

United Nations Development Programme



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Resilient nations.*

REQUEST FOR PROPOSAL

**“Sector Diagnosis and Roadmap for the Implementation of
Business Call to Action’s Capacity Building for the Replication
and Adaptation of Inclusive Business Models”**

RfP No.: RFP/UNDP/IICPSD/2021/04

Issued on: 1 July 2021

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Section 1. Letter of Invitation

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

- Form A: Technical Proposal Submission Form
- Form B: Bidder Information Form
- Form C: Joint Venture/Consortium/Association Information Form
- Form D: Qualification Form
- Form E: Format of Technical Proposal
- Form F: Financial Proposal Submission Form
- 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 the Bid Data Sheet.

Please acknowledge receipt of this RfP latest by 16th of July 2021 sending an email to procurement.iicpsd@undp.org, indicating whether you intend to submit a Proposal, or otherwise. You may also use the "Accept Invitation" function in the eTendering 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 thanks you in advance for your interest in UNDP procurement opportunities.

Issued by:



Name: Luciana Aguiar

Title: Programme Manager - BCtA

Date: July 1, 2021

Approved by:



Name: Hiba Sabanekh

Title: Operations Manager

Date: July 1, 2021

Section 2. Instruction to Bidders

A. GENERAL PROVISIONS

Introduction	<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 https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</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 (www.ungm.org). 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>
Fraud & Corruption, Gifts and Hospitality	<p>1.4 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 http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti</p> <p>1.5 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>1.6 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>1.7 All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at http://www.un.org/depts/ptd/pdf/conduct_english.pdf</p>
Eligibility	<p>1.8 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>1.9 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>
Conflict of Interests	<p>1.10 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"> 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; b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RfP; or c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP. <p>1.11 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>1.12 Similarly, Bidders must disclose in their proposal their knowledge of the following:</p> <ul style="list-style-type: none"> 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 b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices. <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</p> <p>1.13 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. PREPARATION OF PROPOSALS	
General Considerations	<p>1.14 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>1.15 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>
Cost of Preparation of Proposal	<p>1.16 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>
Language	<p>1.17 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>
Documents Comprising the Proposal	<p>1.18 The Proposal shall comprise of the following documents:</p> <ul style="list-style-type: none"> a) Documents Establishing the Eligibility and Qualifications of the Bidder; b) Technical Proposal; c) Financial Proposal; d) Proposal Security, if required by BDS;

	e) Any attachments and/or appendices to the Proposal.
Documents Establishing the Eligibility and Qualifications of the Bidder	1.19 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.
Technical Proposal Format and Content	<p>1.20 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RfP.</p> <p>1.21 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>1.22 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>1.23 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>
Financial Proposals	<p>1.24 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>1.25 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>1.26 Prices and other financial information must not be disclosed in any other place except in the financial proposal.</p>
Proposal Security	<p>1.27 A Proposal Security, if required by the 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>1.28 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>1.29 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>1.30 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 the BDS.</p> <p>1.31 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"> a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or; b) In the event that the successful Bidder fails: <ul style="list-style-type: none"> i. to sign the Contract after UNDP has issued an award; or

	<p>ii. 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>
Currencies	<p>1.32 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>
Joint Venture, Consortium or Association	<p>1.33 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>1.34 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>1.35 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>1.36 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>1.37 In presenting its track record and experience, a JV, Consortium or Association 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>1.38 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>1.39 JVs, Consortia or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.</p>

Only One Proposal	<p>1.40 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>1.41 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"> a) they have at least one controlling partner, director or shareholder in common; or b) any one of them receive or have received any direct or indirect subsidy from the other/s; or c) they have the same legal representative for purposes of this RfP; or 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; 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 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.
Proposal Validity Period	<p>1.42 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>1.43 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>
Extension of Proposal Validity Period	<p>1.44 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>1.45 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>1.46 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>
Clarification of Proposal	<p>1.47 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>1.48 UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>1.49 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>
Amendment of Proposals	<p>1.50 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 available to all prospective bidders.</p> <p>1.51 If the amendment is substantial, UNDP may extend the Deadline for submission</p>

	of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.
Alternative Proposals	<p>1.52 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by the 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>1.53 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal."</p>
Pre-Bid Conference	<p>1.54 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 the RfP.</p>
C. SUBMISSION AND OPENING OF PROPOSALS	
Submission	<p>1.55 The Bidder shall submit a duly signed and complete Proposal comprising of 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>1.56 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>1.57 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>
Hard copy (manual) submission	<p>1.58 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"> 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. 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"> i. Bear the name and address of the bidder; ii. Be addressed to UNDP as specified in the BDS 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>Email Submission</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>1.59 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in the BDS; 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. 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. <p>eTendering submission</p> <p>1.60 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in the BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled. 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. 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 the BDS. 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 via this link: http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notices/resources/
<p>Deadline for Submission of Proposals and Late Proposals</p>	<p>1.61 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>1.62 UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p>
<p>Withdrawal, Substitution, and Modification of Proposals</p>	<p>1.63 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>1.64 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 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</p>

