations from the original plan and any other notable occurrences.

All reports and results are to be submitted to the UNDP in electronic form (\*.docx, \*.xlsx, \*.pptx, and \*.pdf or other formats accepted by UNDP). The Intermediate and Final reports should be submitted in Ukrainian and English.

### **MANAGEMENT ARRANGEMENTS**

The Contractor shall be responsible for managing the assignment's processes, human resources, logistics and expenditures related to the assignment in terms of time and adequacy in close consultations with the UNDP.

The Contractor should ensure the reference to UNDP and the Donor.

Project implementation will be monitored along with the working plan, but UNDP reserve the right to request information about the current level of progress at any stage. A final decision on the evaluation of works delivered by the Contractor is made by the Project Manager.

## **EXPERIENCE AND QUALIFICATION REQUIREMENTS (ELIGIBILITY CRITERIA) TO CONTRACTOR**

### **General requirements:**

- An officially registered company or organization (commercial, non-profit, non-governmental, educational establishment). Applicants may submit their proposals as members of the partnership/consortium. In this case, the contract will be concluded with the principal organization. The principal organization shall conclude all partnership agreements. Legal partnership registration is not required; however, partner companies shall commit themselves to cooperate to fulfil the terms of the contract.
- At least ten (10) years of proven experience with similar study and research assignments, specifically on design, implementation and management of qualitative and quantitative data collection processes, market research and studies, data collection, collating and analysis, and report writing.
- At least five (5) years of proven experience with advisory or research assignments related to economic development, MSME sector, BMO/BSOs, business development services or closely related fields in Ukraine and internationally.
- Availability of staff and technical resources for organizing and recording surveys, expert interviews, focus group discussions in Kyiv and regions (either by staff or reliable sub-contractors from the existing local network), including sufficient number of interviewers, required audio and video equipment to record phone interviews and capture conversations during focus group discussions and expert interviews, data management software, availability of regional premises for conducting FGD etc.
- Experience in working with international organizations and donor agencies **will be an asset**.

### **Requirements for the Key Personnel:**

#### **1. Project Team Leader**

- At least a Master's/Specialist's degree in Business Administration, Marketing, Economics, Statistics, Management, Social Sciences, Development Studies, Law, Public Administration, or another related field. A postgraduate degree in the relevant field is an asset.
- At least fifteen (15) years of proven work experience in research. Experience at the international level is an asset.
- At least ten (10) years of experience in project management and/or leading research teams.
- Previous experience of working with MSMEs or BMOs, knowledge and understanding of BMO services and MSMEs needs would be a strong asset.
- Excellent writing skills, analytic capacity and ability to synthesize inputs and relevant findings (proven with samples of at least two (2) prepared or co-authored presentations or other analytical documents with high-level recommendations, vision for market development and/or ideas for strategic direction and plan of action).
- Fluency in Ukrainian/Russian and English.

#### **2. Key Expert 1 (Analyst)**

- At least a Master's / Specialist's degree in Business Administration, Public Administration, Marketing, Economics, Finance, Management, Social Sciences, another related field. A postgraduate degree in the relevant field is an asset.

- At least ten (10) years of proven professional experience in research, including literature review, data collection, validation, and analysis.
- At least five (5) years of experience in handling large scale survey or research data analysis in the relevant fields of MSMEs development, private sector development and support, women's entrepreneurship, BMOs/BSOs, trade and investment, shaping value chains or similar.
- Excellent writing skills, analytic capacity and ability to synthesize inputs and relevant findings (proven with samples of at least two (2) prepared or co-authored analytical documents related to surveys, research or similar).
- Fluency in Ukrainian, Russian and English.

### **3. Key Expert 2 (Sociological Study Expert)**

- At least Master's/Specialist's degree in Social Sciences, Statistics, Marketing, Economics, Management, or other related fields. A postgraduate degree in the relevant field is an asset.
- At least ten (10) years of proven work experience in research, market and consumer surveys design and implementation.
- Proven competence in using statistical software for data analysis (competence in using STATA, R or SPSS statistics software preferred)
- Fluent Ukrainian/Russian and upper-intermediate English. Fluent English would be an asset.

