



REQUEST FOR PROPOSAL (RFP)

ALL INTERESTED	DATE: June 18, 2021
	REFERENCE: 458RE-2021-UNDP-UKR-RFP-SMERec

Dear Sir / Madam:

We hereby invite you to submit your Proposal for performing **for services to develop and launch an export-oriented umbrella brand for agri-food products.**

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before close of business **Sunday, July 04, 2021 , till 23:59 Kyiv time** via email to the address below:

United Nations Development Programme
tenders.ua@undp.org
Procurement Unit

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of

Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 4.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

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

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link :

https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscoc/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,



Ms. Agnes Kochan,
Operations Manager,
UNDP in Ukraine



Annex 1

Description of Requirements

Context of the Requirement	Building Forward Better: Post-COVID Recovery of Ukraine's MSMEs towards Resilience and Sustainability
Implementing Partner of UNDP	Ministry of Digital Transformation of Ukraine
Brief Description of the Required Services ¹	The overall goal of the assignment is to articulate an idea for strategic orientation and concrete plan of action for establishment, launch, development, monetization and promotion of the export-oriented umbrella brand for the agri-food MSMEs with clear objectives, activities, target measures and roles. The outputs should cover short-, medium- and long-term activities and objectives, as well as be forward-looking, containing a vision on how such umbrella brand may evolve and contribute to financial sustainability of partner BMO, as umbrella brand administrator, as well as help assure a commitment to exporting under the umbrella brand over long term.
List and Description of Expected Outputs to be Delivered	As per TOR in Annex 2
Person to Supervise the Work/Performance of the Service Provider	<i>Project Manager, Building Forward Better: Post-COVID Recovery of Ukraine's MSMEs towards Resilience and Sustainability Project</i>
Frequency of Reporting	<i>As required, regular progress meetings on request of the Supervisor</i>
Progress Reporting Requirements	All documents should be transmitted to UNDP electronically (formats of *.docx, *.xlsx, *.pptx, *.pdf or other commonly used formats) in the Ukrainian language.
Location of work	<input type="checkbox"/> Exact Address/es <i>[pls. specify]</i> <input checked="" type="checkbox"/> At Contractor's Location
Expected duration of work	4 month
Target start date	July, 2021
Latest completion date	October, 2021
Travels Expected	N/A
Special Security Requirements	<input type="checkbox"/> Security Clearance from UN prior to travelling <input type="checkbox"/> Completion of UN's Basic and Advanced Security Training <input type="checkbox"/> Comprehensive Travel Insurance <input type="checkbox"/> Others <i>[pls. specify]</i>

¹ A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input type="checkbox"/> Office space and facilities <input type="checkbox"/> Land Transportation <input type="checkbox"/> Others <i>[pls. specify]</i>
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required Please indicate clear roles in implementation team in accordance with required team minimum reflected in TOR
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars <input type="checkbox"/> Euro <input checked="" type="checkbox"/> Local Currency The proposal will be fixed in the currency proposed. Please propose in only one of applicable currencies. In case of proposal in local currency, the amount will be converted to USD based on UNORE currency rate for comparison. Local suppliers with contracts fixed in USD are paid in local currency based on UNORE rate for the date of payment. https://treasury.un.org/operationalrates/OperationalRates.php
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes
Validity Period of Proposals (<i>Counting for the last day of submission of quotes</i>)	<input type="checkbox"/> 60 days <input checked="" type="checkbox"/> 90 days <input type="checkbox"/> 120 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted <input type="checkbox"/> Permitted
Payment Terms	The payment shall be arranged upon completion, presentation and UNDP approval of the Deliverables as listed in TOR.
Person(s) to review/inspect/ approve outputs/completed services and authorize	Project Manager, Building Forward Better: Post-COVID Recovery of Ukraine's MSMEs towards Resilience and Sustainability Project

the disbursement of payment	
Type of Contract to be Signed	<input type="checkbox"/> Purchase Order <input type="checkbox"/> Institutional Contract <input checked="" type="checkbox"/> Contract for Professional Services <input type="checkbox"/> Long-Term Agreement <input type="checkbox"/> Other Type of Contract
Criteria for Contract Award	<input type="checkbox"/> Lowest Price Quote among technically responsive offers <input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.
Criteria for the Assessment of Proposal	<p><u>Technical Proposal (70%)</u></p> <input checked="" type="checkbox"/> Expertise of the Firm 35% <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 35% <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 30%
	<p><u>Financial Proposal (30%)</u></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service Providers, depending on the following factors
Contract General Terms and Conditions ²	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) <input type="checkbox"/> General Terms and Conditions for de minimis contracts (services only, less than \$50,000) <p>Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</p>
Annexes to this RFP	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 3) <input checked="" type="checkbox"/> Detailed TOR (Annex 2) <input type="checkbox"/> Others
Contact Person for Inquiries (Written inquiries only) ³	<p><i>Procurement Unit UNDP</i> <i>Kyiv, Ukraine</i> <i>Procurement.ua@undp.org</i></p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>

² Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

³ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

Documents to be submitted with the proposal	<ul style="list-style-type: none"> • Duly filled in and signed forms of proposal (Annex 2) • Profile of 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; • 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); <ul style="list-style-type: none"> • Copies of analytical reports prepared earlier: <p>Not less than two (2) on export development and promotion, economic and business development, MSMEs, market innovation or transformation, shaping value chains, trade and investment or closely related subjects.</p> <ul style="list-style-type: none"> • Description of the proposed team, including CVs of the team suggested and relevant data that allows to assess their experience in similar engagements; • Copy of state registration document and taxpayer certificate; • Copy of balance sheets past 2 recent years for evaluation of financial sustainability; • A financial proposal in line with the instructions provided in the RFP. <p>Note: the financial proposal shall be in a password-protected archive and separate from the technical proposal. The password to the financial proposal archive shall not be provided unless requested and shall not be included with the original submission – in the cover letter or any other submission part.</p>
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Other Information [pls. specify]	<p>Pre-bid conference will be conducted</p> <p>24.06.2021, at 11:00 Via Zoom</p> <p>To express your interest to take part please send notification to procurement.ua@undp.org, point out tender reference 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> <p>Electronic submission requirements:</p> <ol style="list-style-type: none"> 1. Format: PDF files, ZIP archives only 2. File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. 3. All files must be free of viruses and not corrupted. 4. Password for financial proposal must not be provided to UNDP until requested by UNDP. Provision of non-password protected financial proposal leads to disqualification from the tender process. 5. Time Zone to be Recognized: [Kyiv +3] 6. Max. File Size per transmission: 5 MB 7. Mandatory subject of email: 458RE-2021-UNDP-UKR-RFP-SMERec, Part №.... From (total quantity of parts in submission) 8. Application forms to be filled in any of the languages listed: English/Ukrainian; supporting documents such as local registration/licenses/certificates issued in local language may be provided without translation. 9. Please do not duplicate your submission to procurement.ua@undp.org. This address is used only for questions and answers. 10. Other conditions: 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.
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Annex 1**TERMS OF REFERENCE (TOR)**

Project title: **Building Forward Better: Post-COVID Recovery of Ukraine's MSMEs towards Resilience and Sustainability, #00125945**

Description of the assignment: Develop a concept of export-oriented umbrella brand for agri-food products

Category: Professional Consulting Services

Country / Place of implementation: Ukraine

Possible travels (if applicable): N/A

Starting date of assignment: June 2021

The term of the assignment/or end date (if applicable): 5 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. All events and meetings are expected to be organized virtually (online)

Supervisor's name and functional post: Maksym Boroda, Project Manager, Building Forward Better: Post-COVID Recovery of Ukraine's MSMEs towards Resilience and Sustainability Project

PREAMBLE

The private sector plays a significant role in advancing sustainable economic growth in Ukraine. It includes large firms and micro-, small and medium-sized enterprises (MSMEs). In Ukraine, MSMEs dominate the economy in terms of the number of entities, employment and value-added.

According to the State Statistics Service of Ukraine, in 2018, the country had 446 large enterprises and 1,839,147 SMEs, which constituted over 99.9 per cent of all operating enterprises. 1,466,803 (80 per cent) of all MSMEs were self-employed individuals (Private Persons-Entrepreneurs). Of all the SMEs, 99.10 per cent are small entities, and 0.89 per cent are medium. In 2018, the SME sector in Ukraine accounted for 81 per cent of all employment and about 64 per cent of value-added.

In recent years, the Government of Ukraine has increased its efforts to support MSMEs in the economy. However, according to the OECD SME Policy Index for Ukraine in 2020, compared to other Eastern Partnership countries, Ukraine lags behind the vast majority of indicators – innovation policy, institutional framework, the operational environment, bankruptcy, green economy, business development services, internationalisation, access to finance, public procurement and SME skills.

The socio-economic impact of the COVID-19 pandemic has deepened the challenges faced by SMEs. Necessary measures to contain the virus through quarantines, travel restrictions, and cities' lockdown have resulted in a significant reduction in demand and supply. SMEs provide work for more than 4 million people in Ukraine and generate about 20% of GDP. Nevertheless, since the lockdown, the Ukrainian Chamber of Commerce and Industry estimated that 700,000 SMEs have closed. One-third of business owners (mainly micro-entrepreneurs) have claimed a 90-100% drop in revenue since quarantine and have laid off up to 50% of staff.

