



REQUEST FOR PROPOSAL (SERVICES)

Date: 13 May 2022

Reference: UNDP/UGA/RFP/2022/003

Dear Sir / Madam,

We kindly request you to submit your Proposal to Provide business incubation support to 50 innovative Start-up Enterprises in the Cultural and Creative Industries

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

Proposals may be submitted on or before **Sunday, May 22, 2022** and via email to the address below:
tenders.kampala@undp.org

Your Proposal must be expressed in the English, and valid for a minimum period of 90 days

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, attachments should be a maximum of 35MB and free from any virus or corrupted files.

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

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

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

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

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

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

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

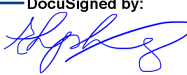
UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

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

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

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

DocuSigned by:

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Rose Plang
Head of Procurement
5/13/2022

Description of Requirements

Context of the Requirement	<p>With a median age of just under 16 years, Uganda has one of the youngest populations in the world. Young people between ages 18 and 30 constitute about 19 percent of the populace and over 60 percent of the working-age population. Annually, 700,000 young people in Uganda reach working age and enter the labour market. However, these young men and women face significant barriers to finding employment resulting in a considerable number of young people being unemployed, underemployed, and engaged in precarious and non-rewarding work or in jobs that do not offer decent incomes. An estimated about 34 percent (238,000) of the young people reaching working age, are absorbed by the labour market with only about 10 percent informal employment. Most work informally without a contract or any type of social security in lower-productivity activities such as subsistence agriculture and petty trade.</p> <p>There are a host of barriers to youth employment, key among which is the slow pace of structural transformation that constrains the creation of decent jobs at scale. This is further compounded by recent slower growth rates of 2.9 percent and 3.3 percent in fiscal years 2019/20 and 2020/21 respectively that have resulted in reduced demand for labour and insufficient job creation compared to the fast-growing youthful workforces. The outbreak of the Corona Virus Disease (COVID-19) pandemic exacerbated the pre-existing youth unemployment challenge especially young women as the policy responses and associated restrictions to contain the spread of the disease severely constrained young people's ability to search for a job, threatened the survival of Small and Medium Enterprises (SMEs) and led to business closures in some instances.</p> <p>There is an overwhelming need to shift youths' efforts from seeking conventional employment to creating marketable opportunities for themselves. Entrepreneurship and self-employment present suitable and empowering alternatives to the persistent challenge of unemployment and underemployment amongst youth in Uganda. This is especially true in Uganda which has for long been lauded for being at the forefront in terms of entrepreneurship and business start-ups. Cultural and Creative Industries (CCIs) have emerged as one of the non-traditional industries creating a new realm of entrepreneurship opportunities in Uganda.</p> <p>Defined as the socio-economic activities which have their origin in individual creativity, skill, and talent with potential for wealth and job creation through the generation and exploitation of intellectual property, CCIs remain one of Uganda's most rapidly growing sectors. CCIs are estimated to have generated about USD 850,000 to the economy in total business income based on analytical estimates - approximately 3 percent of Uganda's total GDP of USD 27.6 billion in 2017. The growth CCIs in Uganda has largely been driven by the crossover between digital technology and social entrepreneurship, and the emergence of inclusive business models. Uganda is now a budding creative and entrepreneurial hot spot in the region when it comes to utilizing innovative technology and new platforms to share with other countries.</p>
Implementing Partner of UNDP	N/A
Brief Description of the Required Services	A Consultancy firm to provide business incubation support to 50 innovative start-up enterprises in the Cultural and Creative Industries
List and Description of Expected Outputs to be Delivered	<p>The successful firm will be required to submit the under-listed deliverables:</p> <ul style="list-style-type: none"> a) Agreed upon inception report detailing the methodology and approach to the assignment, key deliverables, work plan, and monitoring and evaluation plan. b) Agreed upon tailored 12-week business incubation programme detailing the content of the training and delivery methods. c) Online platform for the delivery of a collection of evergreen content covering the fundamental building blocks of creative entrepreneurship. The platform will include a forum for information and resource sharing for young entrepreneurs; functionalities for reporting on the progress made towards attainment of the agreed-upon deliverables as well and monitoring and measurement of results attained.