### **4. Key Expert 3 (FGDs Moderator)**

- At least a Bachelor's degree in Social Sciences, Statistics, Marketing, Economics, Management, Law, Finance or other related fields.
- At least five (5) years of experience in coordinating and conducting focus-group discussions, expert and/or in-depth interviews, training of interviewers.
- Proved relevant experience with MSMEs, BMOs/BSOs, other business or business support actors as a target group is an asset.
- Fluency in Ukrainian/Russian.

## **DOCUMENTS TO BE SUBMITTED WITH THE APPLICATION**

- ☒ Technical proposal (see more details below)
- ☒ Financial proposal (see more details below)

### **TECHNICAL PROPOSAL**

#### **Required**

- ☒ Letter of interest/letter of proposal, with general information on the Organization: name of organization; address (legal and mailing), telephone and fax numbers, contact persons, e-mail addresses, as well as on organization resources and capacities, including date of establishment, information about activities of the organization, professional expertise, experience, number of employees (information should not exceed three (3) pages);
- ☒ Proposed schedule with a list of key activities (information should not exceed three (3) pages);
- ☒ Proposed Methodology for the Completion of Assignment, including a detailed description of how the proposed approach and methodology meets or exceeds the requirements. All essential aspects should be addressed in sufficient detail, including a description of assessment methodology, approach to sampling and data collection, instruments for

conducting the assessment (interviewers, facilities, data management, equipment). The methodology shall also include details of the Applicant's risk mitigation, technical and quality assurance review mechanisms, and any other comments or information regarding the approach and methodology (information should not exceed 15 pages).

- ☒ CVs of the project team members clearly indicating the respective qualification requirements
- ☒ Examples or summaries of prior successful projects delivered (at least 3 cases clearly illustrating relevance, the scope of work and results of Contractor's work);
- ☒ Copies of analytical reports prepared earlier:
  1. Not less than two (2) focused on Ukraine on economic and business development, MSMEs and BMOs/BSOs, market innovation or transformation, shaping value chains, trade and investment or closely related subjects.
  2. Not less than two (2) focused on other countries or international experience on economic and business development, MSMEs and BMOs/BSOs, market innovation or transformation, shaping value chains, trade and investment or closely related subjects.
- ☒ At least two references from previous clients.

## EVALUATION CRITERIA

### Evaluation and comparison of proposals

A two-stage procedure is utilized in evaluating the proposals, with the evaluation of the technical proposal being completed prior to any price proposal being opened and compared. The price proposals will be opened only for submissions that passed the minimum technical score of 70% (or 490 points) of the obtainable score of 700 points in the evaluation of the technical proposals.

In the First Stage, the technical proposal is evaluated on the basis of its responsiveness to the Terms of Reference (TOR) and as per the below Evaluation Criteria.

In the Second Stage, the price proposals of all offerors, who have attained a minimum 70% score in the technical evaluation, will be reviewed.

Overall evaluation will be completed in accordance with the cumulative analysis scheme, under which the technical and financial aspects will have pre-assigned weights on 70% and 30% of the overall score, respectively. The lowest cost financial proposal (out of technically compliant) will be selected as a baseline and allocated the maximum number of points obtainable for financial part (i.e. 300). All other financial proposals will receive a number of points inversely proportional to their quoted price; e.g.  $300 \text{ points} \times \text{lowest price} / \text{quoted price}$ .

The winning proposal will be the one with the highest number of points after the points obtained in both technical and financial evaluations, respectively, are added up. The contract will be devoted to the bidder that submitted the winning proposal.

### Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable	Company / Organization			
				A	B	C	D
1	The expertise of the company/organization submitting the Proposal	35%	245				

2	Proposed Work Plan, Methodology and Approach	35%	245				
3	Management Structure and Qualification of Key Personnel	30%	210				
	<b>Total Score</b>	<b>100%</b>	<b>700</b>				
	<b>Notes</b>						

Technical evaluation forms are provided on the next pages. The maximal points obtainable per each criterion indicate the relative importance or score weight in the general evaluation process.