According to UNDP's socio-economic impact assessment (SEIA) in Ukraine, women who are the owners of a business were more likely to indicate that they had experienced "significant changes" in their business during the pandemic than men owners (64% vs 53%). The pandemic severely impacted women and entrepreneurs who are younger than 40 years old: 79% of women entrepreneurs reported negative effects of the crisis vs 68% of men, and 80% of young entrepreneurs vs 68% of older ones. In 2019, women-owned enterprises had a lower annual financial turnover than men-owned ones: 66% of enterprises owned by women had an annual

turnover of less than UAH 1 million compared to 48% of men owners. During the pandemic, women owners indicated a decrease in their enterprise's monthly turnover more often than men owners (84% vs 78% male). The smaller the enterprise, the more likely it was owned by a woman. Micro and small enterprises were most affected as they depended on self-financing to mitigate the crisis.

Amongst the various MSME sectors that may be given priority support under the auspices of this Project, agricultural MSMEs, especially ones owned or led by women, stand out. FAO conducted a rapid survey to assess COVID-19 impacts on the agriculture sector in April 2020. The survey investigated the functioning of food supply chains by interviewing key actors – farmers, processors, wholesalers and retailers. The survey showed that the most affected food supply chains are fruits, vegetables, milk and dairy. Their main problems are related to transportation, storage and at the retail level. Besides, access to imported inputs remains a concern.

In order to address the abovementioned challenges, the Post-COVID Recovery of Ukraine's MSMEs towards Resilience and Sustainability Project builds on the results of situation analysis and UNDP's experience in aiding MSMEs throughout the first stage of the pandemic. Related potential priorities for UNDP Ukraine interventions includes:

- Support to small and medium entrepreneurship as one of the core economic lynchpins of Ukraine's economy, with particular attention to gender equality, empowerment and digital transformation.
- Search for tipping points in the application of digital transformation instruments to expedite business recovery.
- Commitment to furthering SDGs and instrumentalising them to address COVID-related threats.

The Project will target MSMEs in the agri-food and adjacent sectors with a focus towards women-owned or women-managed businesses: both family-operated and larger producers that have potential for development and guide their business towards better resilience and sustainability. The Project intends to achieve the following outputs:

1. Women-driven MSMEs in agri-food and adjacent sectors have better capacity to apply resilient and sustainable business-models;
2. Ukraine's MSMEs, particularly those owned/led by women and representing agri-food and adjacent sectors, enjoy better access to business-development services, local and global markets and finances through digital solutions.

In order to ease the access of Ukraine's MSMEs to the global market, the Project will support the establishment, development and promotion of the export-oriented umbrella brand for the agri-food MSMEs. It will build on the experience of the UNDP Strengthening MSMEs BMOs in Ukraine Project and its partner BMOs, in particular "Taste of Carpathian" and "Organic Ukraine", which brings together small local farmers and food manufacturers under umbrella brands. Such an approach will allow overcoming the existing capacity limitations of small agricultural and food producers to export their products directly due to language barriers, financial and technical constraints. It will embrace nation-wide supply and value chains with particular focus on the regions mostly affected by the COVID-19 impact and with the highest density of respective production facilities. Sustainability strategy for the umbrella brand will ensure its operational and financial capacities as well as awareness, preparedness and resilience towards pandemics and other crises in the future.

OVERALL OBJECTIVES AND TASKS

Umbrella brands are traditionally considered as "bonds of quality", through which the sellers can signal higher quality to the buyer and/or reduce buyer's perceived risk. Moreover, through an umbrella

brand, a seller can obtain economies of scope in advertising and promotion activities, as well as in logistic, transport and other operational expenditures.

The MSMEs often lack competencies and resources to successfully access international market on their own, including experience and knowledge on how to profitably deal with international buyers, sufficient production volumes, scarce information on quality and certification requirements, financial resources to upgrade their facilities or product characteristics to meet international market requirements.

One option to address these constraints for MSMEs is to collaborate with other MSMEs having similar intent to enter the international market together. The approach works best when there are strong social ties and trust among partners, which is often a case for MSMEs being members of one business membership organizations (BMOs). Having this competitive advantage, BMOs have a long-term potential of transforming management and adjunct services for such umbrella brands into the business services to MSMEs members.

The overall goal of the assignment is to articulate an idea for strategic orientation and concrete plan of action for establishment, launch, development, monetization and promotion of the export-oriented umbrella brand for the agri-food MSMEs with clear objectives, activities, target measures and roles. The outputs should cover short-, medium- and long-term activities and objectives, as well as be forward-looking, containing a vision on how such umbrella brand may evolve and contribute to financial sustainability of partner BMO, as umbrella brand administrator, as well as help assure a commitment to exporting under the umbrella brand over long term.

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 – MARKET RESEARCH

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 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 to attain or exceed the objectives and goals of the assignment and submit it to UNDP for review and approval. Overall, the Contractor is expected to use a desk review to study secondary sources and virtual (online) meetings and/or telephone interviews for obtaining primary data, validating the findings and hypotheses.