	<p>them as "WITHDRAWAL" "SUBSTITUTION," or "MODIFICATION"</p> <p>1.65 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>1.66 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>
Proposal Opening	<p>1.67 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>
D. EVALUATION OF PROPOSALS	
Confidentiality	<p>1.68 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>1.69 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>
Evaluation of Proposals	<p>1.70 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>1.71 Evaluation of proposals is made of the following steps:</p> <ol style="list-style-type: none"> Preliminary Examination Minimum Eligibility and Qualification (if pre-qualification is not done) Evaluation of Technical Proposals Evaluation of Financial Proposals
Preliminary Examination	<p>1.72 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>
Evaluation of Eligibility and Qualification	<p>1.73 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>1.74 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ol style="list-style-type: none"> 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; They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial

	<p>commitments,</p> <ul style="list-style-type: none"> 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; d) They are able to comply fully with UNDP General Terms and Conditions of Contract; e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and f) They have a record of timely and satisfactory performance with their clients.
Evaluation of Technical and Financial Proposals	<p>1.75 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>1.76 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>1.77 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>1.78 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:</p> <p><u>Rating the Technical Proposal (TP):</u></p> <p>TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p>FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p>Combined Score = (TP Rating) x (Weight of TP, e.g., 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p>
Due Diligence	<p>1.79 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"> a) Verification of accuracy, correctness and authenticity of information provided by the Bidder;

	<ul style="list-style-type: none"> 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; 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; 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; e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder; f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.
Clarification of Proposals	<p>1.80 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>1.81 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>1.82 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>
Responsiveness of Proposal	<p>1.83 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>1.84 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>
Nonconformities, Reparable Errors and Omissions	<p>1.85 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>1.86 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>1.87 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> 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 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; 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 c) if there is a discrepancy between words and figures, the amount in words

	<p>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>1.88 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
E. AWARD OF CONTRACT	
Right to Accept, Reject, Any or All Proposals	1.89 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.
Award Criteria	1.90 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.
Debriefing	1.91 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.
Right to Vary Requirements at the Time of Award	1.92 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.
Contract Signature	1.93 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.
Contract Type and General Terms and Conditions	1.94 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in the BDS, can be accessed at http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
Performance Security	1.95 40.1 A performance security, if required in the BDS, shall be provided in the amount specified in the BDS and form available at https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&action=default 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.
Bank Guarantee for Advanced Payment	1.96 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 the 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 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&action=de

	fault
Liquidated Damages	1.97 If specified in the BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.
Payment Provisions	1.98 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.
Vendor Protest	1.99 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: http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html
Other Provisions	<p>1.100 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>1.101 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>1.102 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 (http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer).</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	English
2	-	Submitting Proposals for Parts or Sub-Parts of the ToR (partial bids)	Not allowed
3	20	Alternative Proposals	Shall not be considered
4	16 and 17	Proposal Validity Period	90 days
5	14	Bid Security	Not required
6	41	Advanced Payment upon Signing of Contract	Not allowed
7	42	Liquidated Damages	Will not be imposed
8	40	Performance Security	Not required
9	13	Currency of Proposal	United States Dollars
10	31	Deadline for Submitting Requests for Clarifications/Questions	7 days before the submission deadline Clarifications will be provided on rolling basis and last request for questions/clarifications should be submitted to UNDP no later than 7 days before the submission deadline.
11	31	Contact Details for Submitting Clarifications/Questions	Focal Person in UNDP: Gokce Kaya E-mail address: procurement.iicpsd@undp.org
12	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 http://procurement-notice.undp.org/ All responses to all clarifications will be made available to all prospective Proposers via http://procurement-notice.iicpsd.undp.org/