### Technical Proposal Evaluation Forms:

Form 1. The expertise of the company/organization submitting the proposal

Form 2. Proposed Work Plan, Methodology and Approach

Form 3. Management Structure and Qualification of Key Personnel

### Technical Evaluation Criteria for UNDP ToR

Technical Proposal Evaluation Form 1		Points Obtainable	Company / Organization		
			A	B	C
The expertise of the company/organization submitting the Proposal					
1.1	Officially registered organization (commercial, non-profit, non-governmental, educational establishment): <i>{10 years in operation – 15 points, 11-19 years – 17 points, more than 20 years – 20 points}</i>	20			
1.2	At least ten (10) years of proven experience with similar study and research assignments, specifically on design, implementation and management of qualitative and quantitative data collection processes, market research and studies, data collection, collating and analysis, and report writing.  <i>{10 years –14 points, 11-15 years – 18 points, 16 years and more – up to 30 points}</i>	30			
1.3	At least five (5) years of proven experience with advisory or research assignments related to economic development, MSME sector, BMO/BSOs, business development services or closely related fields in Ukraine and internationally.  <i>{5 years –14 points, 6-9 years – 18 points, 10 years and more – up to 35 points}</i>	35			

1.4	Experience in conducting research and studies focused on Ukraine related to economic and business development, MSMEs and BMOs/BSOs, market innovation or transformation, shaping value chains, trade and investment or closely related subjects evidenced by submitted summaries of reports. <i>{2-3 relevant reports – 15 points, 4-5 relevant reports – 25 points, 5 reports or more – up to 35 points}</i>	35			
1.5	Quality of analytical reports (related to 1.4.): <ul style="list-style-type: none"> <li>- The relevance of the cases – 5 points.</li> <li>- Clear and consistent information – 1-5 points.</li> <li>- Quality visualizations – 1-5 points.</li> <li>- Quality analysis – 1-10 points.</li> </ul>	25			
1.6	Experience in conducting research and studies focused on other countries/international experience related to economic and business development, MSMEs and BMOs/BSOs, market innovation or transformation, shaping value chains, trade and investment or closely related subjects evidenced by submitted summaries of reports. <i>{2-3 relevant reports – 15 points, 4-5 relevant reports – 25 points, 5 reports or more – up to 35 points}</i>	35			
1.7	Quality of analytical reports (related to 1.6.): <ul style="list-style-type: none"> <li>- The relevance of the cases – 5 points.</li> <li>- Clear and consistent information - 5 points.</li> <li>- Quality visualizations – 5 points.</li> <li>- Quality analysis – 10 points.</li> </ul>	25			
1.8	Availability of technical resources for organizing and recording surveys, expert interviews, focus group discussions in Kyiv and regions (either by staff or reliable sub-contractors from the existing local network). <i>{20 points}</i>  <ul style="list-style-type: none"> <li>- <i>Sufficient number of interviewers – 6 points;</i></li> <li>- <i>Availability of required technical resources, including, but not limited to: telephones, audio and video recording equipment, audio/video processing instruments, data recording and analysis software etc – 8 points;</i></li> <li>- <i>Availability of premises for conducting FGDs – 6 points.</i></li> </ul>	20			
1.9	Experience in working with international organizations <i>{no experience – 0 points; availability of experience – 20 points}</i>	20			