	<p>d) Monthly progress reports on the progress made by each of the incubates.</p> <p>e) Report on the delivery of the tailored business incubation programme delivered, networking and learning events organized, business advisory services provided, mentors' assessments; lessons learned, and recommendations</p>
Person to Supervise the Work/Performance of the Service Provider	UNDP will closely oversee the service provision. The firm will report to the Team Leader of the Inclusive and Sustainable Growth Programme, UNDP Uganda who will oversee the service provision, quality assure the deliverables and ensure compliance with the terms of reference and agreed upon inception report of the assignment.
Frequency of Reporting	As needed, based on planning of the assignment
Progress Reporting Requirements	Update on the milestones and detailed plans
Location of work	Uganda (Kampala, Wakiso, Mukono, Jinja, Mbale, Gulu, Hoima, Mbarara and Kabarole)
Expected duration of work	The expected duration of the assignment is 110 working days spread over the period of 6 months
Target start date	1 st June 2022
Latest completion date	1 st November 2022
Travels Expected	The 50 start-up enterprises are spread across the country. The exact locations within Kampala, Wakiso, Mukono, Jinja, Mbale, Gulu, Hoima, Mbarara and Kabarole districts, of the enterprises will be ascertained during the inception phase of the assignment. Interested bidders are required to include transportation costs to the enterprises in their financial proposals.
Special Security Requirements	N/A
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<p><input checked="" type="checkbox"/> Access to information relevant to the assignment</p> <p>All costs needed to achieve the deliverables set forth in this RFP are to be included in the financial proposals from the offerors (professional fees, equipment lease, communication, consumables, etc.)</p>
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<p><input checked="" type="checkbox"/> Required. To be included in the technical proposal.</p> <p>Note: the detailed Terms of Reference are depicted in Annex 4 of this RFP</p>
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required. Technical proposals must identify who in the organization would be taking the role of Team Leader and specify the roles of the different staff proposed.
Currency of Proposal	<input checked="" type="checkbox"/> Local Currency (UGX)
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes
Validity Period of Proposals (<i>Counting for the last day of submission of quotes</i>)	<p><input checked="" type="checkbox"/> 90 days</p> <p>In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.</p>
Partial Quotes	<input checked="" type="checkbox"/> Not permitted

Payment Terms	A lump-sum payment, in two tranches, shall be made upon successful completion and certification of work done as indicated in this Terms of Reference.		
	#	Deliverable	Payment Release
	1	Agreed upon inception report detailing the methodology and approach to the assignment, key deliverables, timelines, and work plan.	40%
	2	Agreed upon tailored 12-week business incubation programme detailing the content of the training and delivery methods	
	3	Online platform for the delivery of a collection of evergreen content covering the fundamental building blocks of creative entrepreneurship. The platform will include a forum for information and resource sharing for young entrepreneurs; functionalities for reporting on progress made towards attainment of the agreed upon deliverables as well and monitoring and measurement of results attained.	
	4	Monthly progress reports on the progress made by each of the incubates.	60%
	5	Report on the delivery of the tailored business incubation programme delivered, networking and learning events organized, business advisory services provided, mentors’ assessments; lessons learned and recommendations	
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Team Leader of the Inclusive and Sustainable Growth Programme, UNDP Uganda		
Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract for Professional services		
Criteria for Contract Award	<input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.		
Criteria for the Assessment of Proposal	<u>Technical Proposal – 1000 points (70%)</u> <input checked="" type="checkbox"/> Experience of the Firm- 300 points <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan- 400 points <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel - 300 points <u>Financial Proposal 30 points (30%)</u> To be computed as a ratio of the Proposal’s offer to the lowest price among the proposals received by UNDP.		
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider		
Contract General Terms and Conditions	<input checked="" type="checkbox"/> General Terms and Conditions for de minimis contracts (services only, less than \$50,000) Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html		
Annexes to this RFP	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> Technical criteria scoring table (Annex 3) <input checked="" type="checkbox"/> Detailed Technical Specifications (Annex 4)		

Contact Person for Inquiries (Written inquiries only)	ug.procurement@undp.org Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.
Other Information	<ul style="list-style-type: none"> Interested firms must submit the following documents/information to demonstrate their qualifications in one single PDF document Technical proposal consisting of background information about the company other similar projects handled and CVs of the persons who will be engaged in this assignment; A section explaining the organization's competence and experience in handling similar assignments; Proposed strategy / methodology, work plan, timeline, and training plan; Personal CVs of the Team leader and the support team indicating all experience as well as the contact details (email and telephone number) of the team members and at least three (3) professional references. Financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, and the budget for the assignment. The proposal should be sent via email with the following subject heading: "Financial Proposal for Firm as per the RFP subject heading and RFP reference number" latest by 22nd May 2022. Proposals received after the deadline will be rejected. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal should be all-inclusive and include a breakdown. The term 'all-inclusive' implies that all costs (professional fees, travel related expenses, communications, utilities, consumables, insurance, logistical costs related to organizing the validation workshop that could possibly be incurred by the Contractor, etc).