13	22	Deadline for Submission	[16 th of July – 5pm, NY time]] For eTendering submission - as indicated in eTendering system. Note that system time zone is in EST/EDT (New York) time zone.
14	21	Allowable Manner of Submitting Proposals	Encrypted e-mail to the following address: procurement.iicpsd@undp.org
15	21	Proposal Submission Address	<u>Email:</u> procurement.iicpsd@undp.org <u>BU Code:</u> RFP/UNDP/IICPSD/2021/04
16	21	Electronic Submission (eTendering) Requirements	<ul style="list-style-type: none"> ▪ Format: PDF files only ▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. ▪ All files must be free of viruses and not corrupted. ▪ Password for technical proposal <u>must</u> not be provided to UNDP until the date as indicated in No. 14 (<i>for email submission only</i>) ▪ Password for financial proposal <u>must</u> not be provided to UNDP until requested by UNDP.
17	27 and 35	Evaluation Method for the Award of Contract	Combined scoring method, using the 70%-30% distribution for technical and financial proposals respectively The minimum technical score required to pass is 70%.
18		Expected Date for the Commencement of Contract	08.01.2021
19		Maximum Expected Duration of Contract	4 months
20	35	UNDP will Award the Contract to:	One or more proposers
21	39	Type of Contract	Purchase Order and Contract for Goods and Services for UNDP http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
22	39	UNDP Contract Terms and Conditions that Will Apply	UNDP General Terms and Conditions for Professional Services http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html

Section 4. Evaluation Criteria

Preliminary Examination Criteria

Proposals will be examined to determine whether they are complete and submitted in accordance with RfP requirements as per the below criteria on a Yes/No basis:

- Appropriate signatures
- Power of Attorney
- Minimum documents provided
- Technical and financial proposals submitted separately
- Bid validity

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
ELIGIBILITY		
Legal Status	Vendor is a legally registered entity.	Form B: Bidder Information Form
Eligibility	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 RfP Clause 3.	Form A: Technical Proposal Submission Form
Conflict of Interest	No conflicts of interest in accordance with RfP Clause 4.	Form A: Technical Proposal Submission Form
Bankruptcy	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
QUALIFICATION		
History of Non-Performing Contracts¹	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form

¹ 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 an Employer's 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 contract and where all appeal instances available to the Bidder have been exhausted.

Litigation History	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form
Financial Standing	Minimum annual revenue of USD 150,000 over the last 2 years (on average). <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
	Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
Social Impact Area	Bidder must operate an inclusive business model	Form B: Bidder Information Form

Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Available
1.	Bidder's track record in inclusive business and experience working with international organizations, governments and multilaterals	200
2.	Proposed methodology, approach and implementation plan	300
3.	Management structure and key personnel	200
	Total	700

Section 1. Bidder's Track Record in Inclusive Business and Experience Working with International Organizations, Governments and Multilaterals		Points Available
1.1(a)	Has the Bidder submitted all requested company profile documentation? Is it relevant and up to date?	10
1.1 (b)	Company standing in the industry (by reference to any certifications, analysis by independent research entities or other information on the firm's reputation)	20
1.1 (c)	Does the firm have a history of delivering successfully completed projects in a timely manner?	20
1.1 (d)	Does the firm have a track record of working with governments, development finance institutions or UN agencies or organizations?	50
1.2	Does the firm have five years of experience conducting research in the healthcare sector?	50
1.31.3	Does the firm have previous experience of conducting research with the base of the economic pyramid (BoP) as a subject of study?	50
Total Section 1		200

Section 2. Proposed methodology, approach and implementation plan		Points Available
2.1	Understanding of the requirements: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?	75
2.2	Details on how the different elements shall be organized, controlled, and delivered. Are the activities properly sequenced? Are these logical and realistic?	75
2.3	Does the proposal effectively address all research questions proposed and the need to engage with internal and external stakeholders?	75
2.4	Are the Proposer's internal technical and quality assurance review and reporting mechanisms technically sound and justifiably expected to ensure the implementation of effective monitoring over the project?	75
Total Section 2		300

Section 3. Management structure and key personnel			Points Available
Team Leader	3.1.1	Master's Degree or higher in a subject related to business administration, business development, marketing, or related areas	40
	3.1.2	Seven or more years of experience in the development field (preferably within the area of private sector-led development, sustainability, and inclusive growth)	40
	3.1.3	Track record of producing high-quality and in-depth analytical reports and publications (preferably for the private sector, multilateral organizations or UN agencies)	40
Inclusive Innovation	3.2.1	Bachelor's Degree or higher in a subject related to business administration, business development, marketing or related areas	20
	3.2.2	Three or more years of experience in the the area of private sector-led development, sustainability, and inclusive growth.	20
	3.2.3	Two or more years of experience in strategy definition for the private sector in development, involving multiple stakeholders	20
	3.2.4	Track record of producing high-quality and in-depth analytical reports and publications (preferably for the private sector, multilateral organizations or UN agencies)	20
Total Section 3			200

Financial Evaluation Criteria

300 points will be awarded for the financial proposal.