The methodology should include (but not limited to):

- Detailed description of the approach to reach specific objectives of this assignment and retrieve required information, and timelines.
- Tools for data collection (as envisaged by the methodological approach, may include draft interview protocols/guides, draft survey questionnaire or other necessary tools to collect required information from BMOs or their MSMEs).

Suggested criteria for selecting the partner organization among all potential BMOs and products for export under the umbrella brand. The criteria may consider (but not limited to): commitment of BMOs and availability of human and financial resources for managing the brand and its promotion, experience with international markets, current MSMEs sales at the local market and reputation, production capacities and ability to address additional demand, availability of financial resources for adapting the product to the export market, commitment of member MSMEs management to

support export efforts. *NOTE: The Contractor should discuss goals of assignment and methodology with UNDP and obtain approval to the final version of the methodology from UNDP before starting the work.*

1.3. Organize online meetings with four (4) BMOs and collect information on categories of products available for export and prior export experience, lessons learned and trends for those (if any), production capacity and seasonal fluctuations, priorities for export markets and expectations from export, interest among member MSMEs and feedback on commitment of the BMO to be significantly engaged into the initiative, availability of human and other resources and other key issues relevant to the assignment and required to inform analysis as per established criteria.

Online meetings with four (4) BMOs (Organic Ukraine, Karpatsky Smak, Association of Milk Producers, Interregional Union of Poultry Breeders and Fodder Producers of Ukraine)⁴ are expected, but the Contractor must be ready to deliver additional meetings and interviews with BMOs or their member MSMEs, as many as required to collect all required information and clarifications until categories of products, target markets and a partner for collaboration within this assignment is identified. All meetings are expected to be organized virtually (online) and recorded. A representative of UNDP should be invited to all meetings as an observer. Meeting recordings to be provided to UNDP with the Final Technical Report.

Collate and assess information received from these four (4) BMOs and their member MSMEs (if applicable) against basic criteria established as a part of methodology. Where needed and in order to fill in the gaps, contact the partner BMOs for additional clarifications and/or collect secondary data from open sources to complement the available information.

Compile concise and accurate profile for each of four (4) BMOs (up to 3 pages A4, 11pts), which would demonstrate main characteristics, display strength and weaknesses, pros and cons for becoming project partner for this assignment. Each BMO case file should contain (but not limited to) of the following sections:

- General information on the BMO and selected categories of products.
- Brief analysis by key selection criteria.
- Pros and cons of selecting the BMO as a project partner, SWOT for BMOs.
- Pros and cons of selecting suggested categories of products.

1.4. Rank four (4) BMOs based on selection criteria. Select (1) partner BMO in consultation with UNDP.

1.5. Identify up to five (5) product categories having the most competitive advantage to be potentially exported under the umbrella brand in consultation with partner BMO and its members (online meetings).

Conduct market research on the countries of interest (up to 5 prospective markets) and **identify one (1) target country with the highest export potential⁵.**

⁴ In case no suitable partner is identified upon consultations and meetings, the Contractor should promptly inform UNDP on such outcome with detail information on the reasons. In such case, upon assessment of the situation, UNDP will suggest another candidate BMO for consideration.

⁵ The contractor must ensure that the selected target country is sufficiently large and has ample import potential to ensure financial sustainability of further export operations under the umbrella brand.

The Contractor must be ready to organize virtual (online) meetings with UNDP, selected BMO and if required its member MSMEs, as many as required to finalize the list of products for export and market in focus.

STAGE 2 – BRAND CONCEPT DEVELOPMENT

2.1. Develop a Brand Strategy, defining the foundations of the brand. The Brand Strategy should include (*but not limited to*):

- 1) Brand core, positioning, principles.
- 2) Value proposition. Criteria and procedure for product quality assurance. Quality Seal.

Note: The Contractor will identify the virtues of selected agri-food products that can be effectively promoted to increase their brand value. Some of these may include (but not limited to): unique features, quality, origin, sustainability, etc.

- 3) Brand messaging.
- 4) Visual identity (at least 3 distinct draft variants should be suggested by a Contractor for review and approval by UNDP and partner BMO).

The Contractor will collect information and suggestions from UNDP and key partners, develop the first draft of the strategy and submit to UNDP for approval. The Contractor should ensure that specific challenges of the potential target markets are taken into account during the brand development (i.e. cultural differences and related perceptions of specific visual elements, meaning of the brand name in the target languages etc.)

2.2. Facilitate at least one (1) online meeting to present the first umbrella brand concept and collect feedback from UNDP and partner BMO. The Contractor must be ready to deliver additional meetings with BMO or UNDP if there is a need or request from the Partners. All meetings are expected to be organized virtually (online). **Amend the first draft incorporating the feedback received** and submit to UNDP for review and approval.

2.3. As the strategy is finalized, the Contractor will **design Brand Guidelines** and submit to UNDP for review and approval. The Brand Guidelines should contain (*but not limited to*) brand core, attributes, visual guidelines (elements, logo usage, colour palettes, typography, do/don'ts etc.). The Contractor is expected to suggest the contents based on the Brand Strategy developed.

