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# REQUEST FOR PROPOSAL

## **Training and Consultancy Services for Innovation Program of Manisa, Başkent, Çerkezköy and Yalova IMES OIZ Innovation Centers**

RFP No.: UNDP-TUR-RFP(OIZ)-2022-87 (E-tendering Event ID: TUR10-RFP-22-87)

Project: Developing a Model to Improve Technology Use in Organized Industrial Zones

Country: Türkiye

Issued on: 20 July 2022

## Contents

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Section 1. Letter of Invitation .....	4
Section 2. Instruction to Bidders.....	5
A.    GENERAL PROVISIONS            5	
1.    Introduction .....	5
2.    Fraud & Corruption, Gifts and Hospitality .....	5
3.    Eligibility .....	5
4.    Conflict of Interests.....	6
B.    PREPARATION OF PROPOSALS            6	
5.    General Considerations.....	6
6.    Cost of Preparation of Proposal.....	6
7.    Language .....	6
8.    Documents Comprising the Proposal .....	6
9.    Documents Establishing the Eligibility and Qualifications of the Bidder.....	7
10. Technical Proposal Format and Content.....	7
11. Financial Proposals.....	7
12. Proposal Security .....	7
13. Currencies .....	8
14. Joint Venture, Consortium or Association .....	8
15. Only One Proposal .....	9
16. Proposal Validity Period .....	9
17. Extension of Proposal Validity Period .....	9
18. Clarification of Proposal .....	9
19. Amendment of Proposals .....	9
20. Alternative Proposals .....	10
21. Pre-Bid Conference .....	10
C.    SUBMISSION AND OPENING OF PROPOSALS 10	
22. Submission .....	10
23. Deadline for Submission of Proposals and Late Proposals .....	11
24. Withdrawal, Substitution, and Modification of Proposals .....	11
25. Proposal Opening.....	12
D.    EVALUATION OF PROPOSALS 12	
26. Confidentiality.....	12
27. Evaluation of Proposals.....	12
28. Preliminary Examination .....	12
29. Evaluation of Eligibility and Qualification .....	12

30. Evaluation of Technical and Financial Proposals .....	13
31. Due Diligence .....	14
32. Clarification of Proposals .....	14
33. Responsiveness of Proposal .....	14
34. Nonconformities, Reparable Errors and Omissions.....	14
E. AWARD OF CONTRACT           15	
35. Right to Accept, Reject, Any or All Proposals.....	15
36. Award Criteria .....	15
37. Debriefing.....	15
38. Right to Vary Requirements at the Time of Award.....	15
39. Contract Signature .....	15
40. Contract Type and General Terms and Conditions.....	15
41. Performance Security.....	15
42. Bank Guarantee for Advanced Payment.....	16
43. Liquidated Damages.....	16
44. Payment Provisions.....	16
45. Vendor Protest .....	16
46. Other Provisions.....	16
Section 3. Bid Data Sheet .....	17
Section 4. Evaluation Criteria .....	22
Section 5. Terms of Reference .....	33
Section 6: Returnable Bidding Forms / Checklist.....	48
form a: technical proposal submission form .....	49
form b: bidder information form .....	50
form c: joint venture/consortium/association information form .....	51
form d: qualification form .....	52
form e: format of technical proposal.....	54
form f: financial proposal submission form .....	57
form g: financial proposal form .....	58
form h: form of proposal security.....	64

## SECTION I. LETTER OF INVITATION

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The United Nations Development Programme (UNDP) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the above-referenced subject.

This RFP includes the following documents and the General Terms and Conditions of Contract which is inserted in the Bid Data Sheet (BDS):

- Section 1: This Letter of Invitation
- Section 2: Instruction to Bidders
- Section 3: Bid Data Sheet (BDS)
- Section 4: Evaluation Criteria
- Section 5: Terms of Reference
- Section 6: Returnable Bidding Forms
  - Form A: Technical Proposal Submission Form
  - Form B: Bidder Information Form
  - Form C: Joint Venture/Consortium/Association Information Form
  - Form D: Qualification Form
  - Form E: Format of Technical Proposal
  - Form F: Financial Proposal Submission Form
  - Form G: Financial Proposal Form
  - Form H: Form of Proposal Security

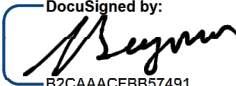
If you are interested in submitting a Proposal in response to this RFP, please prepare your Proposal in accordance with the requirements and procedure as set out in this RFP and submit it by the Deadline for Submission of Proposals set out in Bid Data Sheet.

Please be informed that this procurement process is being conducted through the online tendering system of UNDP. Please acknowledge receipt of this RFP by utilizing the "Accept Invitation" function in eTendering system. This will enable you to receive amendments or updates to the RFP. Should you require further clarifications, kindly communicate with the contact person/s identified in the attached Bid Data Sheet as the focal point for queries on this RFP.

UNDP looks forward to receiving your Proposal and thank you in advance for your interest in UNDP procurement opportunities.

Issued by:  ECDB722C2D9A441...

Name: Çağlar Selçuk  
Title: Procurement Officer  
Date: **July 20, 2022**

Approved by:  B2CAAACFB57491...

Name: Usame Yalçın  
Title: Assistant Resident Representative (Operations)  
Date: **July 20, 2022**

## SECTION 2. INSTRUCTION TO BIDDERS

### A. GENERAL PROVISIONS

<p><i>1. Introduction</i></p>	<p><b>1.1</b> Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNDP. This RFP is conducted in accordance with the UNDP Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at <a href="https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d">https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</a></p> <p><b>1.2</b> Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNDP. UNDP is under no obligation to award a contract to any Bidder as a result of this RFP.</p> <p><b>1.3</b> As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (<a href="http://www.ungm.org">www.ungm.org</a>). The Bidder may still submit a bid even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.</p>
<p><i>2. Fraud &amp; Corruption, Gifts and Hospitality</i></p>	<p><b>2.1</b> UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at <a href="http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti">http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti</a></p> <p><b>2.2</b> Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p><b>2.3</b> In pursuance of this policy, UNDP  (a) Shall reject a proposal if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question;  (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.</p> <p><b>2.4</b> All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at <a href="https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct">https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct</a></p>
<p><i>3. Eligibility</i></p>	<p><b>3.1</b> A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to UNDP whether they are subject to any sanction or temporary suspension imposed by these organizations.</p> <p><b>3.2</b> It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNDP.</p>

<p><i>4. Conflict of Interests</i></p>	<p>4.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:</p> <ul style="list-style-type: none"> <li>a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process;</li> <li>b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or</li> <li>c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.</li> </ul> <p>4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP's confirmation on whether or not such a conflict exists.</p> <p>4.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:</p> <ul style="list-style-type: none"> <li>d) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and</li> <li>e) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.</li> </ul> <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</p> <p>4.4 The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.</p>
<p><b>B. PREPARATION OF PROPOSALS</b></p>	
<p><i>5. General Considerations</i></p>	<p>5.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p> <p>5.2 The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNDP</p>
<p><i>6. Cost of Preparation of Proposal</i></p>	<p>6.1 The Bidder shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNDP shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.</p>
<p><i>7. Language</i></p>	<p>7.1 The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNDP, shall be written in the language (s) specified in the BDS.</p>
<p><i>8. Documents</i></p>	<p>8.1 The Proposal shall comprise of the following documents:</p>

<i>Comprising the Proposal</i>	<ul style="list-style-type: none"> <li>a) Documents Establishing the Eligibility and Qualifications of the Bidder;</li> <li>b) Technical Proposal;</li> <li>c) Financial Proposal;</li> <li>d) Proposal Security, if required by BDS;</li> <li>e) Any attachments and/or appendices to the Proposal.</li> </ul>
<i>9. Documents Establishing the Eligibility and Qualifications of the Bidder</i>	<p>9.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to UNDP's satisfaction.</p>
<i>10. Technical Proposal Format and Content</i>	<p>10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.</p> <p>10.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.</p> <p>10.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNDP, and at no expense to UNDP</p> <p>10.4 When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the UNDP. Unless otherwise specified, such training as well as training materials shall be provided in the language of the Bid as specified in the BDS.</p>
<i>11. Financial Proposals</i>	<p>11.1 The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs.</p> <p>11.2 Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.</p> <p>11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.</p>
<i>12. Proposal Security</i>	<p>12.1 A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal.</p> <p>12.2 The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected.</p> <p>12.3 If the Proposal Security amount or its validity period is found to be less than what is required by UNDP, UNDP shall reject the Proposal.</p> <p>12.4 In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the Bid Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in BDS.</p> <p>12.5 The Proposal Security may be forfeited by UNDP, and the Proposal rejected, in the event of any one or combination, of the following conditions:</p> <ul style="list-style-type: none"> <li>a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or;</li> <li>b) In the event that the successful Bidder fails:</li> </ul>

	<p>i. to sign the Contract after UNDP has issued an award; or</p> <p>12.6 to furnish the Performance Security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.</p>
<p>13. <i>Currencies</i></p>	<p>13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <p>a) UNDP will convert the currency quoted in the Proposal into the UNDP preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and</p> <p>b) In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNDP shall reserve the right to award the contract in the currency of UNDP's preference, using the conversion method specified above.</p>
<p>14. <i>Joint Venture, Consortium or Association</i></p>	<p>14.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p> <p>14.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>14.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p> <p>14.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>14.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <p>a) Those that were undertaken together by the JV, Consortium or Association; and</p> <p>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</p> <p>14.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>14.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.</p>



<p><b>15. Only One Proposal</b></p>	<p>15.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p> <p>15.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> <li>f) they have at least one controlling partner, director or shareholder in common; or</li> <li>g) any one of them receive or have received any direct or indirect subsidy from the other/s; or</li> <li>h) they have the same legal representative for purposes of this RFP; or</li> <li>i) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process;</li> <li>j) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or</li> <li>k) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.</li> </ul>
<p><b>16. Proposal Validity Period</b></p>	<p>16.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive.</p> <p>16.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.</p>
<p><b>17. Extension of Proposal Validity Period</b></p>	<p>17.1 In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.</p> <p>17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>17.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.</p>
<p><b>18. Clarification of Proposal</b></p>	<p><b>18.1</b> Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNDP staff member, UNDP shall have no obligation to respond or confirm that the query was officially received.</p> <p><b>18.2</b> UNDP will provide the responses to clarifications through the method specified in the BDS.</p> <p>18.3 UNDP shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the Proposals, unless UNDP deems that such an extension is justified and necessary.</p>
<p><b>19. Amendment of Proposals</b></p>	<p>19.1 At any time prior to the deadline of Proposal submission, UNDP may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.</p>