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery)*

[insert: Location].

[insert: Date]

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

Dear Sir/Madam,

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

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations.*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contract references.*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

B. Proposed Methodology for the Completion of Services

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

C. Qualifications of Key Personnel

If required by the RFP, the Service Provider must provide:

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.*
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.*

D. Cost Breakdown by Cost Component

**This shall be on the basis of the payment tranches*

Description of Activity	UOM	Quantity	Unit Price (UGX)	Total Amount (UGX)
I. Personnel Services				
Team Leader	Persons	1		
Business Development and Management Experts	Persons	2		
Finance Expert	Persons	1		
II. Other costs				
Travel related expenses	Lumpsum	1		
Management costs of not more than 8% of the total cost	Lumpsum	1		
Overall total				

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

[Designation]

[Date]

Annex 3**Technical Evaluation Criteria**

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity, and experience	300
2.	Proposed Methodology, Approach, and Implementation Plan	400
3.	Management Structure and Key Personnel	300

Total	1000
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Section 1. Bidder's qualification, capacity, and experience		Points obtainable
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing	100
1.2	General Organizational Capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls	50
1.3	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.)	25
1.4	Relevance of <ul style="list-style-type: none"> - Specialized knowledge and - Experience on similar engagements done in the region/country 	100
1.5	Quality assurance procedures	25
Total Section 1		300

Section 2. Proposed Methodology, Approach, and Implementation Plan		Points obtainable
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?	75
2.2	Description of the Offeror's approach and methodology meet or exceed the requirements of the Terms of Reference	125
2.3	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	50
2.4	Is the offer clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the assignment?	75
2.5	Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for this assignment	75
Total Section 2		400

Section 3. Management Structure and Key Personnel		Points obtainable
3.1	The composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?	75
3.2	Qualifications and experience of key personnel proposed	
a)	Team Leader Bachelor's degree in a relevant field and demonstrated experience of at least 7 years (or advanced level degree with 5 years of demonstrated experience) in managing similar projects coordinating diverse teams and ensuring results-based management working in the creative entrepreneurship space.	100
b)	Business Development and Management Experts The Business Development and Management experts should have a bachelor's degree in a relevant field and a minimum of 5 years of proven experience working in the creative entrepreneurship space and demonstrated expertise in formulating enterprise business plans.	75
c)	Finance Expert The Finance Expert should have a bachelor's degree in a relevant field with proven experience working with creatives; at least 5 years of professional experience in financial modelling, cash flow analysis, financial reporting, restructuring and financing; and proven experience working in the innovation and creative entrepreneurship space is an added advantage.	50
Total Section 3		300

Terms of Reference

General Information

Description of Assignment: Provision of business incubation support to 50 innovative Start-up Enterprises in the Cultural and Creative Industries

Location: Uganda

Geographical Scope: Countrywide

Type of Contract: Contract for Goods and Services

Duration of Assignment: 110 working days spread over the period May to October 2022

Start Date: 1st June 2022

Background

With a median age of just under 16 years, Uganda has one of the youngest populations in the world. Young people between ages 18 and 30 constitute about 19 percent of the populace and over 60 percent of the working-age population. Annually, 700,000 young people in Uganda reach working age and enter the labour market. However, these young men and women face significant barriers to finding employment resulting in a considerable number of young people being unemployed, underemployed, and engaged in precarious and unrewarding work or in jobs that do not offer decent incomes. An estimated 34 percent (238,000) of the young people reaching working age are absorbed by the labour market with only about 10 percent in formal employment. Most work informally without a contract or any type of social security in lower-productivity activities such as subsistence agriculture and petty trade.

There are a host of barriers to youth employment, key among which is the slow pace of structural transformation that constrains the creation of decent jobs at scale. This is further compounded by recent slower growth rates of 2.9 percent and 3.3 percent in fiscal years 2019/20 and 2020/21 respectively that have resulted in reduced demand for labour and insufficient job creation compared to the fast-growing youthful workforces. The outbreak of the Corona Virus Disease (COVID-19) pandemic exacerbated the pre-existing youth unemployment challenge especially young women as the policy responses and associated restrictions to contain the spread of the disease severely constrained young people's ability to search for a job, threatened the survival of Small and Medium Enterprises (SMEs) and led to business closures in some instances.