NOTE: All documents and materials must be prepared in close consultation with UNDP and partner BMO and must be approved by UNDP prior to further processing and any sharing externally.

STAGE 3 – PLAN FOR ACTION

3.1. Develop an Export Strategy for one (1) priority market and a plan of action for selected up to five (5) categories of products that will give a clear understanding of specific steps that need to be taken and help assure a commitment to exporting over long term.

The Export Strategy is expected to be developed as a flexible management tool for the brand owner/administrator, not a static document.

It should specify (*but not limited to*):

- *Market access and entry requirements and an action plan to ensure compliance of the umbrella brand products.* Market entry considerations should include, but not be limited to: required modifications to products, requirements to packaging or labelling (additional information, design, translation, specific markings, size and materials of packaging etc.), legislation and rules,

requirements for licenses or certificates to export and to import the product(s), import requirements and restrictions, customs procedures and documentation, food safety and other food certification requirements, recommendations on protection of intellectual property rights, key trade agreements, trade barriers or incentives, logistical services and transportation infrastructure, distribution, business environment (i.e. competition, cultural differences), other operational challenges.

- *Product Pricing Strategy.* Pricing considerations should account for (but not limited to) price and delivery terms, freight, insurance, duties, certifications, marketing, taxes, distributor and wholesale margins, retailer fees, brand owner fees, VAT%, and other related costs.
- *Marketing and PR Strategy.* The strategy should include (but not limited to) vision of entering into the international market, customer profiles, intermediaries, positioning and raising brand-awareness (B2B – buyers/intermediaries, B2C - among consumers etc.), promotional materials, outreach, marketing and distribution channels, monitoring and evaluation of results etc. The Contractor should ensure that marketing strategy is feasible considering financial and technical capacities of the BMO and its MSME members.
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- *Evaluation instruments* for comparison of objectives with actual results to measure the success.
- *Flowchart of the export process*, including estimated costs and timing for each stage (i.e. customs clearance, shipment etc).
- *Templates and samples* for documentation needed to comply with the requirements across markets (i.e. commercial invoice, a pro-forma invoice, insurance documents, certificates of origin, sales contracts or else).
- *Appropriate controls and governance structures*, including (but not limited to) on how the partners (member MSMEs) collectively and individually can engage in new market opportunities, the exit and entry of partners, as well as possible phase out of the umbrella brand. Structural changes in MSME group should be ex-ante organized as a natural adaptive and evolutionary process, so that the risks of related organizational shocks are minimized.

STAGE 4 – KNOWLEDGE MANAGEMENT AND OUTREACH

4.1. Develop a Market Entry Handbook for selected categories of products. The Contractor will analyse and consolidate the data obtained during Stages 1-3 and produce a high-quality practical guide to the selected markets for specific Ukrainian Agri-food products selected for export under the umbrella brand. The Handbook is expected to be used by partner BMO and MSMEs interested to export under the umbrella brand. The Report shall be prepared **in Ukrainian and English** (up to 60 pages each, 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, terminology and definitions, lists of tables and charts.
3. Description of methodology, including limitations and challenges encountered.
4. Target country profile: economic and political trends, economic situation and midterm outlook, geography and key markets, domestic agricultural production and regions.
5. Introduction to target market and consumers: demand for imported agri-food products, growth drivers and trends, consumer profiles and preferences, cultural sensitivities and do/don'ts, and other considerations.

6. Market access and entry: SWOT, legislation and rules, import requirements and restrictions, customs procedures and documentation, food safety and other food certification requirements, labelling requirements, protection of international property rights and relevant authorities, key trade agreements, trade barriers, logistical services and transportation infrastructure, distribution, business environment, key operational challenges.

7. Market snapshots for up to five (5) selected products / product categories: SWOT analysis, consumption, offer, specific market entry requirements, distribution, challenges for Ukrainian product.

8. Annexes.

4.2. Develop a concept for organizing “first contact” with the target market through participation in relevant virtual (online) trade fair, trade mission, exhibition or similar. UNDP will support engagement of relevant stakeholders/partners, including Entrepreneurship and Export Promotion Office, MEDT, partner BMOs and/or others as relevant. At least 30 Ukrainian MSMEs (including 15 women-led) are expected to be engaged by the Contractor in cooperation with partner BMO and UNDP. The Contractor must ensure participation (invite, engage) of potential partners (at least three) for import and sale of products in the target market (importers, distributors, wholesalers, representatives of BMOs among others).

Facilitate the event following the concept approved by UNDP.