	19.2 If the amendment is substantial, UNDP may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.
20. <i>Alternative Proposals</i>	<p>20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNDP shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
21. <i>Pre-Bid Conference</i>	21.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.
<b>C. SUBMISSION AND OPENING OF PROPOSALS</b>	
22. <i>Submission</i>	<p>22.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.</p> <p>22.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.</p> <p>22.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNDP General Contract Terms and Conditions.</p>
<b>Hard copy (manual) submission</b>	<p>22.4 Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) The signed Proposal shall be marked "Original", and its copies marked "Copy" as appropriate. The number of copies is indicated in the BDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail.</li> <li>b) The Technical Proposal and the Financial Proposal envelopes MUST BE COMPLETELY SEPARATE and each of them must be submitted sealed individually and clearly marked on the outside as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each envelope SHALL clearly indicate the name of the Bidder. The outer envelopes shall: <ul style="list-style-type: none"> <li>i. Bear the name and address of the bidder;</li> <li>ii. Be addressed to UNDP as specified in the BDS</li> </ul> </li> </ul>

	<p>iii. Bear a warning that states <i>"Not to be opened before the time and date for proposal opening"</i> as specified in the BDS.</p> <p>If the envelopes and packages with the Proposal are not sealed and marked as required, UNDP shall assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p> <p><b>Email Submission</b></p> <p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</li> <li>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. The financial proposal shall be encrypted with different passwords and clearly labelled. The files must be sent to the dedicated email address specified in the BDS.</li> <li>c) The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected.</li> </ul> <p><b>eTendering submission</b></p> <p>22.6 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</li> <li>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled.</li> <li>d) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNDP. UNDP will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected.</li> <li>c) Documents which are required to be in original form (e.g. Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS.</li> <li>d) Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link:  <a href="https://www.undp.org/content/undp/en/home/procurement/business/resources-for-bidders">https://www.undp.org/content/undp/en/home/procurement/business/resources-for-bidders</a></li> </ul>
<p>23. <i>Deadline for Submission of Proposals and Late Proposals</i></p>	<p>23.1 Complete Proposals must be received by UNDP in the manner, and no later than the date and time, specified in the BDS. UNDP shall only recognize the date and time that the bid was received by UNDP</p> <p>23.2 UNDP shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p>
<p>24. <i>Withdrawal, Substitution, and Modification of</i></p>	<p>24.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p> <p>24.2 Manual and Email submissions: A bidder may withdraw, substitute or modify its</p>

<i>Proposals</i>	<p>Proposal by sending a written notice to UNDP, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as "WITHDRAWAL" "SUBSTITUTION," or "MODIFICATION"</p> <p>24.3 eTendering: A Bidder may withdraw, substitute or modify its Proposal by Canceling, Editing, and re-submitting the proposal directly in the system. It is the responsibility of the Bidder to properly follow the system instructions, duly edit and submit a substitution or modification of the Proposal as needed. Detailed instructions on how to cancel or modify a Proposal directly in the system are provided in Bidder User Guide and Instructional videos.</p> <p>24.4 Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has been opened</p>
<b>25. Proposal Opening</b>	<p>25.1 There is no public bid opening for RFPs. UNDP shall open the Proposals in the presence of an ad-hoc committee formed by UNDP, consisting of at least two (2) members. In the case of e-Tendering submission, bidders will receive an automatic notification once their proposal is opened.</p>
<b>D. EVALUATION OF PROPOSALS</b>	
<b>26. Confidentiality</b>	<p>26.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>26.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNDP in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNDP's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNDP's vendor sanctions procedures.</p>
<b>27. Evaluation of Proposals</b>	<p>27.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNDP will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p> <p>27.2 Evaluation of proposals is made of the following steps:</p> <ol style="list-style-type: none"> <li>Preliminary Examination</li> <li>Minimum Eligibility and Qualification (if pre-qualification is not done)</li> <li>Evaluation of Technical Proposals</li> <li>Evaluation of Financial Proposals</li> </ol>
<b>28. Preliminary Examination</b>	<p>28.1 UNDP shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any Proposal at this stage.</p>
<b>29. Evaluation of Eligibility and Qualification</b>	<p>29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>29.2 In general terms, vendors that meet the following criteria may be considered qualified:</p> <ol style="list-style-type: none"> <li>They are not included in the UN Security Council 1267/1989 Committee's</li> </ol>

	<p>list of terrorists and terrorist financiers, and in UNDP's ineligible vendors' list;</p> <p>f) They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments,</p> <p>g) They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required;</p> <p>h) They are able to comply fully with UNDP General Terms and Conditions of Contract;</p> <p>i) They do not have a consistent history of court/arbitral award decisions against the Bidder; and</p> <p>j) They have a record of timely and satisfactory performance with their clients.</p>
<p><b>30. Evaluation of Technical and Financial Proposals</b></p>	<p>30.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNDP may invite technically responsive bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the bid document where required.</p> <p>30.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNDP will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive.</p> <p>30.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.</p> <p>30.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p style="text-align: center;"><b>TP Rating</b> = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p style="text-align: center;"><b>FP Rating</b> = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p style="text-align: center;"><b>Combined Score</b> = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p> </div>

<p>31. <i>Due Diligence</i></p>	<p>31.1 UNDP reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:</p> <ul style="list-style-type: none"> <li>a) Verification of accuracy, correctness and authenticity of information provided by the Bidder;</li> <li>b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;</li> <li>c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder;</li> <li>d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary;</li> <li>e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder;</li> <li>f) Other means that UNDP may deem appropriate, at any stage within the selection process, prior to awarding the contract.</li> </ul>
<p>32. <i>Clarification of Proposals</i></p>	<p>32.1 To assist in the examination, evaluation and comparison of Proposals, UNDP may, at its discretion, ask any Bidder for a clarification of its Proposal.</p> <p>32.2 UNDP's request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNDP in the evaluation of the Proposals, in accordance with RFP.</p> <p>32.3 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the Proposals.</p>
<p>33. <i>Responsiveness of Proposal</i></p>	<p>33.1 UNDP's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.</p> <p>33.2 If a Proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.</p>
<p>34. <i>Nonconformities, Reparable Errors and Omissions</i></p>	<p>34.1 Provided that a Proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the Proposal that, in the opinion of UNDP, do not constitute a material deviation.</p> <p>34.2 UNDP may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.</p> <p>34.3 For Financial Proposal that has been opened, UNDP shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> <li>a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion</li> </ul>

	<p>of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected;</p> <p>b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and</p> <p>c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail.</p> <p>34.4 If the Bidder does not accept the correction of errors made by UNDP, its Proposal shall be rejected.</p>
<b>E. AWARD OF CONTRACT</b>	
<b>35. Right to Accept, Reject, Any or All Proposals</b>	35.1 UNDP reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
<b>36. Award Criteria</b>	36.1 Prior to expiration of the proposal validity, UNDP shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
<b>37. Debriefing</b>	37.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.
<b>38. Right to Vary Requirements at the Time of Award</b>	38.1 At the time of award of Contract, UNDP reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.
<b>39. Contract Signature</b>	39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNDP may award the Contract to the Second Ranked Bidder or call for new Proposals.
<b>40. Contract Type and General Terms and Conditions</b>	40.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in BDS, can be accessed at <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
<b>41. Performance Security</b>	41.1 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at <a href="https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default">https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default</a> within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the performance security by UNDP shall be a condition for rendering the contract



	effective.
42. <i>Bank Guarantee for Advanced Payment</i>	42.1 Except when the interests of UNDP so require, it is UNDP's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at <a href="https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&amp;action=default">https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&amp;action=default</a>
43. <i>Liquidated Damages</i>	43.1 If specified in BDS, UNDP shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.
44. <i>Payment Provisions</i>	44.1 Payment will be made only upon UNDP's acceptance of the work performed. The terms of payment shall be within thirty (30) days, after receipt of invoice and certification of acceptance of work issued by the proper authority in UNDP with direct supervision of the Contractor. Payment will be effected by bank transfer in the currency of contract.
45. <i>Vendor Protest</i>	45.1 UNDP's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNDP vendor protest procedures: <a href="http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html">http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html</a>
46. <i>Other Provisions</i>	<p>46.1 In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar services, UNDP shall be entitled to same lower price. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.2 UNDP is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNDP General Terms and Conditions shall have precedence.</p> <p>46.3 The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15 <a href="http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer">http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer</a></p>



## SECTION 3. BID DATA SHEET

The following data for the services to be procured shall complement, supplement, or amend the provisions in the Request for Proposals. In the case of a conflict between the Instructions to Bidders, the Data Sheet, and other annexes or references attached to the Data Sheet, the provisions in the Data Sheet shall prevail.

