

## TERMS OF REFERENCE

<b>Scope of services:</b>	Development and Delivery of Training and Mentorship Sessions for UNDP BOOST Acceleration Program Vol. 2
<b>Duration:</b>	February 1, 2022 – September 30, 2022
<b>Location:</b>	Online
<b>Project title:</b>	BOOST Regional Acceleration Program

### I. Project Background

BOOST Regional Acceleration Program aims to boost social impact innovations addressing complex development challenges in the Europe and Central Asia region. BOOST was launched in 2020 as part of UNDP's response to the COVID-19 pandemic to help societies look beyond recovery, making choices and managing uncertainty. The first round of the BOOST Regional Acceleration Program ran from December 2020 to March 2021 and focused on innovative solutions in the areas of 1) digitalization, 2) low-touch economies, and 3) well-being.

BOOST is designed to acquire the cross-organizational capacity for constant adaptation through an iterative process, reflecting on insights, ensuring coherence of activities, and accelerating the impact of our work by tapping into the knowledge, ideas and solutions that exist in the ecosystem of innovators, startups, civil society organization, academia, and research institutes. By assessing current gaps and needs, learning and extracting what emerges from the activities, and providing opportunities for various actors to implement innovative solutions, we hope to build a more resilient and enabling ecosystem, and induce systems transformation. BOOST brings together a diverse set of partners to support innovators, taking into consideration local needs and leveraging capabilities across the region.

The next calls for innovations are planned to be launched in January 2022, followed by a 16-week acceleration program to run from April through July 2022. The innovation calls will seek innovations to address two distinct development challenges:

- a) **bridging the gender digital divide**, by focusing particularly on innovations by women-led organizations working to boost 1) connectivity, 2) visibility in data, and 3) access to resources;
- b) **supporting civil society organizations** in implementing and scaling solutions for a post-COVID world, with a focus on 1) emergency medical response through CSOs, 2) education in emergency, and 3) building community resilience.

BOOST “Vol.2” is designed to help the selected entrepreneurs, start-ups, and civil society organizations to integrate innovation and technology into their business models. The program will consist of individual and group mentoring for the organizations, coaching and technical advice aimed at advancing impact-driven capabilities, improving business skills, investment readiness, and soft skills, including networking and pitching skills. It will also help the participants access larger business networks, investors and other type of funders while enhancing organizations’ cross-sectoral visibility.

Partners in the project will benefit from learning across the cohorts and learning about the needs and assets that organizations/businesses have, e.g., through application of the Sensemaking Methodology. This will enable partners and UNDP to learn across the cohort about what is emerging – rather than looking at the participants as having single-point solutions.

## **II. Scope of Work, Terms and Conditions**

The objective of the work is to provide **training** and **mentorship** to the entrepreneurs and organizations that are part of the second round of the BOOST Regional Acceleration Program on **leadership, business** and **digital transformation**. The efforts envisaged are anticipated to result in the accelerated development and expansion of about 60-70 entities within the period of 3-6 months.

The service provider is expected to provide inputs and functionalities required for tailored acceleration of the participating entities. The service provider is expected to be specialized in business and technological acceleration with a focus on digital transformation and have a broad network of local and international partnerships.

The overall workflow of activities includes but is not limited to the following:

### **Output 1: Co-design and present training curricula and schedule for the Leadership, Business and Digital Transformation Track(s), including with secured trainers and mentors**

- Designing and planning the BOOST Acceleration Program’s Leadership, Business and Digital Transformation Track(s). The curricula should include an assessment of the digital and operational/business maturity of the participating organizations. Participation and completion of the track(s) should support scaling of the organizations’ social impact and increase their investment absorption capacity.
- Preparing a shortlist of trainers and providing professional knowledge in training.
- Adapting the approach for social entrepreneurs and civil society organizations, to ensure that the curriculum and methodology is equally relevant for non-profit organizations.
- Securing digital content for trainers and preparing and reviewing the training inputs. A case study with closed-ended questions could be part of the overall training course.
- Providing educational guidance and monitoring for trainers to ensure program coherence
- Proposing resources for supporting introduction, application and scale up of innovative and digital approaches.
- Collaborating with other regional and international partners for the track module design and provision of expertise, as relevant.
- Proposing and supporting the set-up of conducive, collaborative virtual environments to stimulate peer-to-peer learning and joint-up efforts within the cohort.

