



REQUEST FOR PROPOSAL (RFP)

Diagnostic study of the entrepreneurship ecosystem in the Maldives	DATE: June 2, 2022
	REFERENCE: MDV/RFP/22/04-EXT-2

Dear Sir / Madam:

We kindly request you to submit your Proposal for **Diagnostic study of the entrepreneurship ecosystem in the Maldives**.

Please be guided by the form attached hereto as Annex 3, in preparing your Proposal.

Proposals may be submitted on or before **Thursday, June 09, 2022** and via e-tendering.

With the subject line: **“Diagnostic study of the entrepreneurship ecosystem in the Maldives.”**

Submissions must contain a separate technical and financial proposal. **Financial proposals must be password-protected and must not be attached to the same document containing the technical proposal. Submission of a single document containing both technical and financial proposals will be disqualified.** Vendors will be requested to share the password to financial proposal upon completion of technical evaluation process.

Your Proposal must be expressed in the **English Language**, and valid for a minimum period of **120 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, and free from any virus or corrupted files.

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

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

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

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or

goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

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

Thank you and we look forward to receiving your Proposal.

Sincerely Yours,

DocuSigned by:

2830BC5992254E4...
Vera Hakim

Deputy Resident Representative
02 June 2022

Annex 1

Description of Requirements

Context of the Requirement	“Diagnostic study of the entrepreneurship ecosystem in the Maldives”																			
Implementing Partner of UNDP	UNDP Maldives																			
Brief Description of the Required Services ¹	Diagnostic study of the entrepreneurship ecosystem in the Maldives																			
List and Description of Expected Outputs to be Delivered	Please see attached TOR (Annex 2)																			
Person to Supervise the Work/Performance of the Service Provider	Hussain Rasheed, Head of Experimentation, Accelerator Lab																			
Frequency of Reporting	<i>On weekly basis</i>																			
Progress Reporting Requirements	Monthly																			
Location of work	<input checked="" type="checkbox"/> Exact Address/es: based in Maldives and will predominantly be working from home for the duration of the assignment, with travels to Faafu & Raa Atoll/ Maldives																			
Expected duration of work	90 days																			
Target start date	01 July 2022																			
Latest completion date	28 September 2022																			
Travels Expected	<table border="1"> <thead> <tr> <th>Destination/s</th><th>Estimated Duration</th><th>Brief Description of Purpose of the Travel</th><th>Target Date/s</th></tr> </thead> <tbody> <tr> <td>Faafu Atoll</td><td></td><td>Data Collection</td><td></td></tr> <tr> <td>Raa Atoll</td><td></td><td>Data Collection</td><td></td></tr> <tr> <td></td><td></td><td></td><td></td></tr> </tbody> </table>				Destination/s	Estimated Duration	Brief Description of Purpose of the Travel	Target Date/s	Faafu Atoll		Data Collection		Raa Atoll		Data Collection					
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Faafu Atoll		Data Collection																		
Raa Atoll		Data Collection																		
Special Security Requirements	<input type="checkbox"/> Security Clearance from UN prior to travelling <input type="checkbox"/> Completion of UN’s Basic and Advanced Security Training <input type="checkbox"/> Comprehensive Travel Insurance																			

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

	<input type="checkbox"/> Others <i>[pls. specify]</i>
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input checked="" type="checkbox"/> Others: Please see attached TOR (Annex 2)
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Currency of Proposal	<input checked="" type="checkbox"/> Maldivian Rufiyaa
Value Added Tax on Price Proposal ²	<input checked="" type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes
Validity Period of Proposals (<i>Counting for the last day of submission of quotes</i>)	<input checked="" type="checkbox"/> 120 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted
Payment Terms ³	As defined in the attached TOR (Annex 2)
Person(s) to review/inspect/ approve outputs/completed services and authorize the	Hussain Rasheed, Head of Experimentation, Accelerator Lab

² VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

³ UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

disbursement of payment	
Type of Contract to be Signed	<input checked="" type="checkbox"/> Purchase Order <input checked="" type="checkbox"/> Institutional Contract <input type="checkbox"/> Contract for Professional Services <input type="checkbox"/> Long-Term Agreement ⁴ (if LTA will be signed, specify the document that will trigger the call-off. E.g., PO, etc.) <input type="checkbox"/> Other Type of Contract [pls. specify]
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	<p><u>Technical Proposal (70%)</u></p> <input checked="" type="checkbox"/> Criteria 1: Methodology (appropriateness of the methodology) <input checked="" type="checkbox"/> Criteria 2: Logical structure of work plan for all the deliverables. <input checked="" type="checkbox"/> Criteria 3: Related or similar research projects in the past five years with successful outcomes. <input checked="" type="checkbox"/> Criteria 4: Qualifications and experience of the team members <p><u>Financial Proposal (30%)</u></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p> <p>Financial proposals must be password-protected and must not be attached to the same document containing the technical proposal. Submission of a single document containing both technical and financial proposals will be disqualified. None of the financial proposal data is disclosed in other documents of the submission. UNDP shall request password for opening the financial proposal only from the proposals who pass the technical evaluation as per the criteria is established and disclosed in the solicitation document. The proposal shall assume the responsibility for not encrypting the financial proposal.</p> <p>DO NOT DISCLOSE YOUR PRICE IN THE LINE ITEMS. YOU MUST PUT PRICE AS "1" IN THE SYSTEM AND PROVIDE THE FINANCIAL PROPOSAL AS ENCRYPTED FILE AS EXPLAINED ABOVE.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider

Contract General Terms and Conditions ⁴	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) <input type="checkbox"/> General Terms and Conditions for de minimis contracts (services only, less than \$50,000) 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 ⁵	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 3) <input checked="" type="checkbox"/> Detailed TOR (Annex 2)
Contact Person for Inquiries (Written inquiries only) ⁶	<i>Aminath Nisfa</i> <i>Admin & Operations Assistant</i> <i>proc.mv@undp.org</i> 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.

⁴ Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

⁵ Where the information is available in the web, a URL for the information may simply be provided.

⁶ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

Terms of Reference (Revised)

Diagnostic study of the entrepreneurship ecosystem in the Maldives

A - BACKGROUND

UNDP is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience, and resources to help people build a better life. UNDP is on the ground in about 170 countries and territories, working with national counterparts on solutions to global and national development challenges. In the programme countries, UNDP supports stabilization, statebuilding, governance and development priorities in partnership with the host governments, the United Nations system, the development partners and other partners to help the country to achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to crises and shock.

UNDP has been a trusted development partner of the Maldives for more than 40 years, helping to achieve the eradication of poverty, reduction of inequalities and exclusion in areas such governance, environment protection, climate change mitigation and adaptation. In each of its thematic areas of work, UNDP at the request of its national partners provides relevant policy advisory support, technical assistance, advocacy, and knowledge to help Maldives achieve its global commitment on Sustainable Development Goals (SDG). With Maldives's transition to Middle Income Country Status, Official Development Assistance from traditional donor sources has been on the continuous decline. UNDP is therefore working with its national partners to identify and tap into alternative and innovative financing mechanisms for development. This process involves broadening outreach and forging wide-ranging partnerships with stakeholders - including other UN agencies, the government, the private sector, philanthropic Foundations, multi-lateral and bilateral donors and International Finance Institutions to advance the country's development strategies and objectives.

The UNDP Accelerator Labs were established under the UNDP's mission to build the largest and fastest learning network on sustainable development challenges. To date, there are 90 Lab teams covering 114 countries. UNDP Maldives Accelerator Lab was established in September 2020, as part of the second cohort of Labs. The Accelerator Labs Network is the UNDP's new offering to do development differently by creating actionable intelligence and testing solutions with national partners to accelerate learning on what works and what does not in development. One of its key purposes is to strengthen capabilities by supporting decision makers to explore, experiment, and develop portfolios.

Maldives Accelerator Lab acknowledges the urgency to build labour market resilience and livelihood opportunities, amid socio-economic, environmental, and technological challenges for the present and future generations of Maldivians and is working with national stakeholders and

other development partners to sense, explore and experiment to inform the development of solutions in this space.

Micro, small and medium sized enterprises (MSMEs) in the Maldives account for the vast majority of firms, generate the majority of the country's employment, and make a significant contribution to GDP. From a total of 8422 tax-paying establishments in the country in 2019, 7,615 – or over 90 percent – were MSMEs. Given the many additional informal micro and small enterprises, the actual proportion of MSMEs as a share of total establishments in the country is even higher than this. Moreover, MSMEs employ a larger share of poorer and more vulnerable segments of the workforce, including women and youth. MSMEs therefore play a vital role in poverty alleviation and will be key to generating the sustainable livelihoods needed to keep pace with the Maldives' large youth population. In addition to its vital role in employment generation and poverty alleviation, entrepreneurship is also a powerful driver of innovation and productivity. Entrepreneurs offer innovative solutions to meet local needs and address some of society's toughest challenges. MSMEs in the Maldives will be crucial to generating the solutions needed to meet the Sustainable Development Goals and to advancing the country's economic diversification agenda.