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	<p>Will be Conducted  Date: 03.08.2022  Time: 14:00pm - 15:00pm (Turkey Local Time)  Venue: Virtual Zoom Meeting</p> <p>Prospective Proposers shall express their interest to be invited to the scheduled zoom meeting by sending an e-mail to <a href="mailto:tr.procurement@undp.org">tr.procurement@undp.org</a> latest by 01.08.2022 17:00 pm (Turkey Local Time). Thereafter, UNDP will reply by sending Zoom Invitation Link.</p>
5	16	Proposal Validity Period	90 days
6	12	Proposal Security	<p>Required in the amount of USD 18.000</p> <p>Acceptable Forms of Proposal Security is the Bank Guarantee (See Section 6, Form H for template)</p> <p>- PDF copy of the Proposal Security shall be submitted as part of e-tendering submission.</p> <p><b>- This guarantee shall be in English and in USD. No change can be made to the template given in Form H except for the indicated fields.</b></p> <p>- PDF copy of the Proposal Securities shall be submitted as part of eTendering submission. Additionally, original Proposal Security shall be delivered to the below address within 5 days after the submission deadline indicated in e-tendering system.</p> <p><b><i>Focal Point: Çağlar Selçuk, Procurement Officer</i></b>  Oran Mah., Mustafa Fehmi Gerçeker Sokak, No:12, 06450, Çankaya, Ankara/Türkiye</p>

7	41	Advanced Payment upon signing of contract	Not Allowed
8	42	Liquidated Damages	Will be imposed as follows: If the contractor fails to complete any deliverable given in “Section e. Deliverables and Schedules/Expected Outputs” before <i>Target Submission Date</i> defined, 0.2% of total contract amount will be imposed per calendar day of delay beyond <i>Target Submission Date</i> . Once the total amount of liquidated damages exceeds 10% of the total contract amount, UNDP may terminate the contract.
9	41	Performance Security	Required in the amount of 10% of the total contract amount in the Form of Bank Guarantee Format which will be provided to the successful Proposer along with the award letter. Contract will be signed upon submission of the Performance Security. This guarantee shall be valid until a date 30 days from the date of issuance by UNDP of a certificate of satisfactory performance and full completion of services by the Contractor as per the contract requirements.
10	13	Currency of Proposal	United States Dollars (USD)
11	18	Deadline for submitting requests for clarifications/ questions	5 calendar days before the proposal submission deadline
12	18	Contact Details for submitting clarifications/questions	Focal Person in UNDP: Çağlar Selçuk E-mail address: <a href="mailto:tr.procurement@undp.org">tr.procurement@undp.org</a>
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Posted directly to eTendering  <a href="http://www.undp.org">www.undp.org</a> <a href="http://www.ungm.org">www.ungm.org</a> <a href="http://www.devbusiness.com">www.devbusiness.com</a> <a href="http://www.un.org.tr">www.un.org.tr</a>
14	23	Deadline for Proposal Submission	15 August 2022, 07:00 am (New York Time) as indicated in eTendering system. Note that system time zone is in EST/EDT (New York) time zone
14	22	Allowable Manner of Submitting Proposals	e-Tendering only
15	22	Proposal Submission Address	Proposals shall be submitted through UNDP ATLAS e-tendering system which can be accessed through <a href="https://etendering.partneragencies.org">https://etendering.partneragencies.org</a>  EVENT ID: TUR10-RFP-22-87  This procurement process is being conducted through the online tendering system of UNDP. Proposers who wish to submit an offer must be registered in the system.

			<p>Visit this page for system user guides and videos in different languages:  <a href="https://www.undp.org/content/undp/en/home/procurement/business/resources-for-bidders.html">https://www.undp.org/content/undp/en/home/procurement/business/resources-for-bidders.html</a></p> <p>If already registered, go to <a href="https://etendering.partneragencies.org">https://etendering.partneragencies.org</a> and sign in using your username and password.</p> <p>Use “Forgotten password” link if you do not remember your password. Do not create a new profile.</p> <p>If you have never registered in the system before, you can register by visiting the link below and follow the instructions in the user guide (attached): <a href="https://etendering.partneragencies.org">https://etendering.partneragencies.org</a></p> <ul style="list-style-type: none"> <li>•Username: event.guest</li> <li>•Password: why2change</li> </ul> <p>It is strongly recommended to create a username with two parts: your first name and last name separated by a “.”, (similar to the one shown above). Once registered you will receive a valid password to the registered email address which you can use for signing in and changing your password.</p> <p>Please note that your new password should meet the following criteria:</p> <ul style="list-style-type: none"> <li>• Minimum 8 characters</li> <li>• At least one UPPERCASE LETTER</li> <li>• At least one lowercase letter</li> <li>• At least one number</li> </ul> <p>You can view and download tender documents with the guest account as per the above username and password, However, if you are interested to participate in the tender, you must register in the system and subscribe to this tender to be notified when amendments are made.</p> <p><b>Note:</b> Although proposals shall be submitted through e-tendering, UNDP reserves the right to request original copies of the documents submitted as part of the proposals during evaluation process, if deemed necessary.</p>
16	22	Electronic submission (eTendering) requirements	<ul style="list-style-type: none"> <li>▪ Format: PDF files only</li> <li>▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard.</li> <li>▪ All files must be free of viruses and not corrupted.</li> <li>▪ Financial Proposal shall be password protected and Password for financial proposal <b><u>must not</u></b> be provided to UNDP unless and until requested by UNDP.</li> <li>▪ Max. File Size per transmission: 50 MB</li> <li>▪ Documents which are required in original (e.g. Proposal Security) should be sent to the below address within 5 days after the submission deadline indicated in e-tendering system. <u>The PDF copy the documents shall be submitted as part of the electronic submission.</u></li> </ul>

17	27 36	Evaluation Method for the Award of Contract	<p>Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively</p> <p>The minimum technical score required to pass is 70% in order to be considered for Financial Evaluation.</p>
18		Expected date for commencement of Contract	<i>August 2022</i>
19		Maximum expected duration of contract	Until December 20, 2023
20	35	UNDP will award the contract to:	One Proposer Only
21	40	Type of Contract	<p>Contract Face Sheet for Goods and/or Services</p> <p><a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a></p>
22	40	UNDP Contract Terms and Conditions that will apply	<p>UNDP General Terms and Conditions for Contracts</p> <p><a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a></p>
23	14	Joint Venture/Consortium /Association	<p>Allowed</p> <p>Joint Venture/Consortium/Association is limited with maximum 3 members including Lead Entity.</p>
24		Tax Exemption	<p>UN and its subsidiary organs are exempt from all taxes. Therefore, Proposers shall prepare their financial proposals excluding Value Added Tax (VAT). It is the Proposer's responsibility to learn from relevant authorities (Ministry of Treasury and Finance) and/or to review /confirm published procedures and to consult with a certified financial consultant as needed to confirm the scope and procedures of VAT exemption application as per VAT Law, Ministry of Treasury and Finance. The contractor selected for the award shall not be entitled to receive any amount over its proposal price in relation to VAT. Overall contract amount to be paid to the contractor shall not exceed the total amount offered in the Financial Proposal.</p>
25	44	Payment Conditions / Schedule of Payments	Please refer to "Section 5, item k. Price and Schedule of Payments".
26		Currency of Payment	<p>If the Contractor is registered and operating in Turkey, the payment shall be realized in Turkish Liras (TRY).</p> <p>Payment amount will be converted from United States Dollar (USD) to Turkish Liras (TRY) by the UN operational rate of exchange valid on "the <u>date of UNDP's official written acceptance of goods/services/works</u>", when the Contractor shall issue the invoice to UNDP. If the Contractor is not registered and operating in Turkey, the payments shall be effected in United States Dollar. UN Operational Exchange rates can be accessed through <a href="https://treasury.un.org/operationalrates/OperationalRates.php">https://treasury.un.org/operationalrates/OperationalRates.php</a></p>

27		Covid-19 Specific Measures	<p>The Proposers shall review all local regulations, as well as that of UN and UNDP concerning the measures they must take during performance of the contract in the context of COVID-19, before they submit their proposals and factor relevant costs, if any, to their proposals.</p> <p>The Contractor shall take all measures against COVID-19 imposed by local regulations as well as by UN and UNDP during performance of the contract to protect health and social rights of its own personnel, as well as UNDP personnel, Project Stakeholders and third parties.</p> <p>As per “Clause 12- Indemnification” of UNDP General Terms and Conditions for Contracts (given in Clause 23 of Section 3. Bid Data Sheet), the Contractor shall indemnify, defend, and hold and save harmless, UNDP, and its officials, agents and employees, from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature brought by any third party against UNDP.</p> <p>With respect to above indemnification clause of UNDP General Terms and Conditions, UNDP shall not be held accountable for any Covid19 related health risks or events that are caused by negligence of the Contractor and/or any other third party.</p>
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## SECTION 4. EVALUATION CRITERIA

### Preliminary Examination Criteria

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

- Appropriate signatures
- Power of Attorney
- Minimum documents provided
- Technical and Financial Proposals submitted separately
- Password Protected Financial Proposal
- CVs and statements of availability of Team Leader, Senior Expert and Junior Expert
- Bid Validity
- Proposal Security submitted as per RFP requirements with compliant validity period. **This guarantee shall be in English and in USD. No change can be made to the template given in Form H except for the indicated fields.**

### Minimum Eligibility and Qualification Criteria

Eligibility and Qualification will be evaluated on Pass/Fail basis.

If the Proposal is submitted as a Joint Venture/Consortium/Association, each member should meet minimum criteria, unless otherwise specified in the criterion.

Subject	Criteria	Document Submission requirement
<b>ELIGIBILITY</b>		
<b>Legal Status</b>	Vendor is a legally registered entity.	Form B: Bidder Information Form
<b>Eligibility</b>	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with RFP clause 3.	Form A: Technical Proposal Submission Form
<b>Conflict of Interest</b>	No conflicts of interest in accordance with RFP clause 4.	Form A: Technical Proposal Submission Form
<b>Bankruptcy</b>	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
<b>QUALIFICATION</b>		

<b>History of Non-Performing Contracts<sup>1</sup></b>	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
<b>Litigation History</b>	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form
<b>Previous Experience</b>	Minimum 5 years of similar experience in the field of consultancy and/or innovation	Form D: Qualification Form
	<p>Contract(s) of similar nature in the field of consultancy / technical assistance on innovation and / or medium and large-scale manufacturing companies implemented over the last 10 years. The total cumulative amount of the contracts shall not be less than <b>USD 900,000</b>. Moreover, value of each similar contract shall not be less than <b>USD 250,000</b>.</p> <p><b>Proposers shall submit "Statements of Satisfactory Performance" for the claimed experiences. The proof documents shall include all required information for compliance with the criterion.</b></p> <p>Currency in the "Statements of Satisfactory Performance" shall be converted into USD, in accordance with the prevailing UN operational rate of exchange on the contract date stated by "Statements of Satisfactory Performance". UN operational rate of exchange are available at the following website:  <a href="https://treasury.un.org/operationalrates/OperationalRates.php#E">https://treasury.un.org/operationalrates/OperationalRates.php#E</a></p> <p><i>For JV/Consortium/Association, all Parties cumulatively should meet requirement. Minimum value of the Contract(s) implemented by the Lead Entity shall not be less than <b>USD 500,000</b>.</i></p>	Form D: Qualification Form
<b>Financial Standing</b>	<p>Minimum average annual turnover of <b>USD 1,000,000</b> for the last 5 years (i.e., 2017, 2018, 2019, 2020 and 2021).</p> <p><i>For JV/Consortium/Association, all Parties cumulatively should meet requirement. The lead entity shall have minimum <b>USD 500,000</b> average annual turnover for the last 5 years.</i></p>	Form D: Qualification Form
	Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability.	Form D: Qualification

<sup>1</sup> Non-performance, as decided by UNDP, shall include all contracts where (a) non-performance was not challenged by the contractor, including through referral to the dispute resolution mechanism under the respective contract, and (b) contracts that were so challenged but fully settled against the contractor. Non-performance shall not include contracts where Employers decision was overruled by the dispute resolution mechanism. Non-performance must be based on all information on fully settled disputes or litigation, i.e. dispute or litigation that has been resolved in accordance with the dispute resolution mechanism under the respective contract and where all appeal instances available to the Bidder have been exhausted.