**Output 2: Delivery of Leadership, Business and Digital Transformation Track(s) trainings and mentorship sessions as per the presented plan, and/or provision of technical support as needed**

- Conduct a digital readiness assessment of all participating organizations before program initiation.
- Delivering or supporting delivery of all track modules listed in English. Each module of the training is expected to take from 2-4 hours to complete.
- Provide individualized mentorship programs and digital transformation paths, business/technological trainings, and mentoring sessions.
- Working on improving the investment absorption capacity of the participating organizations and facilitating access to additional funding (e.g., private sector sponsorships; national, regional, and international angel investors; private and institutional funders; international development organizations) for their next stage of expansion, including by providing information about funding opportunities; introduce and connect organizations to investors and broader networks; prepare teams for pitching to funders; organize special events or assist in participation in such events to showcase or pitch to a group of funders.
- Advise the participants on how to create engagement of user groups.
- Providing technology architecture for the delivery of the track.
- Providing additional material based on identified needs and gaps and directing participants to additional resources, as relevant.

**Output 3: Final report on the summary of the results and impact reached through the program**

- Together with other implementing partners, track acceleration progress and impact of participants.
- Develop and conduct surveys, and gather feedback and insights through periodic interviews with participants on the qualitative progress achieved and the program's value creation (e.g., effectiveness of the trainings, mentorship support, specific support services such as business plan development, due diligence, access to funding sources etc.)
- Gather and summarize feedback from mentors/trainers on the progress achieved by the organizations (scoring after each milestone presentation, pitch competitions, demo days, etc.)
- Tracking of certain parameters of the participating organizations, including:
  - digital maturity indicators
  - market indicators (e.g., client base, revenue per customer and related parameters)
  - economic and financial indicators (profitability, sales, growth rate etc.).
- Auditing strategic expansion plans and business models for scalability and replicability.
- Gather and summarize feedback from impact investors and funding partners, as relevant.
- Summarize and present results and learning in a final impact report.

UNDP *intends* to provide performance grants based on targeting impact, scaling-up and expansion targets that will be used in combination with acceleration to incentivize organizations to digitalize and

become social impact oriented. The service provider will be requested to provide inputs for decision making and assessing effectiveness of such a stimulation instrument.

BOOST Regional Acceleration Program is specifically branded, hence the educational materials, and internal and external communication should refer to its branding and affiliation with UNDP; as well as other partners/funders, if stipulated by any other agreement.

### **III. Proposed Methodology for the Completion of Services**

The service provider will be responsible to develop and propose its own methodology to carry out the tasks described above by, including, but not limited to:

1. Researching information, publications, networks on ecosystem, impact investment and social entrepreneurship in the region and beyond.
2. Networking and connecting with other accelerators, business incubators, private sector actors, civil society organizations, grant providing facilitates, academia and research institutions, etc. to build new and nurture existing partnerships.
3. Engaging key resources, experienced entrepreneurs, mentors, advisors, industry thought leaders and other stakeholders related to the acceleration of startups, businesses and civil society organizations and specific domain sectors relevant to the participants.
4. Applying global best practices and at the same time relying on its own digital and business acumen and practical experience of incubating and accelerating organizations locally and internationally.
5. Maintaining proactive connections with various funding sources: business angels, angel investors, individual and institutional investors, other incubators and accelerators, and through organizing specialized events for pitching and fundraising.
6. Considering synergies with existing initiatives in start-up and SME support, social enterprise and impact venture initiatives, civil society organizations support programs, development programs and projects within the UN system and other international development organizations in the region.
7. Working with Impact Expert to use applicable approaches for measuring and assessing the impact of the organizations, attempting to reconcile industry metrics and methodologies (e.g. IRIS and GIIRS) with SDG indicators.
8. Providing regular updates on advancement of the assignments, findings, and observations.