The Government of the Maldives recognises the vital role of MSMEs in fostering a more resilient and diversified economy and generating sustainable and inclusive employment opportunities. SME development is prioritised within the Government's Strategic Action Plan (SAP) 2019-2023 through a range of specific targets, strategies and action items. Over recent years, the Government has made key investments to foster the development of MSMEs and to promote entrepreneurship. The Ministry of Economic Development (MED) established the Business Center Corporation (BCC) as a state-owned enterprise with the mandate to support the development of the SME sector in the Maldives. BCC provides business advisory and support services to MSMEs, including through its network of eleven regional Business Centers (BCs) across the atolls. The Government also established the SME Development Finance Corporation (SDFC) as a state-owned financing corporation. SDFC has introduced MSME targeted lending and has established packages to finance startups and to assist startups and MSMEs with business development and working capital.

Despite the speed and scale of support provided by the Government in response to the COVID-19 crisis, MSMEs continue to face significant challenges. At the same time, MSMEs represent a huge source of potential to drive a sustainable and inclusive recovery and to support transition to a more diversified and resilient economy, including through strengthened blue, green and digital value chains. Harnessing the potential of entrepreneurship will be critical to delivering on the government's SAP 2019-2023 and National Resilience and Recovery Plan and to realizing the achievement of the Sustainable Development Goals in the Maldives by 2030.

However, it is noted above that there are key evidence gaps related to the state of the ecosystem for entrepreneurship in the Maldives, including: the profile of existing enterprises and entrepreneurs across the country, the roles that different stakeholders play, the key sectors

where entrepreneurship could be leveraged to propel the country's development objectives, and high-impact strategies and interventions that should be prioritised to strengthen conditions within the entrepreneurship ecosystem.

Given this context and the opportunity, UNDP in partnership with the Ministry of Economic Development and the Islamic Development Bank (IsDB) is planning to conduct a comprehensive diagnostic study into the state of the entrepreneurship ecosystem in the Maldives. This research will be implemented in partnership with the Ministry of Economic Development (MED) and Business Centre Corporation (BCC) to complement ongoing national efforts to strengthen entrepreneurship ecosystem in the country.

The specific objective is to produce a first-of-its-kind comprehensive diagnostic study into the state of the entrepreneurship ecosystem in the Maldives and to generate recommendations to guide actions to further strengthen the entrepreneurship ecosystem. The study will assess the strengths and weaknesses of the Maldives entrepreneurship ecosystem across six domains: policy and regulatory framework, human capital and entrepreneurship culture, access to finance and incentives, business development support and infrastructure, innovation and technology, and access to market. Each of these domains will be assessed with a youth-responsive, gender-responsive and socially inclusive lens.

The evidence generated will also be used to guide UNDP interventions in the Maldives under its Country Programme Document 2022-2026 as well as interventions by the Accelerator Lab and Youth Co:Lab in the Maldives. The evidence generated will also inform IsDB programmatic support in the Maldives. In this regard, the study is closely aligned with strategic priorities of the Government of the Maldives, UNDP and IsDB:

- The Government of the Maldives has prioritised support to entrepreneurship and to MSMEs in key government strategies and policies. For example, the Blue Economy pillar of the Government's SAP 2019-2023 outlines specific strategies and action items to support the development of MSMEs. SOEs such as the BCC and the SDFC who have specific mandates to support the development of startups and MSMEs. This study will offer the first-of-its-kind comprehensive assessment of the entrepreneurial ecosystem in the Maldives and will generate recommendations to support implementation of the SAP and the action items therein.
- UNDP Maldives supports United Nations efforts under the United Nations Sustainable Development Cooperation Framework 2022-2026 (UNSDCF). Under its shared prosperity priority, the UNSDCF envisions that by 2026, more people in the Maldives, particularly youth, women, and others at risk of being left behind contribute to and benefit from inclusive, resilient, sustainable economic and human capital development, fostering entrepreneurship and decent work. This study will generate evidence to inform the design and implementation of UNDP's interventions under its Country Programme Document 2022-2026 in order to support realization of this vision. Drawing on its

innovation capacity, the UNDP Maldives Accelerator Lab will work together with actors in the entrepreneurial ecosystem in the Maldives to leverage the study findings.