	<b>Proposers shall submit copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the five years required above.</b>	Form
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## 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	500
3.	Management Structure and Key Personnel	200
	<b>Total</b>	<b>1000</b>

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	<b>General Organizational Capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted</b>	<b>50</b>
1.1.1	<b>Management Structure and Organigram (Is it sound and relevant with the requirements?)</b> <ul style="list-style-type: none"> <li>• <i>Provided evidence for a functional corporate structure with an effective organigram including departments relevant to services on digital transformation and/or digitalization in the manufacturing industry: 15 pts</i></li> <li>• <i>Provided evidence for a functional corporate structure with an effective organigram including departments relevant to consultancy services: 11 pts</i></li> <li>• <i>Provided evidence for a functional corporate structure with an effective organigram not relevant with the requirements: 7 pts</i></li> <li>• <i>Provided an organigram, without any evidence for a functional corporate structure nor relevancy with the requirements: 3 pts</i></li> </ul>	15
1.1.2	<b>General experience in the innovation management for large scale manufacturing companies as a legally registered entity</b> <ul style="list-style-type: none"> <li>• <i>Older than 12 years: 10 pts</i></li> <li>• <i>8-12 years: 8 pts</i></li> <li>• <i>5-8 years: 7 pts</i></li> </ul>	10
1.1.3	<b>Financial Stability and Project Financing Capacity in terms of average annual turnover</b> <i>Average annual turnover for the last 5 years (i.e. 2017, 2018, 2019, 2020 and 2021) is:</i> <ul style="list-style-type: none"> <li>• <i>More than USD 2,000,001: 10 pts</i></li> <li>• <i>Between USD 1,500,01 and 2,000,000: 8 pts</i></li> <li>• <i>Between USD 1,000,000 and 1,500,000: 7 pts</i></li> </ul>	10

1.1.4	<b>Project management control mechanisms, strength of project management support:</b> <ul style="list-style-type: none"> <li>Proposer has strong project management resources, control mechanisms as part of company standard procedures and related department: 10 pts</li> <li>Proposer has good project management control mechanisms: 8 pts</li> <li>Project management control mechanism has been defined and sufficiently addressed: 7 pts</li> <li>Project management control mechanism has been defined but not been sufficiently addressed: 3 pts</li> </ul>	10
1.1.5	<b>Extent to which any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.</b> <ul style="list-style-type: none"> <li>No work would be subcontracted: 5 pts</li> <li>Less than 10% of the work would be subcontracted: 3 pts</li> <li>Less than 30% of the work would be subcontracted: 1 pts</li> </ul>	5
1.2	<b>Relevance of specialized knowledge and experience on similar engagements done in the region/country</b>	<b>190</b>
1.2.1	<p>Documented working experience with medium and large scale manufacturing companies or organizations that focus on enhancement of innovative capacity in the area of innovation management, product development and industrial upgrading in the last 10 years:</p> <ul style="list-style-type: none"> <li>Successfully completed 4 or more contracts of at least USD 250,000 contract value each: 50 pts</li> <li>Successfully completed 3 contracts of at least USD 250,000 contract value each: 40 pts</li> <li>Successfully completed 2 contracts of at least USD 250,000 contract value each: 30 pts</li> <li>Successfully completed 1 contract of at least USD 250,000 contract value: 20 pts</li> </ul>	50
1.2.2	<p>Documented working experience with/for international organizations in the area of innovation management, product development and industrial upgrading in the last 10 years:</p> <ul style="list-style-type: none"> <li>Successfully completed 3 or more contracts of at least USD 250,000 contract value each: 35 pts</li> <li>Successfully completed 2 contracts of at least USD 250,000 contract value each: 20 pts</li> <li>Successfully completed 1 contract of at least USD 250,000 contract value: 10 pts</li> </ul>	35
1.2.3	The proposer provided CVs of at least 3 mentors for this assignment and proposer has also a network/pool of potential mentors and trainers (As	100

	<p>documented by providing a table demonstrating the potential mentors/trainers' name, experience and qualifications) with different backgrounds who have been working for industry-driven innovation centers, development agencies, consultancy companies and manufacturing companies scale in the field of innovation management and industrial upgrading for medium and large-scale manufacturing companies.</p> <ul style="list-style-type: none"> <li>• At least three CVs of mentors are submitted, and all CVs meet with the minimum requirements and most of the assets stated in Terms of Reference for non-key personnel and there are more than 40 qualified mentors/trainers in the network/pool: 100 pts</li> <li>• At least three CVs of mentors are submitted, and all CVs meet with the minimum requirements and most of the assets stated in Terms of Reference for non-key personnel and there are 31 to 40 qualified mentors/trainers in the network/pool: 75 pts</li> <li>• At least three CVs of mentors are submitted, and all CVs meet with the minimum requirements stated in Terms of Reference for non-key personnel and there are 21 to 30 mostly qualified mentors/trainers in the network/pool: 50 pts</li> <li>• At least three CVs of mentors are submitted, and CVs partially meet with the minimum requirements stated in Terms of Reference for non-key personnel and there are 10 to 20 partially qualified mentors/trainers in the network/pool: 20 pts</li> </ul>	
1.2.4	<p>The proposer has experience in constituting the Project Executive Committee and Project Steering Committee.</p> <ul style="list-style-type: none"> <li>• <i>The proposer has experience in constituting a Project Executive Committee and Project Steering Committee: 3 pts</i></li> <li>• The proposer has experience in constituting a Project Executive Committee and forming an executive committee of professionals other than the project team and constituting a Project Steering Committee from professionals and institutions in the relevant ecosystem: 5 pts</li> </ul>	5
1.3	<p><b>Quality assurance procedures and risk mitigation measures Proposer provided the approach to be deployed for assuring quality of the assignment and mitigating risk.</b> (The proposers shall submit a risk management plan for all tasks outlined in Section 5. Proposed risk management plan should consist of risk identification and analysis (qualitative and quantitative) as well as risk response planning and monitoring. Risk mitigation matrix shall be produced and submitted in this section as part of Risk Management Plan)</p> <ul style="list-style-type: none"> <li>• <i>Proposer proposed sound approach for assuring quality and addressed all possible risks and mitigation measures comparable to the market: 20 pts</i></li> <li>• <i>Proposer proposed moderate approach for assuring quality and has sufficiently addressed possible risks and mitigation measures comparable to the market: 15 pts</i></li> <li>• <i>Proposer proposed approach for assuring quality and has not sufficiently addressed all possible risks and mitigation measures comparable to the market: 5 pts</i></li> </ul>	20
1.4	<p><b>Organizational Commitment to Sustainability</b></p> <ul style="list-style-type: none"> <li>• Organization is compliant with ISO 14001 or ISO 14064 or equivalent – 10 pts</li> <li>• Organization is a member of the UN Global Compact -10 pts</li> <li>• Organization demonstrates significant commitment to sustainability through some other means- 10 pts, for example internal company policy documents</li> </ul>	30

	on women empowerment, renewable energies or membership of trade institutions promoting such issues	
1.5	<b>“Gender and Women’s Empowerment Policy of the Proposer”</b> The Proposers shall explain their current gender and women’s empowerment policies in place and the facilities especially provided to women employees.	10
<b>Total Section 1</b>		<b>300</b>

<b>Section 2. Proposed Methodology, Approach and Implementation Plan</b>		<b>Points obtainable</b>
2.1	<b>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?</b> <ul style="list-style-type: none"> <li>Outstanding: All important aspects of the task have been addressed in sufficient detail, with comments on the ToR for the successful execution of activities regarding the objectives and expected results: 50 pts</li> <li>Very Strong: All important aspects of the task have been addressed in sufficient detail: 40 pts</li> <li>Strong: Most of the important aspects of the task have been addressed in sufficient detail: 30 pts</li> <li>Moderate: Only a few important aspects of the task have been addressed by the proposer: 20 pts</li> <li>Weak: 10 pts</li> </ul>	50
2.2	<b>Description of the Offeror’s approach and methodology for meeting or exceeding the requirements of the Terms of Reference</b> (Detail overall process and prescribe the list of activities to be performed for accomplishment of the contract in accordance with the Terms of Reference. Proposers should place special importance to showing how previous experience of each partner can relate or be applied to local context in target provinces) <ul style="list-style-type: none"> <li>Outstanding: Exceeds the requirements of the ToR, with a remarkable strategy to achieve the objective and purposes of the contract in the Turkey context: 80 pts</li> <li>Very Strong: Meets the requirements of the ToR, with a strategy to achieve the objective and purposes of the contract in the Turkey context: 65 pts</li> <li>Strong: Meets the requirements of the ToR: 55 pts</li> <li>Moderate: Several requirements have been neglected by the proposer: 30 pts</li> <li>Weak: 15 pts</li> </ul>	80
2.3	<b>Details on how the different service elements shall be organized, controlled and delivered Details on how the different service elements</b> (Implementation of innovation capacity development projects of companies, preparation of training and consultancy curriculum, program and materials, delivery of the trainings and consultancy services within the scope of innovative capacity development projects) shall be organized, controlled and delivered. <ul style="list-style-type: none"> <li>Outstanding: The proposed methodology for organization and control mechanisms of each service is excellent. The content of each activity and responsibilities of each partner are well defined and exceed the requirements: 80 pts</li> <li>Very Strong: The proposed methodology for organization, control mechanisms of each service are good enough to meet the requirements: 65 pts</li> <li>Strong: The proposed methodology for organization, control mechanisms of</li> </ul>	80