	<b>The total score on Form 1</b>	245			
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Technical Proposal Evaluation Form 2		Points Obtainable	Company/Organization		
			A	B	C
Proposed Work Plan, Methodology and Approach					
2.1	<p>The relevance of the technical proposal to the objectives and tasks of the TOR, the quality of the proposed approach and methodology and its compliance with the stated goals of the TOR:</p> <ul style="list-style-type: none"><li>- The methodology is well-adjusted to the needs of the ToR and shows an understanding of the assignment –30 points;</li><li>- Essential aspects are addressed in sufficient detail, the methods and tools proposed are meeting the purpose and objectives of the assessment and are detailed in the proposal – 40 points;</li><li>- Proposed methodology and approach are aimed at designing a comprehensive analytical report – 30 points;</li><li>- The technical proposal is realistic within the timeframe stated in TOR – 15 points.</li><li>- The methodology allows establishing an M&amp;E baseline, includes risk mitigation, technical and quality assurance review mechanisms – 10 points.</li></ul>	125			
2.2	<p>The proposed sampling methodology:</p> <ul style="list-style-type: none"><li>- Includes specific regions and cities where the Contractor has the capacity to conduct the research – 20 points;</li><li>- Demonstrates an understanding of the MSMEs and BMOs/BSOs, and in particular of two distinct groups: women enterprises and MSMEs in conflict-affected areas as well as women’s MSMEs specifics – 30 points;</li><li>- Demonstrates an understanding of UNDP and partner organizations priorities and needs for information – 10 points;</li><li>- Includes at least one sampling script – 25 points;</li><li>- Includes alternative sampling scripts – 5 points.</li></ul>	90			
2.3	<p>Work plan and timelines:</p> <ul style="list-style-type: none"><li>- A work plan is well elaborated and feasible and includes visualized work schedule – 10 points;</li><li>- Work plan envisages all the activities and deliverables outlined in ToR – 10 points;</li><li>- Key activities in the work plan developed in the optimal sequence - 10 points.</li></ul>	30			

	<b>The total score on Form 2</b>	245			
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	Technical Proposal Evaluation Form 3	Points Obtainable	Company / Organization		
			A	B	C
Management Structure and Qualification of Key Personnel					
	Project Team Leader				
3.1	At least Master’s/Specialist’s degree in Business Administration, Marketing, Economics, Statistics, Management, Social Sciences, Development Studies, Law, Public Administration, or another related field. A postgraduate degree in the relevant field is an asset. <i>{Master’s/Specialist’s degree - 6 points, PhD or above - 7 points}</i>	7			
3.2	At least ten (10) years of experience in project management and/or leading research teams. <i>{10-12 years– 14 points, 13 years and more – 15 points}</i>	15			
3.3	At least fifteen (15) years of proven work experience in research. Experience at the international level is an asset. <i>{15-19 years– 13 points, 20 years and more – up to 15 points; experience at the international level – additional 5 points}</i>	20			
3.4	Previous experience of working with MSMEs or BMOs, knowledge and understanding of BMO services and MSMEs needs would be a strong asset. <i>{no experience - 0 points, 1-2 years – 2 points, 3 years and more – up to 5 points}</i>	5			
3.5	Excellent writing skills, analytic capacity and ability to synthesize inputs and relevant findings (proven with samples of at least two (2) prepared or co-authored presentations or other analytical documents with high-level recommendations, vision for market development and/or ideas for strategic direction and plan of action). <i>{2-3 related publications – 8 points, 3-4 related publications – 9 points; 5 and more related publications– 10 points}</i>	10			
3.6	Language skills (Fluent Ukrainian/Russian and English - 3 points)	3			
Interim score by criteria 3.1-3.6		60			
	Key Expert 1 (Analyst)				

3.7	At least a Master's / Specialist's degree in Business Administration, Public Administration, Marketing, Economics, Finance, Management, Social Sciences, another related field. A postgraduate degree in the relevant field is an asset. <i>{Master's/Specialist's degree - 6 points, PhD or above - 7 points}</i>	7			
3.8	At least ten (10) years of proven professional experience in research, including literature review, data collection, validation, and analysis. <i>{10-13 years - 14 points, 14 years and more – 15 points}</i>	15			
3.9	At least five (5) years of experience in handling large scale surveys, research, or data analysis in the relevant fields of MSMEs development, private sector development and support, women's entrepreneurship, BMOs/BSOs, trade and investment, shaping value chains or similar. <i>{5-8 years of experience – 10 points; 9 and more years of experience – up to 15 points}</i>	15			
3.10	Excellent writing skills, analytic capacity and ability to synthesize inputs and relevant findings (proven with samples of at least two (2) prepared or co-authored analytical documents related to surveys, research or similar). <i>{2-3 related publications – 7 points, 3-4 related publications – 8 points; 5 and more related publications– up to 10 points}</i>	10			
3.11	Language skills <i>{Fluent Ukrainian and English – 3 points}</i>	3			
<b>Interim score by criteria 3.7-3.11</b>		<b>50</b>			
<b>Key Expert 2 (Sociological Study Expert)</b>					
3.12	At least Master's/Specialist's degree in Social Sciences, Statistics, Marketing, Economics, Management, or other related fields. A postgraduate degree in the relevant field is an asset. <i>{Master's/Specialist's degree - 9 points, PhD or above - 10 points}</i>	10			
3.13	At least seven (7) years of proven work experience in research, market and consumer surveys design and implementation. <i>{7-10 - 11 points, 11 years and more – up to 20 points}</i>	20			
3.14	Proven competence in using statistical software for data analysis (competence in using STATA, R or SPSS statistics software preferred)	15			