The points awarded for the financial proposal will be determined by reference to the lowest-priced financial proposal received according to the following equation:

$$\text{financial proposal rating} = (\text{lowest priced offer} / \text{price of the offer being reviewed}) \times 300$$

The total combined score will consist of the sum total of the technical proposal rating and the financial proposal rating. The maximum achievable score is 1,000 points. Contracting decisions will be made on the basis of this combined score.

Section 5. Terms of Reference

Business Call to Action's Sector Diagnosis and Roadmap for the Implementation of Business Call to Action's Capacity Building for the Replication and Adaptation of Inclusive Business Models

TERMS OF REFERENCE

Project:	Sector Diagnosis and Roadmap for the Implementation of Business Call to Action's Capacity Building for the Replication and Adaptation of Inclusive Business Models
Language Required:	English
Duration:	Estimated from June 2021 to October 2021 (app. 4 months)
Location:	Home-based (or at their usual place of work), but may be expected to travel, as to be determined between BCtA and the Contractor(s) on assignment

I. BACKGROUND

BCtA is a unique multilateral alliance among donor governments and agencies with the United Nations Development Programme hosting the secretariat. BCtA aims to accelerate progress towards the Sustainable Development Goals (SDGs) by challenging and supporting companies to develop inclusive business (IB) models that offer the potential for both commercial success and development impact. BCtA aims to enhance the visibility, credibility, scale and effectiveness of IBs as market-based solutions to contribute to the achievement of the SDGs and benefit those at the base of the economic pyramid (BoP).

BCtA's value proposition is to drive the IB agenda globally by engaging the private sector, governments and the development community in joint efforts towards inclusive economic growth and social impact. BCtA members are market leaders and innovators, committed to developing commercially viable business ventures that engage people living at the BoP as consumers, producers, suppliers, and distributors of goods and services. Worldwide, 257 companies have responded to our call to action by making commitments to improve the lives and livelihoods of millions through commercially viable business ventures.

A number of these businesses operate specifically in sectors related to the delivery of essential "COVID-19-relevant" services using digitally enabled resilient models. These businesses apply proven models designed to serve the income-poor across multiple geographies, and include platforms that deliver technology-enabled cost-effective healthcare, ensure farm productivity and farmer income, or provide livelihood skills development through e-learning, as well as low-cost infrastructure that provides access to affordable internet services.

As part of its Phase III operations, BCtA seeks to transition its service offerings starting from 2021. This phase will focus on delivering an inclusive innovation-through-replication methodology by adapting existing and proven inclusive business models to suit the needs of new geographies and contexts and supporting the establishment of businesses in these areas. The proven viability of these models to serve the income-poor will limit the necessary implementation time and risk associated with their application, whilst ensuring that innovative approaches reach a scale that reflects their ability to sustainably solve development challenges. By adopting inclusive innovation-through-replication journeys, BCtA aims to support governments to deploy

proven solutions through inclusive innovation processes, thereby serving increasingly poor populations in shrinking fiscal space while mitigating the risk that is inherent within innovation.

This service will first be established in partnership with UNDP Country Offices and Regional Bureaux to advance private sector- and government-led replication and adaptation of inclusive business models. It will combine a micro-level bilateral approach, working directly with inclusive businesses to replicate and scale existing successful models, with a macro-level network approach based on high-level advocacy. This latter activity consists of working with governments and in-country institutions to improve the environment in which IBs operate and assist governments to promote the development of IB ecosystems and choose the elements of private sector-led progress towards the SDGs that they wish to prioritize given their particular developmental challenges.