There is an overwhelming need to shift youths' efforts from seeking conventional employment to creating marketable opportunities for themselves. Entrepreneurship and self-employment present suitable and empowering alternatives to the persistent challenge of unemployment and underemployment amongst youth in Uganda. This is especially true in Uganda which has for long been lauded for being at the forefront in terms of entrepreneurship and business start-ups. Cultural and Creative Industries (CCIs) have emerged as one of the non-traditional industries creating a new realm of entrepreneurship opportunities in Uganda.

Defined as the socio-economic activities which have their origin in individual creativity, skill and talent with potential for wealth and job creation through the generation and exploitation of intellectual property, CCIs remain one of Uganda's most rapidly growing sectors. CCIs are estimated to have generated about USD 850,000 to the economy in total business income based on analytical estimates - approximately 3 percent of Uganda's total GDP of USD 27.6 billion in 2017. The growth CCIs in Uganda has largely been driven by the crossover between digital technology and social entrepreneurship, and the emergence of inclusive business models. Uganda is now a budding creative and entrepreneurial hot spot in the region when it comes to utilising innovative technology and new platforms to share with other countries.

Rationale

In support of national efforts to address youth unemployment, the United Nations Development Programme (UNDP) in Uganda developed and is implementing the Youth4Business Innovation and Entrepreneurship Facility – an innovative instrument curated to promote entrepreneurship, foster innovation, and leverage innovative business solutions to address the youth unemployment challenge. The initiative is an integrated support package designed to spur impact-driven entrepreneurship and engage enterprises in tackling youth unemployment by leveraging innovations in selected economy sectors including CCIs.

More youth in Uganda are interested in starting their own businesses than finding employment. CCIs have significant potential to create numerous entrepreneurial opportunities for Uganda's youth. However, creatives' entrepreneurship is constrained by several challenges including limited access to affordable and appropriate financing, business incubation support and inadequate practical entrepreneurial competencies.

In the last half of 2021, the Youth4Business Innovation and Entrepreneurship Facility run an Innovation Challenge curated to catalyse CCI entrepreneurship through nurturing and transforming creative ideas and models into sustainable enterprises that create jobs and livelihood opportunities for young people. A total of 50 inspiring ideas from across the country were selected for award of grants and business incubation support. However, Creatives' entrepreneurship involves setting up commercially viable businesses in the CCIs.

In this regard, UNDP Uganda is seeking the services of competent firm with demonstrated proficiency and experience in providing business incubation support and advisory services to design and implement a tailored business incubation and acceleration programme intended to equip these creative entrepreneurs with the knowledge, tools and skills to build high-value, profitable businesses with high potential for job creation and profit-making.

Scope of Work

The overall objective of the assignment is to design and implement a creative business incubation and acceleration programme to equip the young entrepreneurs with cognitive and affective knowledge and business skills, and improve the marketability of the startups to early-stage financiers.

In this regard, the successful firm will be required to:

- 1) Design and develop a tailored 12-week business incubation and acceleration programme to match the needs of the 50 start-up enterprises. The programme must cover essential business skills and equip the young entrepreneurs with the fundamental knowledge and tools in business management.
- 2) Develop an online portal to facilitate the delivery of a collection of evergreen content covering the fundamental building blocks of creative entrepreneurship from business development, storytelling and symphony, design, product development, and digital skilling to futureproofing. The platform should provide a forum for information and resource sharing for young entrepreneurs. It should also include functionalities for reporting on progress made towards attainment of the agreed upon deliverables as well as monitoring and measurement of results attained.
- 3) Organise the logistics and deliver the approved 12-week business incubation and acceleration programme to the young entrepreneurs. The training must include (but is not limited to) guiding the young entrepreneurs through the process and steps of setting up a business; patent and copyright registration where applicable; developing appropriate business models; business planning and management, financial literacy, branding, and marketing, pitching to potential investors and other relevant topics for the entrepreneurs including practical learning opportunities for young entrepreneurs. It should also offer networking opportunities, mentoring, and coaching for young entrepreneurs.
- 4) Identify, engage and connect the young entrepreneurs to respected business executives in their respective fields to provide tailored mentoring and coaching to the young entrepreneurs.
- 5) Support the creative entrepreneurs to curate effective marketing and communication toolkits and provide business advisory services depending on the specific needs of each start-up.
- 6) Connect participants with potential investors and support participants in the negotiation process for investment and partnership deals.

The scope of work above is indicative. UNDP and the selected firm may by mutual agreement, amend part or the whole scope of work as maybe deemed necessary to achieve the objectives of the assignment.