	<i>{1-3 years - 6 points, 4-6 years - 7 points, 7 years and more – up to 15 points}</i>				
3.15	Language skills <i>{Fluent Ukrainian/Russian and upper-intermediate English – 3 points, Fluent Ukrainian/Russian/English - 5 points}</i>	5			
	<b>Interim score by criteria 3.12-3.15</b>	<b>50</b>			
	<b>Key Expert 3 (FDG Moderator)</b>				
3.16	At least a Bachelor's degree in Social Sciences, Statistics, Marketing, Economics, Management, Law, Finance or other related fields. <i>{Bachelor's degree – 5 points, Master's/Specialist's degree – 6 points, PhD or above – 7 points}</i>	7			
3.17	At least five (5) years of experience in coordinating and conducting focus-group discussions, expert and/or in-depth interviews, training of interviewers. <i>{5-7 years– 15 points, 8 years and more – up to 20 points}</i>	20			
3.18	Proved relevant experience with MSMEs, BMOs/BSOs, other business or business support actors as a target group is an asset. <i>{no experience - 0 points, 1-2 years – 5 points, 3 years and more – up to 10 points}</i>	10			
3.19	Language skills <i>{Fluent Ukrainian/Russian – 3 points}</i>	3			
	<b>Interim score by criteria 3.14-3.17</b>	<b>40</b>			
3.20	Is gender diversity ensured in the team? <i>{partially ensured – 5 points, close to 50/50% balance - 10 points}</i>	10			
	<b>The total score on Form 3</b>	<b>210</b>			

### Financial Proposal Form<sup>3</sup>

The Proposer must prepare the Financial Proposal in an envelope separate from the rest of the RFP as indicated in the Instruction to Proposers.

The Financial Proposal must provide a detailed cost breakdown. Provide separate figures for each functional grouping or category.

Any estimates for cost-reimbursable items, such as travel and out-of-pocket expenses, should be listed separately.

In the case of an equipment component to the service provider, the Price Schedule should include figures for both purchase and lease/rent options. UNDP reserves the option to either lease/rent or purchase outright the equipment through the Contractor.

The format shown on the following pages is suggested for use as a guide in preparing the Financial Proposal. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples.

The bidders are requested not to modify/alter lines but keep them in their financial proposal.

#### A. Cost Breakdown per Deliverables\*

Nº	Deliverables as referred to in the TOR	Percentage of Total Price (Weight for payment)	Amount excl. VAT, currency	VAT, currency (if applicable)	Amount including VAT, currency
1	Stage 1 Deliverables				
2	Stage 2 Deliverables				
3	Stage 3 Deliverables				
4					
5					
6					
7					
8					
	<b>Total</b>	<b>100%</b>			

\*Basis for payment tranches

#### B. Cost Breakdown by Cost Component:

The Proposers are requested to provide the cost breakdown for the above given prices for each deliverable based on the following format. UNDP shall use the cost breakdown for the price reasonability assessment purposes as well as the calculation of price in the event that both parties have agreed to add new deliverables to the scope of Services.

The bidders are requested not to modify/alter lines but keep it in their financial proposal.