The following conditions (but not limited to) should be respected:

- The event is expected to be organized virtually (online).
- The event may be organized as a virtual/online participation in international exhibition/fair, virtual trade mission, or similar event where partner BMO and Ukrainian MSMEs can meet with potential partners from the target market country. The idea should be suggested by the Contractor and approved by UNDP.
- The event concept should include the objectives of the event, envisaged participants and clear indicators to measure the results.
- The Contractor must ensure participation of **at least 30 Ukrainian MSMEs (including 15 women-led)** that are interested to export selected products to the target market under the umbrella brand.
- The Contractor must ensure participation of potential partners (at least three) for import and sale of products in the target market (importers, distributors, wholesalers, representatives of BMOs among others). The list of participants from the target market should be suggested by the Contractor and approved by UNDP.
- The Contractor will be responsible for preparation of the agenda of the event, inviting all the relevant stakeholders in partnership with UNDP, as well as introductory training to partner BMO and MSMEs representatives on approach and instruments for effective participation in the event, partnership building, and key actions required to achieve successful outcomes.
- The Contractor must also prepare an event report after the event, including information on participants, results achieved, and actions agreed to be taken.

Event services (venue, technical support, printed products and design, promotion, translation, broadcasting, equipment and other arrangements), if any required, will be ensured by a UNDP's conference service provider and covered by UNDP Project separately.

4.3. Public presentation to key stakeholders.

Upon completing the assignment, the Contractor will prepare a Ukrainian and English presentation, which should cover methodology, umbrella brand development challenges and results, findings and conclusions. The primary focus of the presentation should be on vision and recommendations for further action.

The Contractor is expected to participate in at *least one (1) public event* to present the umbrella brand and a plan for further action. 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, and the Contractor should not include these costs into the financial proposal.*

All presentations should be prepared in PowerPoint format using the template provided by UNDP.

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 May 2021. The Contractor is expected to complete the tasks within the following tentative timeframe.

#	Deliverable	Timeframe
1	<p>An Inception Report and Methodology developed and submitted to UNDP for review and approval, comprising: a detailed methodology; a detailed work plan reflecting key actions, milestones, and updated calendar with Gantt Chart, tools for data collection, criteria for partner selection, outlines for materials and reports among other described in 1.1.-1.2. above.</p> <p>Virtual (online) consultations with four (4) BMOs conducted to identify potential partner for the initiative.</p> <p>BMO profiles developed (at least 1 BMO, 2-3 pages A4, 11 pts) as described in 1.3 above.</p> <p>Up to five (5) product categories having the most competitive advantage for export under the umbrella brand to the selected target market selected in cooperation with partner BMO and UNDP.</p>	4 weeks from signing the contract
2	<p>At least one (1) online meeting to discuss the umbrella brand concept and collect feedback from UNDP and BMO conducted.</p> <p>Brand Strategy developed and approved by UNDP.</p> <p>Brand Guidelines developed and submitted to UNDP for review and approval.</p>	6 weeks from submission and acceptance of Deliverable 1 outcomes.

3	Export Strategy (in Ukrainian and English) developed, consulted with UNDP and BMO, and approved by UNDP.	6 weeks from submission and acceptance of Deliverable 2 outcomes.
4	Market Entry Handbook (in Ukrainian and English, up to 60 pages A4 each, 11pts) developed and approved by UNDP. One (1) “first contact” event for partner BMO and Ukrainian MSMEs to meet target market partners facilitated in line with requirements as per 4.2. above and report on results developed. Umbrella brand and a recommendations for further action presented to key stakeholders at minimum one (1) public event.	4 weeks from submission and acceptance of Deliverable 3 outcomes.

PAYMENT SCHEDULE

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

First payment - upon satisfactory completion and acceptance by UNDP of Deliverables 1-2 (50%).

Second payment - upon satisfactory completion and acceptance by UNDP of Deliverables 3-4 (50%).

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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 team.

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 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 research, data analysis, highlighting any considerable difficulties, challenges and deviations from the original plan and any other notable occurrences. All major deliverables should be prepared in Ukrainian and English.

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).

Other requirements to Analytical Reports

A report structure must include a cover page, table of contents, glossary of terms, abbreviations, lists of tables and charts, 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).

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 five (5) years of proven experience with consultancy assignments, market studies or report writing.
- At least three (3) years of proven experience with advisory, consultancy or research assignments related to export promotion, economic development, MSME sector, business development or closely related fields in Ukraine and internationally.
- 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, International Trade, Management, Social Sciences, Development Studies, Law, Public Administration, or another related field. A postgraduate degree in the relevant field is an asset.
- At least five (5) years of experience in project management and/or leading teams.
- At least three (3) years of proven work experience in advising governments, non-governmental organizations or private sector on export operations. Experience at the international level is an asset.
- Previous experience of working with agri-food exporters or international agri-food market landscape would be an 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 (Export Analyst)

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

- At least five (5) years of proven professional experience in analytical work, advisory or consultancy with both public or private sector.
- At least three (3) years of professional experience in export consultancy.
- Previous experience of working with agri-food exporters or international agri-food market landscape would be an 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 analytical documents).
- Fluency in Ukrainian, Russian and English.