### **IV. Expected Outputs**

#	Outputs/Deliverables	Due date
1.	Co-design and present training curricula and schedule for the Leadership, Business and Digital Transformation Track(s), including with secured trainers and mentors.	March 1, 2022
2.	Delivery of Leadership, Business and Digital Transformation Track(s) trainings and mentorship sessions as per the presented plan, and/or provision of technical support as needed	July 31, 2022

<b>3.</b>	Final report on the summary of the results and impact reached through the program	September 30, 2022
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## V. Institutional Arrangements

- The service provider will work under the overall guidance of the UNDP Istanbul Regional Hub and direct supervision of the BOOST Program Coordinator, and in close collaboration with the entire Project Team, particularly the Accelerator Lead and the NGO Empowerment Project Coordinator.
- The service provider should closely collaborate with UNDP and subject matter experts, to get an understanding of the BOOST Regional Acceleration Program material and organizational context, identify learning objectives, and expected outcomes for each of the suggested training modules.
- The Project Team and the service provider will agree on a server hosting (including duplications and backups) and updating arrangement for the courses.
- Participation is expecting in an initial kick-off meeting with the Project Team, to discuss the task, validate understandings, agree on learning objectives, and to develop a task plan to guide the project through completion.
- Continuous updates to the Project Team on progress of assignment is expected.
- Collaboration with UNDP to manage content reviews.
- The service provider should present the developed materials for review of the Project Team and main stakeholders, and revise and complete the materials based on feedback and recommendations.
- For proper communication and quality assurance, regular meetings will be held between the Project Team and the service provider to agree on expectations, scope of work, milestones and the workplan. Regular briefings should be held with the Project Team on the task progress and completed milestones, as well as discussing any issues requiring decisions or guidance from UNDP.
- The language of the course should be English.

## VI. Schedule of Payments

- Payment will be done in three (3) instalments as described below, upon timely completion of respective Outputs as stated above and their acceptance by UNDP based on the signed acceptance acts and narrative reports for each deliverable. The time allocated each deliverable should realistically reflect its relation (percentage) to the entire task.

#	Outputs/Deliverables	Payment Percentage to be made to the Contractor
<b>1</b>	After the completion of Co-design and present training curricula and schedule for the Leadership, Business and Digital	30% of the total contract amount will be paid upon certification of UNDP IRH Team Leader.

	Transformation Track(s), including with secured trainers and mentors.	
<b>2</b>	After the completion of delivery of Leadership, Business and Digital Transformation Track(s) trainings and mentorship sessions as per the presented plan, and/or provision of technical support as needed.	50% of the total contract amount will be paid upon certification of UNDP IRH Team Leader.
<b>3</b>	After the submission of final report on the summary of the results and impact reached through the program.	20% of the total contract amount/final payment will be made upon certification of UNDP IRH Team Leader.

- Evaluation of outcomes is the responsibility of UNDP.
- In case the conditions of the Terms of Reference are not met the contract may be terminated or the fee charged by the service provider may be reduced.

## **VII. Required Qualifications and Application Package**

The service provider should demonstrate its capability and thorough understanding of the work to be carried out, as outlined in the Terms of Reference. It should present a clear methodology for task implementation, as well as ability to mobilize resources and experts in order to successfully implement the tasks as per the Terms of Reference.