Nº	Activity/Costs	Unit	Number	Cost per unit, currency	Amount, currency excl. VAT	VAT, currency (if applicable)	Amount including VAT, currency
<b>1</b>	<b>Personnel</b>						
1.1	Project Team Leader		1				
1.2	Key Expert 1 (Analyst)		1				

<sup>3</sup> No deletion or modification may be made in this form. Any such deletion or modification may lead to the rejection of the Proposal.

1.3	Key Expert 2 (Sociological Study Expert)		1				
1.4	Key Expert 3 (FGDs Moderator)		1				
1.5	Interviewers						
1.6	Other experts (as required)						
<b>2</b>	<b>Administration Costs (if necessary)</b>						
2.1	Communication (Internet/Phone/etc.)						
2.2	Other (if any – to define clearly activities/costs)						
<b>3</b>	<b>Travel and Lodging</b>						
3.1	Travel costs (tickets)						
3.2	Accommodation						
3.3	Daily Allowance						
<b>4</b>	<b>Survey- and Research-related Costs</b>						
4.1	Sociological survey (interviews using questionnaires)		1000				
4.2	Focus groups (8 focus group discussions)		8				
4.3.	Expert interviews (10 interviews)		10				
4.4	Other (if any - to define clearly activities/costs)						
<b>5</b>	<b>Other costs (if any - to define clearly activities/costs)</b>						
5.1	...						
5.2	...						
	<b>Total</b> (please indicate currency)						

## Section 6: Returnable Bidding Forms / Checklist

This form serves as a checklist for preparation of your Proposal. Please complete the Returnable Bidding Forms in accordance with the instructions in the forms and return them as part of your Proposal submission. No alteration to format of forms shall be permitted and no substitution shall be accepted.

Before submitting your Proposal, please ensure compliance with the Proposal Submission instructions of the BDS 22.

### Technical Proposal Envelope:

<b>Have you duly completed all the Returnable Bidding Forms?</b>	
▪ Form A: Technical Proposal Submission Form	<input type="checkbox"/>
▪ Form B: Bidder Information Form	<input type="checkbox"/>
▪ Form C: Joint Venture/Consortium/ Association Information Form	<input type="checkbox"/>
▪ Form D: Qualification Form	<input type="checkbox"/>
▪ Form E: Format of Technical Proposal	<input type="checkbox"/>
<b>Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?</b>	<input type="checkbox"/>

### Financial Proposal Envelope

**(Must be submitted in password protected file via email. Electronic format of submission only)**

▪ Form F: Financial Proposal Submission Form	<input type="checkbox"/>
▪ Form G: Financial Proposal Form	<input type="checkbox"/>

## Form A: Technical Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JV/Consortium /Association members or subcontractors or suppliers for any part of the contract:

- a) is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists;
- b) have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization;
- c) have no conflict of interest in accordance with Instruction to Bidders Clause 4;
- d) do not employ, or anticipate employing, any person(s) who is, or has been a UN staff member within the last year, if said UN staff member has or had prior professional dealings with our firm in his/her capacity as UN staff member within the last three years of service with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15);
- e) have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
- f) undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, with the UN or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the UN and we embrace the principles of the United Nations Supplier Code of Conduct and adhere to the principles of the United Nations Global Compact.

We declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification and/or sanctioning by the UNDP.

We offer to provide services in conformity with the Bidding documents, including the UNDP General Conditions of Contract and in accordance with the Terms of Reference

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand and recognize that you are not bound to accept any Proposal you receive.