BCtA's primary goal in adopting this operational mechanism is to build a more resilient and inclusive future in the health sector, promoting the achievement of all the 17 SDGs through the lens of SDG 1. Specifically, the programme aims to achieve the following:

- Support the resilience, continuity and scale-up of pro-poor technology-enabled health-based businesses to enable them to fill development gaps;
- Propagate government-led inclusive innovation processes in the technology-enabled health sector where risks are mitigated by using the successes of BCtA member companies' models as a starting point;
- Promote COVID-19 relevance and COVID-19 resilience by replicating and adapting proven models of the digitally enabled delivery of essential services;
- Support the adaptation of inclusive innovations across areas of operation and countries
- Ensure that technological progress and digital transformation in the health sector include low-income groups not only as consumers, but also reduce the inequalities in accessing, developing and implementing innovative ideas.

II. PURPOSE AND OBJECTIVE OF THE METHODOLOGY

The project outlined in this document forms a major part of BCtA's operations implementing proven, innovative and market-based inclusive business models to advance progress towards the 17 SDGs. As part of this approach, BCtA intends to engage inclusive businesses currently implementing proven models that are self-sustainable, effective in improving the living standards and opportunities provided to low-income populations, and possess the potential to be replicated and adapted in new locations or markets to reach scale. These companies will provide technical assistance services to newly established businesses that implement solutions in the same sectors, but in different markets or geographies, supporting their journeys in establishing and growing new inclusive business models. This replication and adaptation process will be facilitated and coordinated by BCtA and its partners, together with the contracted company, in order to raise the impact of inclusive business and place the private sector at the center of the effort to achieve the 2030 Agenda.

The selection of the geographies and markets in which models will be replicated shall be based upon country-specific sector diagnosis studies and roadmaps for the public-private collaboration for delivering private sector-led development solutions, as delivered by the Responsible Party(ies) selected under this Terms of Reference (ToR). These studies will therefore inform BCtA and UNDP country offices' collaborative approach regarding the identification of the most appropriate and potentially impactful mechanisms by which

replicating countries can contribute to the advancement of the social and economic security of BoP individuals through the establishment of innovative but proven businesses models in countries. This assessment will be based upon the in-country dynamics, opportunities and threats identified by the engaged Responsible Party(ies), including in the assessment of sectoral characteristics, regulatory frameworks and market structures that underpin the expected impact of specific inclusive business models.

The Responsible Party (ies) will undertake an analysis of a singular market or sector within a specified country or region that will be determined following consultations with BCtA in-country partner organizations (including UNDP country offices, national and sub-national governments, and other local stakeholders). This analysis will be split into two reports: a sector diagnosis and a roadmap for government collaboration in inclusive replication.

The former will review a defined sector of a developing country which has been identified by the BCtA team and its partner organizations as a promising candidate sector for the replication of inclusive business models that have been shown to be successful in solving development problems in other sectors or geographies and have the potential to be established in other locations. The engaged Responsible Party (ies) will be tasked with producing in-depth mapping of the prominent actors operating in this sector, the key operational structures and dynamics, and possible future directions in which this market is expected to move based on contemporary trends. These factors will then form the basis of an assessment of the extent to which the sector possesses potential for hosting replicated inclusive business model, which sub-sectors would be best placed to offer solutions to development challenges through this model and what degree of impact should be expected to be achieved by replicated inclusive businesses. This document will then form an empirical basis upon which the latter document (the roadmap for government collaboration in inclusive replication) will be structured.

The roadmap for government collaboration in inclusive replication will identify an appropriate methodology for progressing the initiative in specific sectors and sub-sectors of a national market. It will define concrete shared goals to be achieved by BCtA and government partners (as well as and establish realistic timelines for each stage in the replication process) and will establish the characteristics that are necessary in replicating businesses in order to achieve successful replication on the basis of outcomes established by the sector diagnosis according to development needs and present service delivery gaps recognized by the local government and other development partners. The roadmap should also outline the basis for establishing a 'match-making' process between replicating businesses and the local government that selects companies that fill identified development gaps most effectively.

III. Scope of the Assignment

It is expected that the Responsible Party (ies) will produce a sector diagnosis and roadmap that will establish a basis for BCtA to implement an innovation-through-replication programme in a specified market and location according to the framework outlined in Section [IV] of this document. The deliverables will be presented to the BCtA Secretariat, donors, interested private sector actors, and the international development community in line with BCtA's commitment to sharing knowledge-based contributions to the inclusive business ecosystem.

The deliverables will form keys parts of BCtA's innovation-through-replication journey, informing stakeholders about promising areas and markets for replication, forming the basis upon which replication sectors and geographies, and thus framing the selection of companies that will be replicated to accord with these sectors and geographies.