	<p>each service are sufficient to meet the requirements: 55 pts</p> <ul style="list-style-type: none"> <li>• Moderate: Details on how the different service elements shall be organized, controlled and delivered is unsatisfactory. Several important points are missing: 30 pts</li> <li>• Weak: 15 pts</li> </ul>	
2.4	<p><b>Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement</b> (The proposers shall explain their processes for incorporating their quality policy regarding planning, managing, monitoring, and controlling project and product quality requirements in order to meet the stakeholders' expectations including the mechanisms, tools, techniques, and metrics. Describe involvement of Senior Management in performance monitoring and evaluation process. Please indicate if your company has a performance monitoring and evaluation plan. Prescribe the precautions/actions to be adapted in case of poor performance and undesirable outcome.)</p> <ul style="list-style-type: none"> <li>• Outstanding: Performance monitoring and evaluation mechanisms and tools are appropriate with the nature and complexity of the requirements and described in detail for each specific requirement with responsibilities and schedules: 70 pts</li> <li>• Very Strong: Performance monitoring and evaluation mechanisms and tools are appropriate with the nature of the requirements and described in detail for each specific requirement with responsibilities and schedules: 50 pts</li> <li>• Strong: Performance monitoring and evaluation mechanisms and tools are sufficient for the requirement: 40 pts</li> <li>• Moderate: Performance monitoring and evaluation mechanisms and tools are proposed however they are slightly relevant with this requirement: 25 pts</li> </ul>	70
2.5	<p><b>Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic</b></p> <p>(The proposers shall estimate activity durations, sequence activities, and submit a project schedule taking tasks outlined in Section 5.d into account and assuming that activities in four Innovation Center will be implemented in the sequence given in this document) Provide a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing. Explain how each package contribute overall project)</p> <ul style="list-style-type: none"> <li>• Outstanding: Proposed implementation plan is well-developed; all activities are properly sequenced in a logical and realistic way: 120 pts</li> <li>• Very Strong: Proposed implementation plan is well-developed, most of the activities are properly sequenced in a logical and realistic way: 100 pts</li> <li>• Strong: Proposed implementation plan is sufficient, and the activities are properly sequenced in a logical and realistic way: 85 pts</li> <li>• Moderate: Proposed implementation plan is lacking some activities: 60 pts</li> </ul>	120
2.6	<p><b>Does the implementation plan include information on allocation of key personnel (total working days for each staff) to each separate activity and deliverable? Is this allocation compatible with nature of each deliverable and price schedule format provided in Form G: Financial Proposal form?</b></p> <p>Information on allocation of key personnel (total working days for each staff) to each separate activity and deliverable is provided and allocations are compatible with nature of each deliverable and price schedule format provided in Form G: Financial Proposal form: 60 pts</p> <p>The allocation is not compatible with nature of each deliverable and price schedule</p>	60

	<i>format provided in Form G: Financial Proposal form: 40 pts</i> <i>Information on allocation of key personnel (total working days for each staff) to each separate activity and deliverable not provided: 0 pts.</i>	
2.7	<b>Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract</b> <i>Outstanding: 40 pts</i> <i>Very Strong: 25 pts</i> <i>Strong: 15 pts</i> <i>Moderate: 10 pts</i>	40
<b>Total Section 2</b>		<b>500</b>

<b>Section 3. Management Structure and Key Personnel</b>			<b>Points obtainable</b>
3.1	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? <i>Outstanding: 40 pts</i> <i>Very Strong: 32 pts</i> <i>Strong: 24 pts</i> <i>Moderate: 16 pts</i> <i>Weak: 8 pts</i>		<b>40</b>
3.2	Qualifications of key personnel proposed		<b>160</b>
3.2 a	<b>Team Leader (1)</b>	<b>60</b>	60
	<b>General Qualifications</b> <ul style="list-style-type: none"> <li>Advanced degree (Master/PhD.) in the field of economics, administrative and social sciences, engineering and other related fields (Bachelor's degree with additional 2 years of relevant general experience will be acceptable): 4 pts</li> <li>Advanced in spoken and written Turkish and English.: 4 pts.</li> </ul>	8	
	<b>General Professional Experience</b> <ul style="list-style-type: none"> <li>Relevant general professional experience (For Bachelor's degree, additional 2 years of relevant general experience) <ul style="list-style-type: none"> <li>- more than 15 years: 14 pts</li> <li>-10 to 15 years: 10 pts</li> </ul> </li> </ul>	14	

	<b>Specific Experience</b> <ul style="list-style-type: none"> <li>Professional experience on innovation management or industrial upgrading for medium and large manufacturing companies as a consultant/trainer/manager in public / private / non-governmental organizations. <ul style="list-style-type: none"> <li>- more than 8 years : 30 pts</li> <li>- 5 to 8 years: 24 pts</li> </ul> </li> <li><b>Asset:</b> Experience or academic works in the field of research, development and innovation processes for the manufacturing companies in the last 8 years <ul style="list-style-type: none"> <li>- more than 4 years: 4 pts</li> <li>- 2 to 4 years: 2 pts</li> </ul> </li> <li><b>Asset:</b> International experience like the assignment stated in this Terms of Reference: 4 pts</li> </ul>	38	
3.2 b	<b>Senior Expert (1)</b>	<b>60</b>	60
	<b>General Qualifications</b> <ul style="list-style-type: none"> <li>Advanced degree (Master/PhD.) in the field of economics, administrative and social sciences, engineering and other related fields (Bachelor's degree with additional 2 years of relevant general experience will be acceptable): 3 pts</li> <li>Advanced in spoken and written Turkish: 3 pts</li> <li><b>Asset:</b> Fluency in English: 2 pts</li> </ul>	8	
	<b>General Professional Experience</b> <ul style="list-style-type: none"> <li>General relevant professional experience (For Bachelor's degree, additional 2 years of relevant general experience) <ul style="list-style-type: none"> <li>- more than 12 years: 12 pts</li> <li>- 8 to 12 years: 8 pts</li> </ul> </li> </ul>	12	
	<b>Specific Experience</b> <ul style="list-style-type: none"> <li>Professional experience on research, development and innovation processes for a medium or large scale manufacturing company as a consultant/trainer/manager in public / private / non-governmental organizations. <ul style="list-style-type: none"> <li>- more than 8 years: 35 pts</li> <li>- 5 to 8 years: 28 pts</li> </ul> </li> <li><b>Asset:</b> International experience in the establishment and/or business plan development of innovation centers or innovation management related centers in the last 8 years: 5 pts</li> </ul>	40	
3.2 c	<b>Junior Expert (1)</b>	<b>40</b>	40

	<b>General Qualifications</b> <ul style="list-style-type: none"> <li>Bachelor's degree in the field of economics, administrative and social sciences, engineering and other related fields <ul style="list-style-type: none"> <li>-Advanced degree (Masters or PhD): 1 pts</li> <li>-Bachelor's degree: 2 pts</li> </ul> </li> <li>Advanced in spoken and written Turkish: 2 pts</li> <li><b>Asset:</b> Good command of English: 1 pts</li> </ul>	6	
	<b>General Professional Experience</b> <ul style="list-style-type: none"> <li>Relevant general professional experience <ul style="list-style-type: none"> <li>-&gt; more than 6 years: 10 pts</li> <li>-&gt; 4 to 6 years: 8 pts</li> </ul> </li> </ul>	10	
	<b>Specific Experience</b> <ul style="list-style-type: none"> <li>Professional experience on research, development and innovation process development as a consultant/trainer/manager. <ul style="list-style-type: none"> <li>- 4 years: 20 pts</li> <li>- 2 years: 16 pts</li> </ul> </li> <li><b>Asset:</b> More than 2 years of experience on the development and implementation of management consultancy for manufacturing industry in the last 4 years: 4 pts</li> </ul>	24	
<b>Total Section 3</b>			<b>200</b>



## SECTION 5. TERMS OF REFERENCE

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### **A. Background Information and Rationale, Project Description**

Organized Industrial Zones (OIZs) have been one of the most important political tools in the history of industrialization, urbanization and regional development in Turkey. The OIZs, which presents the investment location and infrastructure to entrepreneurs have enabled industrial activities to spread throughout the country. However, as one of the main drivers of industrialization process, OIZs also need to be transformed to better serve to the needs of companies and to cope with future challenges. With these aspirations, and in line with the priorities set out in the 9th and 10th Development Plan of Turkey “Developing a Model to Improve Technology Development in OIZs” was initiated in November 2016 and has been implemented in partnership with Ministry of Industry and Technology, Presidency of Strategy and Budget and United Nations Development Programme (UNDP) through the funding allocated in the Public Investment Program.

The overall objective of this project is to contribute to competitiveness of Turkey through developing models that will enable OIZs to assume an active role in entrepreneurship, innovation and technology development. The purpose of the project is to clearly identify how OIZs can contribute to the technology development ecosystem of Turkey in entrepreneurship, innovation and technology and assess how such contributions will be institutionalized. In the scope of the project, a policy paper has been developed with new model suggestions for OIZs and four OIZs have been (Manisa OIZ, Başkent OIZ, Çerkezköy OIZ and Yalova İMES OIZ) selected to initiate the piloting process of the models. The project aims to establish Innovation Centers in these four selected pilot OIZs until the end of 2023. ([Link for the report](#))

The Project matches the aim of promoting digital transformation, improving the efficiency of SMEs and developing innovative business models to ensure access to international markets, which are in the Policies and Measures of Growth and Employment section of The Medium-Term Program of the 2019-2021 New Economic Program. The project is also directly related to the clause "OIZ, TGB, CSR and Industrial Zones applications will be developed and institutionalized and effectively managed so that they can provide qualified services" which is specified in the 698th article of 10th Development Plan. The 11th National Development Plan (2019-2023) highlights the importance of industrial and innovation policy with a specific focus on SMEs and the role of the Innovation Centers and gives reference to the establishment of these centers in OIZs as an extension of the macro policies offered for transformation of the industry.

Within this framework, first pilot was launched in Manisa OIZ in 2020. Current situation analysis, workshops, focus group meetings, needs analysis, strategy and roadmap, implementation plan were completed for Manisa OIZ Innovation Center. The studies conducted were compiled under a book namely “The Transformation of OIZs In Turkey Manisa OIZ Innovation Center’s Design and Foundation” and disseminated to OIZs and related ecosystem actors. ([Link for the report](#))

Background studies were completed for Başkent OIZ Innovation Center and Yalova İMES Innovation Center. Currently, background studies for Çerkezköy Innovation Center are still ongoing and planned to be completed in the first half of 2022.

Establishment of Manisa OIZ Innovation Center was completed on 23 November 2020 and an opening ceremony was held with the participation of related ecosystem actors and beneficiaries on 2 December 2020. Followingly, Manisa OIZ Innovation Center launched its first innovation program with an introductory meeting on 17 March 2021. The Innovation Program was designed for the purpose of measuring, analyzing and developing the

innovation management capacities of companies. Within the scope of the program, a unique innovation management capacity measurement tool named iMAGE (Innovation Management Assessment Gadget for Enterprises) was developed. The aim of the program is to provide mentorship, consultancy and training support to the projects of enterprises that will be prepared in the light of measurement and analysis studies carried out.