3. Key Expert 2 (Branding Expert)

- At least Master's/Specialist's degree in Social Sciences, Marketing, Economics, International Trade, Management, or other related fields. A postgraduate degree in the relevant field is an asset.
- At least five (5) years of proven work experience in brand development and management. Experience with the development of brands for export or brand management and administration at the international level is an added advantage.
- Familiarity with agri-food sector, its value chain and challenges is a strong asset.
- Fluency in Ukrainian, Russian and English.

DOCUMENTS TO BE SUBMITTED WITH THE APPLICATION

☒ Technical proposal (see more details below)

☒ Financial proposal (see more details below)

TECHNICAL PROPOSAL

Required	
<input checked="" type="checkbox"/>	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);
<input checked="" type="checkbox"/>	Proposed schedule with a list of key activities (information should not exceed three (3) pages);
<input checked="" type="checkbox"/>	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 the methodology, instruments, and resources to complete the tasks; implementation timelines, information on subcontracting (if any). The methodology shall also include details of the Applicant's risk mitigation, reporting and monitoring, technical and quality assurance review mechanisms, and any other comments or information regarding the approach and methodology (information should not exceed 15 pages).
<input checked="" type="checkbox"/>	CVs of the project team members clearly indicating the respective qualification requirements
<input checked="" type="checkbox"/>	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);
<input checked="" type="checkbox"/>	Copies of analytical reports prepared earlier: Not less than two (2) on export development and promotion, economic and business development, MSMEs, market innovation or transformation, shaping value chains, trade and investment or closely related subjects.
<input checked="" type="checkbox"/>	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				
	Total Score	100%	700				
	Notes						

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>{5 years in operation – 15 points, 6-10 years – 17 points, more than 11 years – 30 points}</i>	30			
1.2	At least five (5) years of proven experience with consultancy assignments, market studies or report writing. <i>{5 years –25 points, 6-10 years – 30 points, 11 years and more – up to 50 points}</i>	50			
1.3	At least three (3) years of proven experience with advisory, consultancy assignments related to export promotion, economic development, MSME sector, business development or closely related fields in Ukraine and internationally. <i>{3 years –25 points, 4-6 years – 30 points, 7 years and more – up to 50 points}</i>	50			
1.4	Experience in conducting advisory, consultancy, research or studies on export development and promotion, economic and business development, MSMEs, 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 – 30 points, 4-5 relevant reports – 35 points, 5 reports or more – up to 40 points}</i>	40			
1.5	Quality of analytical reports (related to 1.4.): <ul style="list-style-type: none">- The relevance of the cases – 10 points.- Clear and consistent information – 5-15 points.- Quality visualizations – 5-15 points.- Quality analysis – 5-15 points.	55			
1.6	Experience in working with international organizations and donor agencies <i>{no experience – 0 points; availability of experience – 20 points}</i>	20			
	The total score on Form 1	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">- The methodology is well-adjusted to the needs of the ToR and shows an understanding of the assignment and how the organization will achieve the TOR, keeping in mind the appropriateness to local conditions and project environment – 30 points.- 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 – 20 points.- Proposed approach is aimed at designing comprehensive analytical products, strategies and plans – 20 points.- The technical proposal is realistic within the timeframe stated in TOR – 15 points.- Proposed methodology includes details on the technical and quality assurance review mechanisms – 10 points.- The methodology allows establishing an M&E baseline and includes a brief description of the mechanisms proposed for reporting to UNDP and partners, including a reporting schedule - 10 points.- Technical proposal contains explanation whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed subcontractors. In case of subcontracting, special attention is given to providing a clear picture of the role of each entity and how everyone will function as a team – 10 points.- Technical proposal describes potential risks for implementation of the project that may impact achievement and timely completion of expected results, and their quality, as well as measures to mitigate those risks – 10 points.	125			
2.2	<p>The proposed methodology:</p> <ul style="list-style-type: none">- Includes suggested criteria and procedure for selecting the partner organization and products for export under – 25 points.- Demonstrates an understanding of the MSMEs and BMOs/BSOs, and in particular of distinct groups: women enterprises, agri-food MSMEs as well as their specifics – 20 points.- Demonstrates an understanding of export operations and international agri-food market landscape – 20 points.- Includes a brief preliminary idea on how “first contact” with the target market may be organized – 20 points.	85			

2.3	<p>Work plan and timelines:</p> <ul style="list-style-type: none"> - A work plan is well elaborated and feasible and includes visualized work schedule (Gantt Chart or Project Schedule) – 10 points. - Work plan envisages all the activities and deliverables outlined in ToR – 10 points. - Key activities in the work plan developed in the optimal sequence - 10 points. - Work plan includes information on the activities of each team member (key personnel) and time allocated for his/her involvement – 10 points. 	35			
The total score on Form 2		245			