- Youth Co:Lab – an initiative co-led by UNDP and the Citi Foundation – aims to establish a common agenda for countries in the Asia-Pacific region to empower and invest in youth, so that they can accelerate the implementation of the Sustainable Development Goals (SDGs) through leadership, social innovation and entrepreneurship. Youth Co:Lab has developed a diagnostic framework to assess the strengths and weaknesses of six identified domains of the entrepreneurship ecosystem with a youth-responsive lens. Youth Co:Lab’s diagnostic framework will be applied within this study, building on earlier youth entrepreneurship ecosystem diagnostic studies conducted in Bangladesh and Indonesia.
- IsDB partnered with UNDP through the Youth Co:Lab initiative to conduct research on youth entrepreneurship applying Youth Co:Lab’s ecosystem diagnostic methodology. The first two studies conducted jointly by UNDP and IsDB were conducted in Bangladesh and Indonesia in 2021 and IsDB is now supporting the next phase of ecosystem diagnostics in Maldives and Pakistan. The research findings will guide IsDB’s programmatic interventions in the country and support the implementation of IsDB’s 2025 Strategy focusing on boosting recovery, tackling poverty and building resilience and driving green economic growth.

B - DUTIES AND RESPONSIBILITIES

Scope of Work

The scope of the research is the Maldives entrepreneurship ecosystem. The ‘entrepreneurship ecosystem’ comprises not only the different stakeholders that are interacting with one another and the relationships between them; but also the conditions that shape how these stakeholders operate and interact. These conditions include everything from policies and regulations, to culture and social norms.

The research scope will cover:

1. Synthesis and analysis of data quantifying and segmenting the national population of enterprises and entrepreneurs, including by size, (in)formality, sector, type (e.g. opportunity-driven vs. necessity driven), age, gender, location, and more.
2. Synthesis of key national and sub-national strategies, policies and plans related to entrepreneurship and analysis of their effectiveness.

3. Diagnostic of the strengths and weaknesses of six key domains of the entrepreneurship ecosystem: policy and regulatory framework, human capital and entrepreneurship culture, access to finance and incentives, business development support and infrastructure, innovation and technology, and access to market. Assessing each of the domains with a youth-responsive, gender-responsive and socially inclusive lens.
4. Identification of recommendations and opportunities for specific ecosystem actors across each of these domains for strengthening the entrepreneurship ecosystem.
5. Assessment of particular barriers or challenges that young entrepreneurs / youth-led enterprises face across each of these domains.
6. Recommendations of strategic entry points for promoting the growth and resilience of youth-led enterprises with identification of key ecosystem actors for these entry points
7. Assessment and identification of key priority sectors or value chains that present opportunities for youth entrepreneurship and advancing national development priorities such as economic diversification.
8. Identification and collation of best practices and case studies of youth-led enterprises
9. Validated network mapping of key actors in the ecosystem supporting entrepreneurship including actor description, type and form of support provided and the connections between these actors within the ecosystem.

In terms of geographic scope, the research should be representative of the Maldives overall. i.e., it should not just cover the entrepreneurship ecosystem as it relates to the Greater Male' area but should also be representative of the outer atolls. The two geographical locations selected for the study are Faafu Atoll and Raa Atoll. The research team to travel to two geographical locations selected in consultation with UNDP for data collection.

In terms of demographic scope, as outlined above, the study should apply a gender-responsive and socially inclusive lens with a focus on youth led entrepreneurship and be inclusive of different profiles of entrepreneurs and enterprises, including by gender, (dis)ability, location, age, etc.

The entrepreneurship ecosystem should encompass all forms of entrepreneurship and should not be limited to e.g., only startups. MSMEs, startups, and social enterprises should be included. The study should ensure that the analysis is sensitive to the different characteristics and needs of different types of enterprises.

Approach and Methodology

The research will apply a combination of quantitative and qualitative research methods as well as a range of different research tools to ensure validity of the findings. The ecosystem diagnostic

is conducted through analysis of the six domains of Youth Co:Lab's youth entrepreneurship ecosystem framework with a youth-responsive lens.