IV. Supporting Materials and Expected Research Approach

In drafting the sector diagnosis and roadmaps, the selected Responsible Party will have access to the following supporting materials and networks:

- BCtA materials and information about BCtA's Innovation-through-Replication Project (including the concept note and methodology outlines)
- The BCtA team's knowledge and experience of the inclusive business ecosystem and the factors that provide an enabling environment for inclusive business growth and increased social impact
- UNDP and BCtA's partners at the country level.

The selected Responsible Party will also be expected to engage local stakeholders in the country and sector of relevance and base final analyses and recommendations upon local stakeholders' inputs. These local stakeholders should include, but not be limited to the following organizations and institutions operating in the sector and geography of interest: (1) existing inclusive businesses, (2) local and national business networks, (3) government institutions and regulatory bodies, (4) in-country impact investors and business accelerators, (5) local development institutions, and (6) prominent think-tanks, platforms, or knowledge creators in private sector innovation. The selected Responsible Party will be expected to identify and initiate bilateral conversations with relevant stakeholders independently but with input received from the relevant UNDP country office. Organizations to be interviewed will be decided upon through collaboration between the relevant UNDP country office, BCtA and the Responsible Party.

V. Expected Deliverables

The deliverables consist of the following two tasks: a sector diagnosis and a roadmap for replicating sector specific solutions with Governments. These two deliverables should be structured according to the following frameworks (outlined as tables of contents).

Deliverable 1: Sector diagnosis

1. Overview of the sector and its role in the provision of essential services
2. Sector context
 - 2.1 Sector trends
 - 2.2 Key constraints
 - 2.3 Opportunities worth exploring
 - 2.4 Identification of sector-specific regional priorities and challenges
 - 2.4.1 Sub sectors for prioritization
 - 2.4.2 Country regions to benefit from the provision of essential services
 - 2.5 Actors in the ecosystem and the support they offer (NGOs, investors, foundations, DFIs, etc.)
3. Policy and regulation
 - 3.1 Government's strategic plan for the sector
 - 3.2 Existing policies that support the sector (national and regional policies)

- 3.3 Laws & regulations that influence the sphere of action of the sector
- 3.4 Barriers for private sector to operate
- 3.5 Existing incentives and sector development programs.
- 3.6 Private sector engagement analysis
- 4. Value chain characteristics (if relevant to the sector)
 - 4.1 Identification and description of the stakeholder types involved in the value chain
 - 4.2 Constraints and opportunities experienced by off-takers (relating to sourcing from local providers and/or SMEs)
 - 4.3 Constraints and opportunities for providing services directly to the Government
- 5. Market Assessment
 - 5.1 Description of market structures, dynamics and actors
 - 5.2 Describe systemic constraints within the markets
 - 5.3 Market size and potential for expansion
 - 5.3.1 Number of low-income and underserved individuals reached
 - 5.3.2 Number of jobs created
 - 5.3.3 Number of SMEs involved

Deliverable 2: Roadmap for replicating sector-specific solutions with governments

- 1. Roadmap rationale
 - i. Relevance of a sector specific roadmap to deliver innovative and inclusive services in partnership with the government
 - ii. Key government priorities in private sector-led development
 - iii. Brief description of development and sectoral challenges this roadmap aims to solve
 - iv. Opportunities identified for the local government and for the private sector's delivery of services to the underserved population
 - v. Existing projects in the country (if applicable)
- 2. Roadmap's building blocks
 - i. Opportunities for an innovation journey involving mission-driven enterprises, governments, and key local stakeholders
 - ii. Identification of innovative solutions for increasing access to essential services for the underserved and providing services on behalf of local governments
 - iii. Potential impact (sector and sub-sector specific)
 - Potential number of low-income individuals served
 - Potential number of SMEs involved
 - Potential number of jobs created
- 3. Recommendations and ways forward
 - i. Implementation approach
 - ii. Criteria for identifying business models that can deploy innovative solutions (effectiveness, adaptation levers and replicability levers)

These deliverables are expected to be produced according to the following deadlines:

Due Date	Deliverables Description	Percentage of Payment Due upon Validation
Within one month from the agreement start date	The delivery of a preliminary draft report to BCtA containing technical and analytical analysis from secondary data and a detailed work plan	10%
Within two months from the agreement start date	The delivery of a final technical and analytical report to BCtA containing analysis of the secondary data	30%
Within three months from the agreement start date	The delivery of a presentation on key findings to the BCtA team and BCtA's programmatic partners	10%
Within three months from the agreement start date	The holding of a validation workshop with key partners	15%
Within four months from the agreement start date	The delivery of a final roadmap report to BCtA	25%
Within 4 months from the agreement start date	The delivery of a presentation on key findings to the BCtA team and to the entrepreneurs involved in BCtA's Inclusive Innovation Journey programme	10%

Payments will be made either on cash advance or reimbursement basis following review of the deliverables by the BCtA team leader, validation of expected quality and signing of UNDP Funding Authorization and Certification of Expenditures (FACE) forms by both Parties

VI. Implementation Period

The activities should be completed within the period of 4 months, from June 2021 to October 2021.

VII. DUTY STATION AND TRAVEL

The selected Responsible Party will be home-based (or at their usual place of work), but some travel might be possible, as to be determined between BCtA and the Responsible Party throughout the implementation period.

VII. REQUIRED COMPETENCIES AND PERSONNEL

Proposing organizations should propose a team of minimum two individuals – a Team Leader and an Inclusive Innovation Specialist – when submitting their proposals. These individuals should possess the competencies and experience listed in Section VII of this document. Proposers should specify which individual is proposed to perform each role and provide an organigram to display reporting structure.

IX. MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

- The selected Organization will be engaged by UNDP through a Responsible Party Agreement (RPA). The RPA will be managed by BCtA, which is an integral part of the UNDP SDG Finance Sector Hub.
- All materials are subject to the approval of the BCtA Programme Manager.
- All deliverables will be transmitted to UNDP in soft copy.
- Payments to the selected Responsible Party will be made either on cash advance or reimbursement basis (as agreed upon signing of the Responsible Party Agreement), following the completion and signing of UNDP Funding Authorization and Certification of Expenditures (FACE) Form.

X. ETHICS IN DATA COLLECTION

The strategy agenda will be produced in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The Consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting on data. The Consultant must also ensure the security of collected information before and after the production of the final agenda.

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 BDS 22.

Technical Proposal Envelope:

Have you duly completed all the Returnable Bidding Forms?	
▪ 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"/>
Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?	<input type="checkbox"/>

Financial Proposal Envelope

(Must be submitted in a separate sealed envelope/password protected email)

▪ 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:	RFP/UNDP/IICPSD/2021/04		

We, the undersigned, offer to provide services to Business Call to Action for the delivery of its *Capacity Building for the Replication and Adaptation of Inclusive Business Models in Technology-Enabled Healthcare* project in accordance with your RfP No. **RFP/UNDP/IICPSD/2021/04** 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 ToR

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: _____



Form B: Bidder Information Form

Legal name of Bidder	[Complete]
Legal address	[Complete]
Year of registration	[Complete]
Bidder's Authorized Representative Information	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Are you a UNGM registered vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UGNM vendor number]
Are you a UNDP vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UNDP vendor number]
Countries of operation	[Complete]
No. of full-time employees	[Complete]
Social impact area	[Select]
Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company hold any accreditation such as ISO 14001 related to the environment? (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company have a written Statement of its Environmental Policy? (If yes, provide a Copy)	[Complete]
Contact person UNDP may contact for requests for clarification during Proposal evaluation	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Please attach the following documents:	<ul style="list-style-type: none"> ▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured ▪ Certificate of Incorporation/ Business Registration ▪ 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 ▪ Trade name registration papers, if applicable ▪ Local Government permit to locate and operate in assignment location, if applicable ▪ Official Letter of Appointment as local representative, if Bidder is submitting a Bid on behalf of an entity located outside the country

- Power of Attorney

Form C: Joint Venture/Consortium/Association Information Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RfP Reference:	RFP/UNDP/IICPSD/2021/04		

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 <i>(address, telephone numbers, fax numbers, e-mail address)</i>	Proposed Proportion of Responsibilities (in %) and Type of Services to be Performed
1	[Complete]	[Complete]
2	[Complete]	[Complete]
3	[Complete]	[Complete]

Name of Leading Partner (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:	RFP/UNDP/IICPSD/2021/04		

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

Historical Contract Non-Performance

<input type="checkbox"/> Contract non-performance did not occur for the last 3 years			
<input type="checkbox"/> 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)

<input type="checkbox"/> No litigation history for the last 3 years			
<input type="checkbox"/> 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 and Country of Assignment	Client and 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

Annual Turnover for the Last 3 Years	Year	USD
	Year	USD
	Year	USD
Latest Credit Rating (if any) – indicate the source		

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 certified financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:

- Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies;
- Historic financial statements must correspond to accounting periods already completed and certified. 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:	RFP/UNDP/IICPSD/2021/04		

The Bidder's proposal should be organized to follow the format of the 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.