Deliverables

The successful firm will be required to submit the underlisted deliverables:

- 1) Agreed upon inception report detailing the methodology and approach to the assignment, key deliverables, work plan and monitoring and evaluation plan.
- 2) Agreed upon tailored 12-week business incubation programme detailing the content of the training and delivery methods.
- 3) Online platform for the delivery of a collection of evergreen content covering the fundamental building blocks of creative entrepreneurship. The platform will include a forum for information and resource sharing for young entrepreneurs; functionalities for reporting on progress made towards attainment of the agreed upon deliverables as well as monitoring and measurement of results attained.
- 4) Monthly progress reports on the progress made by each of the incubates.
- 5) Report on the delivery of the tailored business incubation programme delivered, networking and learning events organised, business advisory services provided, mentors' assessments; lessons learned and recommendations

Geographical Coverage

The 50 start-up enterprises are spread across the country. The exact locations of the enterprises will be ascertained during the inception phase of the assignment. As such, the successful firm will be required to use a mix physical and online approaches in the provision of the business incubation support to the enterprises.

Expected Duration

The expected duration of the assignment is 110 working days spread over the period 23 May to 31 October 2022.

Management Arrangements

UNDP will closely oversee the service provision. The firm will report to the Team Leader of the Inclusive and Sustainable Growth Programme, UNDP Uganda who oversee the service provision, quality assure the deliverables and ensure compliance with the terms of reference and agreed upon inception report of the assignment.

Schedule of Payments

All costs needed to achieve the deliverables set forth in this Request for Proposal are to be included in the financial proposals from the offerors. A robust performance regime will operate – with payments made to the service provider on an output basis.

#	Deliverable	Due Date	Payment Release
1	Agreed upon inception report detailing the methodology and approach to the assignment, key deliverables, timelines and work plan.	Within 10 working days after the inception meeting.	40%
2	Agreed upon tailored 12-week business incubation programme detailing the content of the training and delivery methods	Within 50 working days after the inception meeting.	
3	Online platform for the delivery of a collection of evergreen content covering the fundamental building blocks of creative entrepreneurship. The platform will include a forum for information and resource sharing for young entrepreneurs; functionalities for reporting on progress made towards attainment of the agreed upon deliverables as well as monitoring and measurement of results attained.		
4	Monthly progress reports on the progress made by each of the incubates.	Every 30 calendar days after the inception of the incubation programme.	60%
5	Report on the delivery of the tailored business incubation programme delivered, networking and learning events organised, business advisory services provided, mentors' assessments; lessons learned and recommendations	Within 110 working days after the inception meeting.	

Qualifications, Capacity and Experience

Firms interested in undertaking the assignment must meet the following minimal requirements:

- Firm that is legally recognised under the laws of Uganda with a valid license to operate a business.
- At least 5 years of demonstrated experience in private sector development particularly in the design of start-up business incubation and acceleration programmes in a developing context.
- At least 3 years of experience in the field of entrepreneurship training, business mentorship and providing business development and advisory services to individual start-up, Micro or Small and Medium Enterprises in the cultural and creative industries' space.
- Proven knowledge, understanding and experience of the CCIs start-up space and experience building capacities of producers of cultural and creative goods.
- Proof of successful execution of at least two (02) donor-funded start-up business incubation programmes.
- Financial soundness and stability with audited financial statements for the last 3 years.
- Staff with the requisite technical qualifications and expertise; and managerial competencies in entrepreneurship training/ business mentoring. The staff should include a Team Leader, at least 2 business

development and management experts; and at least 1 finance management expert with experience working in the creative entrepreneurship space and tapping into intellectual or creative assets for commercial value.

a) Team Leader

The Team Leader should have at least a bachelor's degree in a relevant field and demonstrated experience of at least 7 years (or advanced level degree with 5 years of demonstrated experience) in managing similar projects coordinating diverse teams and ensuring results-based management working in the creative entrepreneurship space.

b) Business Development and Management Experts

The Business Development and Management experts should have a bachelor's degree in a relevant field and a minimum of 5 years of proven experience working in the creative entrepreneurship space and demonstrated expertise in formulating enterprise business plans.

c) Finance Expert

The Finance Expert should have a bachelor's degree in a relevant field with proven experience working with creatives; at least 5 years of professional experience in financial modelling, cash flow analysis, financial reporting, restructuring and financing; and proven experience working in the innovation and creative entrepreneurship space is an added advantage.

Criteria for the Assessment of Proposal

1. Technical Proposal (70%)
 - Expertise of the Firm (30 points)
 - Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan (40 points)
 - Management Structure and Qualification of Key Personnel (30 points)
2. Financial Proposal (30%) To be computed as a ratio of the Proposal's offer to the lowest price offer among the proposals received by UNDP.