I, the undersigned, certify that I am duly authorized by [Insert Name of Bidder] to sign this Proposal and bind it should UNDP accept this Proposal.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

*[Stamp with official stamp of the Bidder]*



## Form B: Bidder Information Form

<b>Legal name of Bidder</b>	[Complete]
<b>Legal address</b>	[Complete]
<b>Year of registration</b>	[Complete]
<b>Bidder's Authorized Representative Information</b>	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
<b>Are you a UNGM registered vendor?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UGNM vendor number]
<b>Are you a UNDP vendor?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UNDP vendor number]
<b>Countries of operation</b>	[Complete]
<b>No. of full-time employees</b>	[Complete]
<b>Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):</b>	[Complete]
<b>Does your Company hold any accreditation such as ISO 14001 related to the environment? (If yes, provide a Copy of the valid Certificate):</b>	[Complete]
<b>Does your Company have a written Statement of its Environmental Policy? (If yes, provide a Copy)</b>	[Complete]
<b>Contact person UNDP may contact for requests for clarification during Proposal evaluation</b>	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
<b>Please attach the following documents:</b>	As per Section 4, Required documents

## Form C: Joint Venture/Consortium/Association Information Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

To be completed and returned with your Proposal if the Proposal is submitted as a Joint Venture/Consortium/Association.

No	Name of Partner and contact information (address, telephone numbers, fax numbers, e-mail address)	Proposed proportion of responsibilities (in %) and type of services to be performed
1	[Complete]	[Complete]
2	[Complete]	[Complete]
3	[Complete]	[Complete]

<b>Name of leading partner</b>  (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)	[Complete]
--	------------

We have attached a copy of the below document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

☐ Letter of intent to form a joint venture      **OR**      ☐ JV/Consortium/Association agreement

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to UNDP for the fulfillment of the provisions of the Contract.

Name of partner: \_\_\_\_\_ Name of partner: \_\_\_\_\_

Signature: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_

Name of partner: \_\_\_\_\_ Name of partner: \_\_\_\_\_

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Form D: Qualification Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

If JV/Consortium/Association, to be completed by each partner.

Historical Contract Non-Performance

☐ Contract non-performance did not occur for the last 3 years

☐ Contract(s) not performed for the last 3 years

Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

Litigation History (including pending litigation)

☐ No litigation history for the last 3 years

☐ Litigation History as indicated below

Year of dispute	Amount in dispute (in US\$)	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute:	

		Party awarded if resolved:	
--	--	----------------------------	--

## Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 3 years.

List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Bidder's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Bidder, or that of the Bidder's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Bidder should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by UNDP.

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken

*Bidders may also attach their own Project Data Sheets with more details for assignments above.*

☐ Attached are the Statements of Satisfactory Performance from the Top 3 (three) Clients or more.

## Financial Standing

<b>Annual Turnover for the last 3 years</b>	Year	USD
	Year	USD
	Year	USD
<b>Latest Credit Rating (if any), indicate the source</b>		

Financial information (in US\$ equivalent)	Historic information for the last 3 years		
	Year 1	Year 2	Year 3
	<i>Information from Balance Sheet</i>		
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			

Current Liabilities (CL)			
	<i>Information from Income Statement</i>		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			
Current Ratio			

☐ Attached are copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:

- a) Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies;
- b) Historic financial statements must be audited by a certified public accountant;
- c) Historic financial statements must correspond to accounting periods already completed and audited. No statements for partial periods shall be accepted.

## Form E: Format of Technical Proposal

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

The Bidder's proposal should be organized to follow this format of Technical Proposal. Where the bidder is presented with a requirement or asked to use a specific approach, the bidder must not only state its acceptance, but also describe how it intends to comply with the requirements. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

Technical proposal should include Proposed Methodology for the Completion of Assignment, including a detailed description of how the proposed approach and methodology meets or exceeds the requirements. All essential aspects should be addressed in sufficient detail, including a description of assessment methodology, approach to sampling and data collection, instruments for conducting the assessment (interviewers, facilities, data management, equipment). The methodology shall also include details of the Applicant's risk mitigation, technical and quality assurance review mechanisms, and any other comments or information regarding the approach and methodology (information should not exceed 15 pages).

### SECTION 1: Bidder's experience and reputation on the market

- 1.1 Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.
- 1.2 General organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted (if so, provide details).
- 1.3 Relevant certificates and association membership confirming documents.
- 1.4 Quality assurance procedures and risk mitigation measures.
- 1.5 Organization's commitment to sustainability.