### **The bidding service provider is required to submit the following:**

#### **a) Presentation of Expertise:**

- At least five years of proven experience in the fields of organizational development or executive education, including design and delivery of training materials and e-learning content targeted businesses and/or civil society organizations.
- A team comprised of qualified experts, with a demonstrated track record in developing and delivering quality online learning, including knowledge and understanding of adult learning approaches and methodologies.
- Desirable thematic expertise include:
  - Innovation for social impact
  - Design thinking and strategic innovation
  - Scale-up strategies for CSOs
  - Resource mobilization and fundraising strategies for CSOs
  - Customer development and market scale-up
  - Product development, innovation, technology commercialization
  - Digital transformation
  - B2B business development
  - Financial analysis, financing and capital attraction
  - Machine learning, blockchain, Artificial Intelligence and other cutting-edge technology

in practice

- Proven experience in successful completion of at least three similar assignments within the last seven years. References and examples of past work should be included in the proposal.

**b) Proposed Methodology, Approach and Implementation Plan:**

The proposal should include a proposed task implementation approach, including detailed description of implementation methods, milestones and steps to carry out the task; and a detailed work plan with timelines for the Deliverables/Outputs.

**c) Management Structure and Key Personnel:**

The service provider should have a strong team of experts, with shown professional capacities. Resumes (CV) of at least three main experts and trainers/mentors with proven experience in developing learning content, training modules and methodology, conducting trainings, designing and delivering educational content should be provided. One of the experts should act as a Team Leader.

**d) Financial Proposal**

- Detailed budget breakdown per main expenditures. Sample budget breakdown is provided below.

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

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
<b>I. Personnel Services</b>				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a . Expertise 1				
b. Expertise 2				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
<b>II. Out of Pocket Expenses</b>				

1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
<b>III. Other Related Costs</b>				



## EVALUATION CRITERIA

The evaluation of technical proposal shall be conducted using scoring method (700 points), as follows:

Summary of Technical Proposal Evaluation Forms		Max Points Obtainable
1.	Bidder's qualification, capacity and experience	300
2.	Proposed Methodology, Approach and Implementation Plan	250
3.	Management Structure and Key Personnel	150
<b>Total</b>		<b>700</b>

Section 1. Bidder's qualification, capacity and experience		Max Points obtainable
1.1	At least five years of proven experience in the fields of organizational development or executive education, including design and delivery of training materials and e-learning content targeted businesses and/or civil society organizations	50
1.2	A team comprised of qualified experts, with a demonstrated track record in developing and delivering quality online learning, including knowledge and understanding of adult learning approaches and methodologies.	50
1.3	Desirable thematic expertise including: <ul style="list-style-type: none"> <li>• Innovation for social impact</li> <li>• Design thinking and strategic innovation</li> <li>• Scale-up strategies for CSOs</li> <li>• Resource mobilization and fundraising strategies for CSOs</li> <li>• Customer development and market scale-up</li> <li>• Product development, innovation, technology commercialization</li> <li>• Digital transformation</li> <li>• B2B business development</li> <li>• Financial analysis, financing and capital attraction</li> <li>• Machine learning, blockchain, Artificial Intelligence and other cutting-edge technology in practice</li> </ul>	100
1.4	Proven experience in successful completion of at least three similar assignments within the last seven years. References and examples of past work should be included in the proposal.	100
<b>Total Section 1</b>		<b>300</b>

Section 2. Proposed Methodology, Approach and Implementation Plan		Max Points obtainable
2.1	Clear workplan and suitable staff allocation for the assignment	100

2.2	Well-structured design and methodology to deliver the Leadership, Business and Digital Transformation Track(s) of the BOOST Acceleration Program Vol. 2	150
<b>Total Section 2</b>		<b>250</b>

<b>Section 3. Management Structure and Key Personnel</b>		<b>Max Points obtainable</b>
3.1	The Team Leader has professional qualifications in business/social enterprise acceleration	75
3.2	The team members, trainers and mentors have professional qualifications in business/social enterprise acceleration, and broad networks with investors and other stakeholders in the field.	75
<b>Total Section 3</b>		<b>150</b>