Within the scope of the Innovation Program, the innovation management capacity of each company was measured and analyzed. Within this scope, the level of maturity in the field of innovation management was comprehensively evaluated within the framework of 6 main and 19 sub-dimensions. As a result of the measurement and analysis, the strengths and areas open to improvement of each company in the field of innovation management were determined, and action suggestions regarding areas open to improvement were also presented for evaluation and Innovative Capacity Development Projects were developed for each company.

The innovation program will also be conducted in Başkent OIZ, Çerkezköy OIZ and Yalova İMES OIZ Innovation Center as a part of the project.

## **B. Specific Objectives**

The overall objective of this RFP is to complete the implementation of Innovation Programs in Manisa, Başkent, Yalova İMES, Çerkezköy OIZ Innovation Centers by providing training, mentorship and consultancy to companies of which Innovative Capacity Development projects have been developed. To achieve this objective, UNDP invites capable service providers to submit a proposal in response to this RFP based on the main activities listed below:

- 1. Completion of Implementation of Innovation Programs in Manisa OIZ, Başkent OIZ, Çerkezköy OIZ and Yalova İMES OIZ Innovation Centers.**
- 2. Preparation of Final Report for each Innovation Center**

## **C. Scope**

Within the scope of the contract, Contractor will undertake key activities outlined below for Manisa OIZ, Başkent OIZ, Çerkezköy OIZ and Yalova İMES OIZ Innovation Center in Turkey. Details of these activities are elaborated in Section F in line with the approach and methodology below.

### **1. Completion of Innovation Programs in Manisa OIZ, Başkent OIZ, Çerkezköy OIZ and Yalova İMES OIZ Innovation Centers**

The innovation programs for Manisa OIZ, Başkent OIZ, Yalova İMES OIZ and Çerkezköy OIZ have already been designed within the scope of the Project. The Innovation Programs consist of two phases.

The first phase of the Innovation Programs includes the activities listed below:

- Measurement of innovation management capacities of companies in OIZs via iMAGE (Innovation Management Assessment Gadget for Enterprises) developed within the scope of Manisa OIZ Innovation Center's Innovation program,
- Preparation of comparative analysis of companies based on a field study,
- Designing Innovative Capacity Development Projects for the companies participated to these Innovation Programs in Başkent OIZ, Çerkezköy OIZ, Yalova İMES OIZ Innovation Centers (ICs) based on the needs analysis obtained.

The implementation of the first phase of the Innovation Programs of Başkent OIZ, Yalova İMES OIZ and Çerkezköy

OIZ IC will be conducted by UNDP Project Team in cooperation with Manisa OIZ Innovation Center. Therefore, the Contractor is not expected to implement afore-mentioned activities for Manisa OIZ, Başkent OIZ, Çerkezköy OIZ, Yalova İMES OIZ Innovation Centers.

**Within the scope of Activity 1, the Contractor is expected to complete the second phase of the Innovation Programs of Manisa OIZ, Başkent OIZ, Çerkezköy OIZ, Yalova İMES OIZ Innovation Centers following the completion of the first phases with the activities listed below:**

- Prepare training and consultancy package for Innovative Capacity Development Projects of companies (that participate to the Innovation Programs) which will cover curriculum and training/consultancy material. Contractor shall develop the curriculum and the training and consultancy program including trainings materials in accordance with the Innovative Capacity Development Projects of the companies in all OIZ ICs.
- Implement Innovative Capacity Development Projects by provision of trainings, mentorship and consultancy to companies included into these programs. Contractor shall deliver approved training and consultancy services identified within the Innovative Capacity Development Projects in cooperation with Innovation Center staff. The company also assign each company a consultant/mentor for the implementation period.

## **2. Preparation of Final Report for each Innovation Center**

**Within the scope of Activity 2, the Contractor is expected to:**

- Prepare a final report for each Innovation Center regarding the processes completed in line with the time plan and methodology of the Contractor.
- Conduct a closing meeting in each Innovation Center to present the results of the Innovation Programs to the Ministry, UNDP, OIZs and ecosystem actors.

## **D. Approach and Methodology**

This section elaborates on the activities to be conducted by the Contractor within the scope of the Contract. In their technical proposals, proposers shall ensure to demonstrate compliance with these requirements and elaborate on how to achieve the objective of the Contract.

### **1. Completion of Innovation Programs of Manisa OIZ, Başkent OIZ, Çerkezköy OIZ and Yalova İMES OIZ Innovation Centers**

#### **1.1. Manisa OIZ Innovation Center**

Within the scope of Innovation Program of Manisa OIZ IC, Innovation Management Capacity Tool namely iIMAGE was developed in accordance with ISO 56002 Innovation Management System Standard approach and Plan-Do-Check-Action (PDCA) cycle. The iIMAGE tool was designed to measure the companies' innovation management performance and outputs as well as their innovation management skills. The iIMAGE tool collects and assess the subjects below:

- Information about Company
- R&D and Innovation Activities
- Export Activities
- Leadership and Intention
- Organization
- Planning and Support

- Processes
- Performance Evaluation
- Improvement

**Main steps for the implementation of iIMAGE Tool are given in below table:**

Company Selection	Self-Assessment of the companies	In-dept Interviews with companies	Preparation of Company Analysis Reports	Combined Company Analysis Report
*Open a call to invite the interested companies	*Send the survey prepared within the scope of iIMAGE tool to the companies to assess their own company	*Analyze the Self-Assessment Surveys and conduct in-dept interviews with each company *Grade the innovation capacity of the companies	*Prepare a Company Analysis Report for each company by combining self-assessment surveys of the companies and the result of in-dept interviews.	*Prepare a final report that includes and combines the result of all company reports.

Following the implementation of iIMAGE Tool, Manisa OIZ completed the design of Innovative Capacity Development Project of the participant companies.

A general framework for training and consultancy services has been developed for Innovative Capacity Development Projects and **18 companies** have been identified within the scope of Manisa OIZ Innovation Center, Innovation Program. The Contractor will be provided background studies and Innovative Capacity Development Projects prepared for 18 companies after signature of the contract. However, in line with the approach and methodology they present, the proposers are expected to provide a preliminary content for curriculum and schedule of the training and consultancy program that can be applied to companies at different levels in terms of innovation management in their technical proposal. The proposers shall benefit from the Table-1 “Estimated Total Working Days and Tentative Training Contents “and the Combined Company Analysis Report (**Annex II**) for the content.

The main subjects, estimated total working days and tentative training contents for the training and consultancy services are given below:

**Table 1. Estimated Total Working Days and Tentative Training Contents**

Training and Consultancy	Estimated Total Working days	Tentative Training Contents
<b>Innovation Management Trainings</b>	7 working days for trainings	Basic Level, Mid-level, Advanced level, Innovative Leaders Trainings (C level)
<b>Training and consultancy services about innovation in areas open to improvement</b>	6 working days for trainings 84 days for consultancy Services	Process Improvement, Improvement of Innovation Climate and Culture, Improvement of the Entrepreneurial Potential of the Company
<b>Increasing Project Development Capacity</b>	57 working days for consultancy services	KOSGEB (Small and Medium Enterprises Development Organization of Turkey), TÜBİTAK (The Scientific and Technological Research Council of Turkey), HORIZON EUROPE

<b>Implementation of Market Positioning Studies</b>	2 working days for trainings and 105 working days for consultancy services	Foresight Analysis and Technology Roadmap, New Product Development (Design Thinking), Target Market Expansion for Existing Product
<b>Positioning innovation management in company strategy</b>	63 working days for consultancy services	Institutional Development Plan, Innovation Strategy, Innovative Transformation Strategy, Leadership Strategy in the Innovation Ecosystem
<b>Company Mentor for each company</b>	144 working days (18*8) for consultancy services	Specific needs of the selected company
<b>Total:</b>		468 working days

**The Proposers shall provide the outline (Preliminary Content) of the training and consultancy curriculum for the Manisa OIZ IC Innovation Program in their proposals.** The curriculum outline shall include theoretical and applied training regarding the Innovation Capacity Development including the main subjects defined above in Table 1.

Manisa OIZ IC shall be prioritized for the implementation of Innovative Capacity Development Projects in line with the sequence given in this Terms of Reference.

- The proposers shall explain in their proposals how their proposed training curriculum will equip the companies and the trainers in Innovation Center with the aforementioned technical knowledge, experience, and skills.
- For delivery of trainings and consultancy services, Contractor shall assign sufficient number of trainers/consultant/mentors who have the necessary knowledge, skills, and experience to teach on the subjects given in the projects and on the subjects of entrepreneurship, innovation, R&D, digitalization and etc. to the selected companies and the Innovation Center personnel at the desired level.
- Each training and consultancy services shall be delivered with the participation and engagement of each Innovation Center Personnel.
- At the end of each training and consultancy session, a training/consultancy report, which will include at least the list of participants for each day, training curriculum and materials, lessons learned, approaches used to evaluate participants, and the results of training satisfaction survey, shall be prepared. If the results of training satisfaction survey and participant evaluations are not satisfactory (see minimum service requirements), the UNDP has the right to request the renewal of the training free of charge.
- At the end of each training, successful participants shall be given a certificate for the completion of training.
- The venues for the training programs will be arranged by UNDP/OIZ Innovation Centers. Logistic and catering expenses during conduct of trainings will be borne by UNDP/OIZ Innovation Centers.
- The Contractor shall assign a mentor/consultant to each company throughout the implementation of Innovative Capacity Development Projects. The number of working days for each company mentors is at least 8 working days within 8-month period.

## **1.2. Başkent OIZ, Yalova İMES OIZ, Çerkezköy OIZ Innovation Centers**

Within the scope of the project, the background studies for Başkent, Çerkezköy and Yalova İMES OIZ ICs were conducted by UNDP. The outline of the Innovation Programs was detailed in these studies and the first phase of the Innovation Programs that include the design of Innovation Programs, implementation of iMAGE Measurement Tool, and design of Innovative Capacity Development Projects will be completed by UNDP Project team in

cooperation with Manisa OIZ IC. Therefore, the Contractor will not implement these activities for Başkent OIZ, Çerkezköy OIZ, Yalova İMES OIZ Innovation Centers.