Research Framework

Domain	Sub-domains / topics to be covered
1. Policy and Regulatory Framework	<ul style="list-style-type: none"> - Policies, regulations, legal frameworks relevant to entrepreneurship and extent to which these are supportive of youth led enterprises in practice, strengths and challenges - Gaps in the regulatory framework - Key results, opportunities and challenges related to implementation of policies and regulations
2. Human Capital and Entrepreneurship Culture	<ul style="list-style-type: none"> - State of entrepreneurship education/entrepreneurial skills development in educational institutes/systems (at all levels) - post-education capacity building opportunities - Links between education institutes and job market - Skills supply vs demand - Knowledge transfer between firms - Knowledge exchange between different sectors/fields of expertise - Segmented analysis/considerations (i.e., differences between sectors or enterprise types, rural and urban areas etc.); diversity of the talent pool, inclusiveness of opportunities; specific cultural barriers or enablers - Entrepreneurship events, networks, culture - Social norms related to entrepreneurship, motivations behind entrepreneurship
3. Access to Finance and Incentives	<ul style="list-style-type: none"> - Financial products and services and level of access - Challenges and gaps in access to finance among youth-led enterprises; examples of good financing solutions - Financial literacy and knowledge - Other forms of financial incentives - Enablers and barriers for financial service providers
4. Business Development Support and Infrastructure	<ul style="list-style-type: none"> - Entrepreneurship support programmes and services provided by public and private sector; accessibility and availability of these services and programmes (segmented analysis) - Business support services / business development services - Availability and accessibility of infrastructure that is supportive of business development (i.e., working spaces, communication and internet networks, physical infrastructure) - Networking opportunities/platforms (physical and virtual)

5. Access to Market	<ul style="list-style-type: none"> - Barriers and enablers in access to local, national, and international markets and integration into national, regional and global value chains - Regulations, infrastructure - Particular schemes and opportunities
6. Innovation and Technology	<ul style="list-style-type: none"> - Research and development capacity - Intellectual property rights - Availability and access to technological solution; level of adoption of technological solutions - Barriers and enablers in access to technology - Technology transfer between firms

Research Tools

The detailed research methodology will be agreed in collaboration with the research partner during the Inception Phase. The following data collection tools should be utilized during the research.

Data collection tools

- Primary data
 - o Interviews (focus group discussions, in-depth interviews, expert interviews etc.)
 - o Surveys
- National statistics
 - o Youth statistics
 - o Entrepreneurship statistics (age-disaggregated data)
 - o Enterprise surveys
 - o Relevant global statistics
 - o Sector/industry data
- Secondary literature
 - o National research and publications
 - o Global literature relevant to the national context
 - o Media content
 - o Policy and regulatory documents
- Network mapping

Final Report

The final report should contain the following contents:

The framing of content for each section and number of pages to be finalized in consultation with UNDP.

I-Executive Summary	Brief overview of: <ul style="list-style-type: none"> - Background and objectives of the study - Key findings - Recommendations
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II - Introduction	<ul style="list-style-type: none"> - Study objectives and rationale - Partners and their role in the research initiative - Overview of the report content
III - Definitions	<ul style="list-style-type: none"> - Definitions of key terms adopted in the study
IV - Methodology and data collection	<ul style="list-style-type: none"> - Data sources - Data collection tools - Sample sizes and representatives - Limitations and mitigation strategies
V - Domain analysis	<ul style="list-style-type: none"> - Deep dive into each domain - Strengths, opportunities, challenges, enablers, disablers, good practices/ case studies
VI-Network mapping	<ul style="list-style-type: none"> - Overview of the network mapping and key findings
VII-Sectoral analysis	<ul style="list-style-type: none"> - Assessment of sectors that present opportunities for youth-led businesses and for supporting national priorities, such as economic diversification - Sectors that youth are most and least engaged in; where along the value chain are youth most engaged; which activities youth can engage in - Key enablers and disablers in the current ecosystem - Case studies of examples of youth entrepreneurship in priority sectors
VIII- Recommendations	<ul style="list-style-type: none"> - Clear, targeted and action-oriented recommendations developed based on the findings and key actors for the recommendations clearly identified.
IX - Annexes	<ul style="list-style-type: none"> - Detailed information on data collection tools and samples

Duration of the Assignment

The duration of this consultancy is approximately 90 days (01 July – 28 September 2022)

Institutional Arrangement

The consultancy firm/institution will work under the guidance of UNDP Maldives and be accountable to the focal point of the project at UNDP Maldives for each deliverable as stipulated in this TOR. Meetings with UNDP Maldives will be held in-person or virtual, depending on the needs of the UNDP team and the firm/institution.