	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 a Master's/Specialist's degree in Business Administration, Marketing, Economics, International Trade, 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 five (5) years of experience in project management and/or leading teams. <i>{5-8 years– 14 points, 9 years and more – 15 points}</i>	15			
3.3	At least three (3) years of proven work experience in advising governments, non-governmental organizations or private sector on export operations. Experience at the international level is an asset. <i>{3-7 years– 13 points, 8 years and more – up to 20 points; experience at the international level – additional 10 points}</i>	30			
3.4	Previous experience of working with agri-food exporters or international agri-food market landscape would be a strong asset. <i>{no experience - 0 points, 1-2 years – 2 points, 3 years and more – up to 10 points}</i>	10			
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		75			
	Key Expert 1 (Export Analyst)				
3.7	At least a Master's / Specialist's degree in Business Administration, Public Administration, Marketing, Economics, International Trade, Law, Finance, Management, Social	7			

	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>				
3.8	At least five (5) years of proven professional experience in analytical work, advisory or consultancy with both public and private sector. <i>{5-9 years - 15 points, 10 years and more – 20 points}</i>	20			
3.9	At least three (3) years of professional experience in export consultancy. <i>{3-6 years of experience – 14 points; 7-11 years – 19 points, 12 and more years of experience – up to 25points}</i>	25			
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			
Interim score by criteria 3.7-3.11		65			
Key Expert 2 (Branding Expert)					
3.12	At least Master's/Specialist's degree in Social Sciences, Marketing, Economics, International Trade, Management, or other related fields. A postgraduate degree in the relevant field is an asset. <i>{Bachelor's degree – 5 points, Master's/Specialist's degree – 6 points, PhD or above – 7 points}</i>	7			
3.13	At least five (5) years of proven work experience in brand development and management. <i>{5-7 years– 15 points, 8-10 years - 20 points, 11 years and more – up to 30 points}</i>	30			
3.14	Experience with the development of brands for export or brand management and administration at the international level is an added advantage. <i>{no experience – 0 points, 1-5 years - 5 points, 6 years and more – up to 10 points}</i>	10			
3.15	Familiarity with agri-food sector, its value chain and challenges is a strong asset. <i>{no experience – 0 points, 1-5 years - 5 points, 6 years and more – up to 10 points}</i>	10			
3.16	Language skills <i>{Fluent Ukrainian and English – 3 points}</i>	3			
Interim score by criteria 3.12-3.16		60			
3.17	Is gender diversity ensured in the team? <i>{partially ensured – 5 points, close to 50/50% balance - 10 points}</i>	10			
The total score on Form 3		210			

Annex 3**FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁶**

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁷)

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP 458RE-2021-UNDP-UKR-RFP-SMERec dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

A. Qualifications of the Service Provider

BRIEF COMPANY PROFILE	
The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:	
Full registration name	
Year of foundation	
Legal status	
Legal address	
Actual address	
Bank information	
VAT payer status	
Contact person name	
Contact person email	
Contact person phone	
Company/Organization's core activities	
Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations (If any)	
Business Licenses – Registration Papers, Tax Payment Certification, etc.	EDRPOU, ID tax number. Copies of State registration and Tax registration should be attached

⁶ This serves as a guide to the Service Provider in preparing the Proposal.

⁷ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

Certificates and Accreditation	Please indicate here applicable including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.
Please provide contact details of at least 2 previous partners for reference	Please attach the signed reference letters
Company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List	Yes/No (Please choose)
Other relevant information	

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

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 the methodology, instruments, and resources to complete the tasks; implementation timelines, information on subcontracting (if any). The methodology shall also include details of the Applicant's risk mitigation, reporting and monitoring, technical and quality assurance review mechanisms, and any other comments or information regarding the approach and methodology (information should not exceed 15 pages).

C. Qualifications of Key Personnel

The Service Provider must provide :

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;*
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and*

Financial Proposal Form⁸

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	Stage 4 Deliverables				
5					
6					
7					
8					
	Total	100%			

*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
1	Personnel						
1.1	Project Team Leader		1				
1.2	Key Expert 1 (Export Analyst)		1				
1.3	Key Expert 2 (Branding Expert)		1				
1.6	Other experts (as required)						
2	Administration Costs (if necessary)						

⁸ No deletion or modification may be made in this form. Any such deletion or modification may lead to the rejection of the Proposal.

2.1	Communication (Internet/Phone/etc.)						
2.2	Other (if any – to define clearly activities/costs)						
3	Travel and Lodging						
3.1	Travel costs (tickets)						
3.2	Accommodation						
3.3	Daily Allowance						
3.4	Other (if any - to define clearly activities/costs)						
4	Other costs (if any - to define clearly activities/costs)						
4.1	...						
4.2	...						
	Total (please indicate currency)						

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

[Designation]

[Date]