SECTION 1: Bidder's Track Record in Inclusive Business and Experience Working with International Organizations, Governments and Multilaterals

- 1.1 Brief description of the organization, including the year and country of incorporation, mission statement, and the form, type and scale of the operational model.
- 1.2 Description of the inclusive business model currently being implemented, the mechanism for achieving positive social and economic impact on low-income populations.
- 1.3 Description of company standing in the industry of operation and evidence of relevant experience of successful project implementation (including with UN agencies or organizations).
- 1.4 Information on general organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity and project management controls.
- 1.5 Evidence of previous experience of replication (if applicable).

SECTION 2: Example Solution and Implementation Methodology

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 example 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 description of the example project approach and methodology for how the Bidder will achieve the implementation of piloting and scaling-up activities in a theoretical market and location of their choosing.
- 2.2 Detailed description of how the example solution has the potential to positively influence the quality of life or development prospects of the target group.
- 2.3 Explanation of how the Bidder's example solution develops or implements services that differ from existing conventional solutions (in terms of products, services or mechanisms of delivery) currently being implemented either by private- or public-sector actors.
- 2.4 Details on how the different service elements shall be organized, controlled and delivered according to the example methodology and details of the Bidder's proposed internal technical and quality assurance review mechanisms. Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for specific requirements.
- 2.5 Explanation of how work would be distributed across team members, the rationale for this distribution structure, and how everyone will function as a team.

2.6 Any other comments or information regarding the example project approach and methodology that will be adopted.

SECTION 3: Management Structure and Key Personnel

3.1 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 Work under the ToR.

Format for CV of Proposed Key Personnel

Name of personnel	[Insert]
Position for this assignment	[Insert]
Nationality	[Insert]
Language proficiencies	[Insert]
Education/ qualifications	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i> [Insert]
Professional certifications	<i>[Provide details of professional certifications relevant to the scope of services]</i> ▪ Name of institution: [Insert] ▪ Date of certification: [Insert]
Employment record/ experience	<i>[List all positions held by personnel (starting with present position, list in reverse order), giving dates, 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]
References	<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:	RFP/UNDP/IICPSD/2021/04		

We, the undersigned, offer to provide the services for *Business Call to Action’s Sector Diagnosis and Roadmap for the Implementation of Business Call to Action’s Capacity Building for the Replication and Adaptation of Inclusive Business Models* in accordance with your RfP 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].²

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

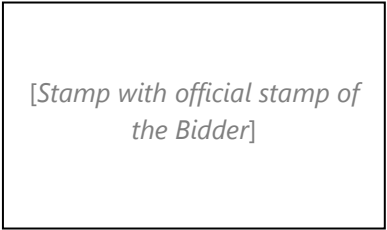
We understand you are not bound to accept any Proposal you receive.

Name: _____

Title: _____

Date: _____

Signature: _____



² Subtotal costs should be stated here as the total cost of 50 full working days for all three personnel.

Form G: Financial Proposal Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RfP Reference:	RFP/UNDP/IICPSD/2021/04		

The Bidder is required to prepare the Financial Proposal following the below format and submit it in an envelope separate from the Technical Proposal 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 ToR and the Bidder's Technical Proposal.³

Currency of the proposal: USD

Table 1: Summary of Overall Prices

	Amount(s)
Professional Fees (from Table 2)	
Other Costs (from Table 3)	
Total Amount of Financial Proposal	

Table 2: Breakdown of Professional Fees

Name	Position	Fee Rate
Subtotal Professional Fees:		

Table 3: Breakdown of Other Costs*

Description	UOM	Quantity	Unit Price	Total Amount
Flights (international/domestic)*	R/T			
Subsistence allowance	Day			
Miscellaneous travel expenses	Lump sum			
Local transportation costs	Lump sum			
Out-of-pocket expenses	-			
Other costs (please specify)	-			
Subtotal Other Costs:				

*Travel-related costs will be reimbursed based on actual travel. Should travel not be undertaken, travel costs will not be reimbursed.

³ Note that no costs should be listed in Table 3 as these costs are not within the scope of this RfP.