Duty Station and Expected Places of Travel

The selected consultancy firm/institution should have a local presence or a local representation. The consultancy firm/institution may be expected to:

- Travel to UNDP Country Office in Male' for meetings with the UNDP team
- Travel to government and other stakeholder offices or other venues in Greater Male' Region, Faafu and Raa atolls, for primary data collection which includes interviews, workshops, focus groups discussions, etc.
- Travel to inhabited islands of Faafu and Raa atolls for data collection which includes interviews, workshops, focus groups discussions, etc.
- Travel to stakeholder validation workshop venue in Greater Male' Region.

C -PAYMENT TERMS

The method of payment is **output-based lump-sum scheme**. The total amount quoted shall be **all-inclusive lump sum** and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the duty station) and any other applicable cost to be incurred by the firm in completing the assignment. This includes cost of travel for primary data collection, including travel, per diems, rental of venues for any focused group discussions, workshops for data collection. UNDP Maldives will arrange all the logistics for the stakeholder validation workshop. The contract price will be fixed output-based price regardless of extension of the herein specified duration.

The payments shall be released upon submitting the required deliverables/outputs with satisfactory by the Deputy Resident Representative as per agreement for each report in accordance with a set time schedule to be agreed in the contract.

The firm/institution will be responsible for designing a rigorous and ethically sound research methodology, leading field research, and collating findings and recommendations in a high-quality and accessible report. The firm/institution will be responsible for designing a rigorous and ethically sound research methodology, leading field research, and collating findings and recommendations in a highquality and accessible report.

The consultancy fees will be paid in tranches upon provision of the following deliverables:

Deliverable	Target due date	Percentage	Review and Approvals Required
Deliverable 1 - Inception Phase			

1a) Initial Kick off meeting with key stakeholders	1 day after contract signing	10%	UNDP Maldives Accelerator Lab UNDP DRR UNDP RR
1b) Revised Work Plan	2 days within contract signing		
1c) Inception Report: Inception report to include literature review, research methodology and plan, research timeline, research tools, sampling strategy, outline of final report.	7 days from the day of signing the contract		
Deliverable 2 - Research Phase			
2a) Conduct primary research according to agreed research plan – including surveys, key informant interviews, focus group discussions, workshops etc. (Synthesis of insights from primary and secondary research to be shared)	24 days	30%	UNDP Maldives Accelerator Lab UNDP DRR UNDP RR
2b) Data Analysis (Synthesis of insights from primary and	24 days		
secondary to be shared and preliminary results to be shared for validation and feedback)			
3. Drafting and validation phase			
3a) First draft of the full report	14 days		

3b) Second draft of full report (comments incorporated) and table of comments with explanation of how they have been addressed	7 days	30%	UNDP Maldives Accelerator Lab UNDP DRR UNDP RR
3c) Stakeholder validation workshop			
4. Final review, report publication and dissemination phase			
4a) Submit revised third and final draft	7 days	30%	UNDP Maldives Accelerator Lab UNDP DRR UNDP RR
4b) Finalize report for publishing based on feedback			
4c) Report presentation (slide deck)	7 days		
4d) Support UNDP Maldives in design and execution of the report launching ceremony			
4e) Present the report at the report launching ceremony			
4f) Debriefing meeting with UNDP Maldives Accelerator Lab			

E - REQUIRED SKILLS AND EXPERIENCE

Interested firms for the consultancy are expected to fulfill the following minimum criteria in terms of the expertise and qualifications:

- Team leader must have a Master's in Business, Economics, Research, Development Studies or other relevant field

- Team leader must have at least two years of experience conducting mixed-methods research, analysis and report writing
- Team composition must include a member with at least two years of experience working with data analysis tools and software packages
- Consultancy firm/institution must have undertaken related or similar research projects in the past five years with successful outcomes

Evaluation Method and Criteria

Cumulative analysis

The award of the contract shall be made to the consulting firm/institution whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of set of weighted technical criteria (70%) and financial criteria (30%). Only firms/institution that obtained a minimum technical score of 70% will be included in the financial evaluation.