The first phase of the Innovation Program for Başkent OIZ Innovation Center is expected to be completed by the end of November 2022, the first phase for Yalova İMES OIZ Innovation Center is expected to be completed by the end of January 2023, the first phase for Çerkezköy OIZ Innovation Center is expected to be completed by the end of February 2023. The Contractor will be informed by UNDP if any unforeseen delay occurs on the completion of first phase. After UNDP completes the first phase of the Innovation Program for each OIZ Innovation Center, the Contractor is expected launch the second phase of the Innovation Program and within the scope of this activity:

- The Contractor is expected to deliver training and consultancy services for Innovative Capacity Development Projects stipulated **under Article 1.1. Manisa OIZ Innovation Center** for Başkent OIZ, Yalova İMES and Çerkezköy OIZ ICs.
- The Contractor shall use *Table 1. Estimated Total Working Days and Tentative Training Contents* as a base for the content and estimated working days of Innovation Programs of Başkent OIZ, Yalova İMES OIZ, and Çerkezköy OIZ Innovation Centers.
- Company Reports and Company Innovation Capacity Development Project of these Innovation Programs will be shared with the Contractor after the completion of First Phase of the Innovation Programs.

## **2. Preparation of Final Report for each Innovation Center**

- The Contractor is expected to prepare a final report for each Innovation Center. (Manisa OIZ, Başkent OIZ, Çerkezköy OIZ, Yalova İMES OIZ)
- The final report shall include all the details of implementation period of the Innovation Programs, attendance sheets, photos, satisfaction surveys of the trainings, consultancy and mentoring sessions. A closing meeting shall be organized by the Contractor. A presentation shall be delivered by the Contractor about the Program Results to MoIT, UNDP, OIZs and ecosystem actors. The venues for the closing meeting will be arranged by UNDP/OIZ Innovation Centers. Logistics, catering and other related expenses during the closing meetings will be borne by the UNDP if the meetings are organized face to face. Results of closing meetings shall be included into the Final Reports.

## **E. Deliverables and Schedules/Expected Outputs**

All deliverables for the assignment shall be submitted **in English and Turkish**. Target submission dates given in below table must be strictly monitored with consideration of project end date which is **31 December 2023**.

All versions (i.e., draft, revised, implementation) of deliverables of this contract are subject to reviewal of UNDP in close consultation with implementing partner based on this “Terms of Reference” and “Technical Proposal of the Contractor”. The Contractor shall schedule submission of deliverables to meet target delivery dates indicated in below table.

All proposers shall submit a detailed project schedule to demonstrate conformance with the target delivery dates requested in below table. Delivery dates indicated below are target submission dates to UNDP for approval. However, UNDP may reject deliverables and request contractor to revise them in line with the comments suggested by UNDP.

**Table for activity, deliverables, and schedules:**

Phase	No.	Activity	Deliverable	Condition for Payment	Percentage of Payment (over Total Contract Amount)	Target submission dates (calendar days) to UNDP for Approval
Completion of the Innovation Programs	1.1	Completion of <u>Manisa OIZ Innovation Center</u> Innovation Program	<b>Deliverable No-1:</b> The curriculum and training/consultancy program for the companies	After finalizing and acceptance of deliverable for Manisa OIZ IC.	%5	Within 30 days after contract signature.
			<b>Deliverable No-2:</b> Training and consultancy result reports including the number of trainees, satisfaction surveys and certificates provided after trainings.	After finalizing and acceptance of deliverables for Manisa OIZ IC.	%15	Within 255 days after contract signature
			<b>Deliverable No-3:</b> Combined Evaluation Report of Innovation Capacity Development Projects			
	1.2	Preparation for Final Report of <u>Manisa OIZ Innovation Center</u> for the Innovation Program	<b>Deliverable No-4:</b> Innovation Program Final Report including closing meeting results	After finalizing and acceptance of deliverable for Manisa OIZ IC.	%5	Within 275 days after contract signature.
	2.1	Completion of <u>Başkent OIZ Innovation Center</u> Innovation Program	<b>Deliverable No-5:</b> The curriculum and training/consultancy program for the companies	After finalizing and acceptance of deliverables for Başkent OIZ IC	%5	Within 30 days after completion of the first phase of the Innovation Program for Başkent OIZ Innovation Center
			<b>Deliverable No-6:</b> Training and consultancy result reports including the number of trainees, satisfaction surveys and certificates provided after trainings.	After finalizing and acceptance of deliverables for Başkent OIZ IC	%15	Within 225 days after completion of the first phase of the Innovation Program for Başkent OIZ Innovation Center

			<b>Deliverable No-7:</b> Combined Evaluation Report of Innovation Capacity Development Projects			
	2.2	Preparation for Final Report of <b>Başkent OIZ Innovation Center</b> for the Innovation Program	<b>Deliverable No-8:</b> Innovation Program Final Report including closing meeting results	After finalizing and acceptance of deliverable for Başkent OIZ IC.	%5	Within 245 days after completion of the first phase of the Innovation Program for Başkent OIZ Innovation Center
	3.1	Completion of <b>Yalova İMES OIZ Innovation Center</b> Innovation Program	<b>Deliverable No-9:</b> The curriculum and training/consultancy program for the companies	After finalizing and acceptance of deliverables for Yalova İMES OIZ IC	%5	Within 30 days after completion of the first phase of the Innovation Program for Yalova İMES OIZ Innovation Center.
			<b>Deliverable No-10:</b> Training and consultancy result reports including the number of trainees, satisfaction surveys and certificates provided after trainings.	After finalizing and acceptance of deliverables for Yalova İMES OIZ IC	%15	Within 225 days after completion of the first phase of the Innovation Program for Yalova İMES OIZ Innovation Center.
			<b>Deliverable No-11:</b> Combined Evaluation Report of Innovation Capacity Development Projects			
	3.2	Preparation for Final Report of <b>Yalova İMES OIZ Innovation Center</b> for the Innovation Program	<b>Deliverable No-12:</b> Innovation Program Final Report including closing meeting results	After finalizing and acceptance of deliverables for Yalova İMES OIZ IC	%5	Within 245 days after completion of the first phase of the Innovation Program for Yalova İMES OIZ Innovation Center
	4.1	Completion of <b>Çerkezköy OIZ Innovation Center</b> Innovation Program	<b>Deliverable No-13:</b> The curriculum and training/consultancy program for the companies	After finalizing and acceptance of deliverables for Çerkezköy OIZ IC	%5	Within 30 days after completion of the first phase of the Innovation Program for Çerkezköy OIZ Innovation Center.



			<b>Deliverable No-14:</b> Training and consultancy result reports including the number of trainees, satisfaction surveys and certificates provided after trainings.	After finalizing and acceptance of deliverables for Çerkezköy OIZ IC	%15	Within 225 days after completion of the first phase of the Innovation Program for Çerkezköy OIZ Innovation Center
			<b>Deliverable No-15:</b> Combined Evaluation Report of Innovation Capacity Development Projects			
	4.2	Preparation for Final Report of <b>Çerkezköy OIZ Innovation Center</b> for the Innovation Program	<b>Deliverable No-16:</b> Innovation Program Final Report including closing meeting results	After finalizing and acceptance of deliverables for Çerkezköy OIZ IC	%5	Within 245 days after completion of the first phase of the Innovation Program for Çerkezköy OIZ Innovation Center

## F. Key Performance Indicators and Service Level

UNDP has the right to demand following tasks to be repeated by the contractor in case the contractor fails to meet the minimum standard of services acceptable. Contractor shall perform the requested tasks at no additional cost to UNDP.

	No.	Task	Minimum standard of services accepted	Corrective actions / Contractual Remedies unless minimum standards are met
<b>1. Completion of Innovation Programs in Manisa OIZ Başkent OIZ, Çerkezköy OIZ and Yalova IMES OIZ Innovation Centers</b>	1.1	Preparation of Training and Consultancy Packages for Innovative Capacity Development Projects	The training/consultancy curriculum is clear and comprehensive (Includes all the subject determined in the innovation capacity development projects of each company in all innovation centers in Manisa, Başkent, Yalova IMES, Çerkezköy OIZ and equips the companies and trainees with all necessary technical, theoretical, and practical skills)  The training and consultancy materials are comprehensive, and clear and cover all the subjects determined in Innovative Capacity Development Projects	UNDP shall request revisions on the curriculum.  UNDP shall request revisions on accompanying material.  UNDP reserves the right to request mobilization of additional personnel for the preparation and delivery of a clear and comprehensive curriculum timely.
	1.2	Implementation of Innovative Capacity	Companies will receive all the trainings and consultancy services indicated in the Innovation Capacity Development Projects.	UNDP shall request repetition of the training and consultancy sessions.

		Development Projects	<p>Training evaluation/consultancy survey is conducted with the participation of Innovation Center Personnel. Average satisfaction rate of the trainers is at least 85%.</p> <p>Training/consultancy reports are prepared after each training. The training/consultancy reports shall minimum include the followings.</p> <ul style="list-style-type: none"> <li>- Photos from the trainings and consultancy sessions</li> <li>- Satisfaction Surveys</li> <li>- Participant Lists</li> <li>- Training Materials that are delivered to participants</li> <li>- Certificates delivered to participants</li> </ul> <p>Certificates are delivered to successful candidates who regularly participated to the Trainings.</p>	<p>UNDP shall request dismissal of the disqualified trainer and mobilization of additional qualified trainer for the repetition of the trainings.</p> <p>UNDP shall request revision on the training/consultancy reports.</p>
<b>2. Preparation of Final Report for each Innovation Center</b>	2.1	Preparation for Final Report for the Innovation Programs	<p>Final reports are prepared for each innovation center.</p> <p>All the reports include training/consultancy materials, satisfaction surveys, photos of trainings/mentoring sessions etc.</p>	UNDP shall request revision on the reports.

## **G. Governance and Accountability**

UNDP governs subject contract, and the Contractor will be directly accountable to UNDP. Reporting shall be made to UNDP and the approval/acceptance of output shall be sought from UNDP only. The Contractor may interact/meet with stakeholders namely MoIT and OIZs in target provinces, however, Projects Coordinator of UNDP shall be notified of those meetings and the meeting shall be conducted with the presence of a UNDP Representative.

The Contractor is obliged to finalize reports any other materials by taking into account UNDP CO's and Ministry of Industry and Technology's feedback.

The Contractor shall inform the UNDP ISG CEG Projects Coordinator bi-weekly via e-mail and without a fixed reporting template regarding the progress they have made in implementation of the overall assignment. In addition to bi-weekly written e-mail reports, UNDP may request Contractor for ad hoc meetings.