### SECTION 2: Bidder's capability and expertise

This section should demonstrate the bidder's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, providing a detailed description of the essential performance characteristics proposed and demonstrating how the proposed approach and methodology meets or exceeds the requirements. All important aspects should be addressed in sufficient detail and different components of the project should be adequately weighted relative to one another.

- 2.1 Detailed organizational structure of the Company, including quantity of qualified personal available.
- 2.2 Information about sales volumes past 3 years.
- 2.3 Description of booking system in use
- 2.4 Quality assurance and service support provision information.
- 2.5 Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.
- 2.6 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
- 2.7 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
- 2.8 Any other comments or information regarding the project approach and methodology that will be adopted.

### SECTION 3: Management Structure and Key Personnel

- 3.1 Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.
- 3.2 Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

### Format for CV of Proposed Key Personnel

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

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.

\_\_\_\_\_  
Signature of Personnel

\_\_\_\_\_  
Date (Day/Month/Year)

Form F: Financial Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

Our attached Financial Proposal is for the sum of [Insert amount in words and figures].

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand you are not bound to accept any Proposal you receive.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

[Stamp with official stamp of the Bidder]



## Form G: Financial Proposal Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

The Bidder is required to prepare the Financial Proposal following the below format and submit it in a file separate from the Technical Proposal and password protected as indicated in the Instruction to Bidders. Any Financial information provided in the Technical Proposal shall lead to Bidder's disqualification.

The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

Currency of proposal may be UAH or USD, though USD is highly recommended as the price of the contract will be based on the proposal and its currency and will not be changed in its duration. Thus, USD price

### A. Cost Breakdown per Deliverables\*

Nº	Deliverables as referred to in the TOR	Percentage of Total Price (Weight for payment)	Amount excl. VAT, currency	VAT, currency (if applicable)	Amount including VAT, currency
1	Stage 1 Deliverables				
2	Stage 2 Deliverables				
3	Stage 3 Deliverables				
4					
5					
6					
7					
8					
	<b>Total</b>	<b>100%</b>			

*\*Basis for payment tranches*

### B. Cost Breakdown by Cost Component:

The Proposers are requested to provide the cost breakdown for the above given prices for each deliverable based on the following format. UNDP shall use the cost breakdown for the price reasonability assessment purposes as well as the calculation of price in the event that both parties have agreed to add new deliverables to the scope of Services.

The bidders are requested not to modify/alter lines but keep it in their financial proposal.

Nº	Activity/Costs	Unit	Number	Cost per unit, currency	Amount, currency excl. VAT	VAT, currency (if applicable)	Amount including VAT, currency
<b>1</b>	<b>Personnel</b>						
1.1	Project Team Leader		1				
1.2	Key Expert 1 (Analyst)		1				

1.3	Key Expert 2 (Sociological Study Expert)		1				
1.4	Key Expert 3 (FGDs Moderator)		1				
1.5	Interviewers						
1.6	Other experts (as required)						
<b>2</b>	<b>Administration Costs (if necessary)</b>						
2.1	Communication (Internet/Phone/etc.)						
2.2	Other (if any – to define clearly activities/costs)						
<b>3</b>	<b>Travel and Lodging</b>						
3.1	Travel costs (tickets)						
3.2	Accommodation						
3.3	Daily Allowance						
<b>4</b>	<b>Survey- and Research-related Costs</b>						
4.1	Sociological survey (interviews using questionnaires)		1000				
4.2	Focus groups (8 focus group discussions)		8				
4.3.	Expert interviews (10 interviews)		10				
4.4	Other (if any - to define clearly activities/costs)						
<b>5</b>	<b>Other costs (if any - to define clearly activities/costs)</b>						
5.1	...						
5.2	...						
	<b>Total</b> (please indicate currency)						

***NB Amounts in both tables must be equal as they represent the same financial proposal from different aspects.***

"Duly authorized to sign the proposal for and on behalf of" \_\_\_\_\_

(Name of Organisation): \_\_\_\_\_

Signature/Stamp of Entity/Date: \_\_\_\_\_

Name of representative: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone/Fax: \_\_\_\_\_

Email: \_\_\_\_\_