Technical Criteria for Evaluation

Evaluation Criteria	Maximum marks obtainable
<p>Criteria 1: Methodology (appropriateness of the methodology)</p> <p>30 points for - Incorporating all of the following data collection tools and complete alignment to the scope of work</p> <ul style="list-style-type: none"> - Primary data <ul style="list-style-type: none"> o Interviews (focus group discussions, in-depth interviews, expert interviews etc.) o Surveys - National statistics <ul style="list-style-type: none"> o Youth statistics o Entrepreneurship statistics (age-disaggregated data) o Enterprise surveys o Relevant global statistics o Sector/industry data - Secondary literature <ul style="list-style-type: none"> o National research and publications o Global literature relevant to the national context o Media content o Policy and regulatory documents - Network mapping 	30

<p>15 points - Incorporating most of the following data collection tools including network mapping and from each sub groups (primary data, national statistics, and secondary literature) and partial alignment to the scope of work</p> <ul style="list-style-type: none"> - Primary data <ul style="list-style-type: none"> o Interviews (focus group discussions, in-depth interviews, expert interviews etc.) o Surveys - National statistics <ul style="list-style-type: none"> o Youth statistics o Entrepreneurship statistics (age-disaggregated data) o Enterprise surveys o Relevant global statistics o Sector/industry data - Secondary literature <ul style="list-style-type: none"> o National research and publications o Global literature relevant to the national context o Media content o Policy and regulatory documents - Network mapping <p>0 points – For no indication of any methodology and no alignment to the scope of work</p>	
<p>Criteria 2: Logical structure of work plan for all the deliverables.</p> <p>10 points - For presenting a well-structured workplan including all the deliverables with complete adherence to consultancy timeline</p> <p>5 points - For partially structured workplan including all deliverables with partial adherence to consultancy timeline</p> <p>0 points - For no workplan or adherence to consultancy timeline</p>	10

<p>Criteria 3: Related or similar research projects in the past five years with successful outcomes.</p> <p>20 points - For presenting five or more related or similar research projects in the past five years with successful outcomes.</p> <p>10 points - For presenting three related or similar research projects in the past five years with successful outcomes.</p> <p>0 points – No related or similar research projects in the past five years with successful outcomes</p>	20
<p>Criteria 4: Qualifications and experience of the team members</p>	20
<p>20 points – Proposing a team that comprises of</p> <ul style="list-style-type: none"> i. a team leader with a Master’s in Business, Economics, Research, Development Studies or other relevant field and at least two years of experience conducting mixedmethods research, analysis and report writing, AND ii. a member with at least two years of experience working with data analysis tools and software packages <p>10 points – Proposing a team that comprises of</p> <ul style="list-style-type: none"> i. a team leader with a Master’s in Business, Economics, Research, Development Studies or other relevant field and at least one year of experience conducting mixed-methods research, analysis and report writing, AND ii. a member with at least one year of experience working with data analysis tools and software packages <p>3 points – Proposing a team that comprises of</p> <ul style="list-style-type: none"> i. a team leader with a Master’s in Business, Economics, Research, Development Studies or other relevant field and at least 6 months of experience conducting mixedmethods research, analysis and report writing, AND 	

ii. a member with at least months of experience working with data analysis tools and software packages	
Total	80 marks

Documentation required

Interested bidders must submit the following documents/information to demonstrate their qualifications.

1. Technical Proposal

- Technical proposal detailing workplan, methodology and timeline (which should not exceed 15 pages including any printed brochure relevant to the services being procured) describing the nature of business.
- CVs of all team members
- Details of previous related or similar research projects/consultancies/portfolio completed by the firm/institution in the past five years ☐ Extracts of reports of related or similar research projects ☐ Organizational profile describing the nature of business.

2. Financial proposal (Should be password protected)

- Financial proposal (inclusive of all costs with the breakdown)
- Bidders who pass the technical score will be requested to provide the password of the financial proposal
- Financial proposal must indicate the lump sum rate/fee in Maldivian Rufiyya.

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁷

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁸)

[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 of 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.

⁷ This serves as a guide to the Service Provider in preparing the Proposal.

⁸ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

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 per Deliverable*

	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price <i>(Weight for payment)</i>	Price <i>(Lump Sum, All Inclusive)</i>
1	Deliverable 1		
2	Deliverable 2		
3		
	Total	100%	

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

E. 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
I. Personnel Services				
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				
II. Out of Pocket Expenses				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
III. Other Related Costs				

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

[Designation]

[Date]