## **H. Facilities to be provided by UNDP**

UNDP will not provide any physical facility for the services of the Contractor. The proposer shall ensure that experts are adequately supported and equipped for performance of the requirements stipulated in this RFP. However, OIZs (Manisa, Başkent, Çerkezköy, Yalova IMES) will provide venue for trainings and consultancy services to be conducted.

## **I. Expected duration of the contract/assignment**

Contract is expected to be signed in **August 2022** (starting date is indicative and may be updated considering actual contract signature date) and expire on **20 December 2023**.

## **J. Duty Station**

The duty stations for the assignment are Manisa, Ankara, Tekirdağ and Yalova. Travel and other costs in duty stations shall be covered by the Contractor.

Preparation of all reports, plans, programs may be conducted at Contractor's own location. However, the Contractor and its staff will be required to organize virtual or on-site meetings (Approval of UNDP is required) in 4 provinces to receive input from OIZs, Innovation Centers potential beneficiary SMEs, and other related stakeholders.

The Contractor and its staff will be required to conduct trainings and consultancy services indicated in Activity 1 "Completion of Innovation Programs of Manisa OIZ, Başkent OIZ, Çerkezköy OIZ and Yalova IMES OIZ Innovation Centers" face to face in duty stations.

## **K. Professional Qualifications of the Successful Contractor and its key personnel**

The Contractor shall provide adequate staff in terms of expertise and time allocation in order to complete the tasks required and to achieve the overall and the specific objectives of the Contract in terms of time, cost and quality. The Proposers should have.

- Experience on innovation management, product development and industrial upgrading for medium and large-scale manufacturing companies
- Experience in delivering training and consultancy services on innovation management, product development and industrial upgrading for medium and large-scale manufacturing companies
- Having a network of consultants and experts with different backgrounds who have been working for industry-driven innovation centers, development agencies, consultancy companies and manufacturing companies in the field of innovation management and industrial upgrading for medium and large-scale manufacturing companies.

Contractor's personnel (i.e. experts to be mobilized by the Proposer) that have a crucial role in implementing the contract are referred to as key personnel. **CVs, copies of diplomas, and declarations of availability of key personnel shall be included in the Technical Proposal.** CVs shall list all the relevant activities for the entire time period mentioned in their CVs as years of experience. UNDP reserves the right to request replacement of the key experts in case of poor performance or lack of sufficient expertise and/or lack of some minimum requirements stated in below without additional cost

Key personnel to be proposed by Proposers will include the following:

### **1. Team Leader**

Team leader shall be the focal point for the UNDP CO during the implementation of the Project. Team leader is expected to invest **indicatively** 50 working days for successful completion of all activities within the scope of this terms of reference and bring the know-how of the Contractor and manage the whole implementation process vis-à-vis UNDP CO.

<b>Team Leader</b>	<b>Minimum Requirements</b>	<b>Assets</b>
<b>General Qualifications</b>	<ul style="list-style-type: none"> <li>Advanced degree (Master/PhD.) in the field of economics, administrative and social sciences, engineering and other related fields (Bachelor's degree with additional 2 years of relevant general experience will be acceptable)</li> <li>Advanced in spoken and written Turkish and English.</li> </ul>	
<b>General Professional Experience</b>	<ul style="list-style-type: none"> <li>At least 10 years of relevant general professional experience (For Bachelor's degree, additional 2 years of relevant general experience)</li> </ul>	<ul style="list-style-type: none"> <li>At least 15 years of relevant general professional experience is an asset.</li> </ul>
<b>Specific Experience</b>	<ul style="list-style-type: none"> <li>At least 5 years of professional experience on innovation management or industrial upgrading for medium and large manufacturing companies as a consultant/trainer/manager in public/private/non-governmental organizations.</li> </ul>	<ul style="list-style-type: none"> <li>At least 8 years of professional experience on innovation management or industrial upgrading for medium and large manufacturing companies as a consultant/trainer/manager in public/private/non-governmental organizations is an asset.</li> <li>International experience like the assignment stated in this Terms of Reference is an asset</li> <li>At least 4 years of experience or academic works in the field of research, development and innovation processes for the manufacturing companies in the last 8 years.</li> </ul>

### **2. Senior Expert**

Senior Expert shall be responsible for the technical support for the implementation of Innovation Program activities in target provinces. Senior expert is expected to have solid experience in Innovation Management and invest **indicatively** 60 working days for successful completion of all activities within the scope of this terms of reference.

Senior Experts	Minimum Requirements	Assets
<b>General Qualifications</b>	<ul style="list-style-type: none"> <li>Advanced degree (Master/PhD.) in the field of economics, administrative and social sciences, engineering and other related fields (Bachelor's degree with additional 2 years of relevant general experience will be acceptable)</li> <li>Advanced in spoken and written Turkish.</li> </ul>	<ul style="list-style-type: none"> <li>Fluency in English is an asset</li> </ul>
<b>General Professional Experience</b>	<ul style="list-style-type: none"> <li>At least 8 years of general relevant professional experience (For Bachelor's degree, additional 2 years of relevant general experience)</li> </ul>	<ul style="list-style-type: none"> <li>At least 12 years of relevant general professional experience is an asset.</li> </ul>
<b>Specific Experience</b>	<ul style="list-style-type: none"> <li>At least 5 years of professional experience on research, development and innovation processes for a medium or large-scale manufacturing company as a consultant/trainer/manager in public/private/non-governmental organizations.</li> </ul>	<ul style="list-style-type: none"> <li>At least 8 years of professional experience on research, development and innovation processes for a medium or large-scale manufacturing company as a consultant/trainer/manager in public/private/non-governmental organizations is an asset.</li> <li>International experience in the establishment and/or business plan development of innovation centers or innovation management related centers in the last 8 years.</li> </ul>

### 3. Junior Expert

Junior Expert shall be responsible for the smooth implementation of the activities in target provinces. He/she shall also contribute to the development of curriculum, training programs and/or provide technical support and expertise to the Contractor throughout the Contract execution. Senior expert is expected to invest **indicatively** 60 working days for successful completion of all activities within the scope of this terms of reference

Experts	Minimum Requirements	Assets
<ul style="list-style-type: none"> <li>General Qualifications</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor's degree in the field of economics, administrative and social sciences, engineering and other related fields</li> <li>Advanced in spoken and written Turkish.</li> <li>Good command of English.</li> </ul>	<ul style="list-style-type: none"> <li>Advanced degree (Master/PhD.) in the field of economics, administrative and social sciences, engineering and other related fields is an asset</li> </ul>
<b>General Professional Experience</b>	<ul style="list-style-type: none"> <li>At least 4 years of relevant general professional experience.</li> </ul>	<ul style="list-style-type: none"> <li>At least 6 years of relevant general professional experience is an asset.</li> </ul>
<b>Specific Experience</b>	<ul style="list-style-type: none"> <li>At least 2 years of professional experience on research, development and innovation process development as a consultant/trainer/manager.</li> </ul>	<ul style="list-style-type: none"> <li>At least 4 years of professional experience on research, development and innovation process development as a</li> </ul>

		consultant/ trainer/manager is an asset • At least 2 years of experience on the development and implementation of management consultancy for manufacturing industry in the last 4 years
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#### 4. Non-Key personnel to be proposed by the Contractor

##### Trainers and Mentors

Trainers and mentors will provide trainings and mentorship within the scope of Activity 1 “1. Completion of Innovation Programs of Manisa OIZ, Başkent OIZ, Çerkezköy OIZ and Yalova IMES OIZ Innovation Centers”. Not all the trainer and mentor CVs are required from proposers at the tender process. However, **the proposers shall submit the CVs and statements of availability of at least 3 mentors in their technical proposals**. A generic minimum requirement for the trainers and mentors is given below:

Experts	Minimum Requirements	Assets
<b>General Qualifications</b>	<ul style="list-style-type: none"> <li>Bachelor’s degree in the field of economics, administrative and social sciences, engineering and other related fields.</li> </ul>	<ul style="list-style-type: none"> <li>Advanced degree (Master/PhD.) a relevant field is an asset</li> </ul>
<b>General Professional Experience</b>	<ul style="list-style-type: none"> <li>At least 5 years of relevant general professional experience.</li> </ul>	<ul style="list-style-type: none"> <li>Working Experience in international organizations (UN Agencies, EU, World Bank, etc.) is asset.</li> </ul>
<b>Specific Experience</b>	<ul style="list-style-type: none"> <li>Specific trainings/mentorship experience in the field of R&amp;D, Innovation and Design, Innovation Management, Entrepreneurship, Digitalization, Collaboration(Cluster Management, Business Management, Network Management etc.) in manufacturing sector</li> </ul>	

The proposers shall also provide a **network/pool** of potential mentors and trainers in the **technical proposal** and their names, qualifications and relevant experience compliant with above table shall be listed in a table.

Contractor will be required to submit the CVs of these mentors/trainers and get approval of the UNDP CO before the implementation programs get started. UNDP reserves the right to request replacement in case of poor performance or lack of sufficient expertise. UNDP may request to add additional minimum requirements for non-key personnel if it is needed.

Proposers may specify if any additional personnel are required other than the afore-mentioned personnel for fulfilling the overall requirements of the RFP in accordance with the Terms of Reference in their proposals. However, duties and responsibilities of the additional personnel within the scope of each deliverable specified in Section E. Deliverables and Schedules/Expected Outputs shall be clearly explained in the technical proposal by the proposer.

## **L. Price and Schedule of Payments**

### **Milestones of payment:**

Payments will be affected to the Contractor on percentage basis in line with the milestones listed in the **table for activity, deliverables, and schedules** under Section E. Deliverables and Schedules/Expected Outputs, upon acceptance of deliverables by UNDP. Please refer to Section E. Deliverables and Schedules/Expected Outputs for details on the activities and respective deliverables.

If the Contractor is registered and operating in Turkey, the payment shall be realized in Turkish Liras (TRY).

Payment amount will be converted from United States Dollar (USD) to Turkish Liras (TRY) by the UN operational rate of exchange valid on “the date of UNDP’s official written acceptance of goods/services/works”, when the Contractor shall issue the invoice to UNDP. If the Contractor is not registered and operating in Turkey, the payments shall be effected in United States Dollar. UN Operational Exchange rates can be accessed through <https://treasury.un.org/operationalrates/OperationalRates.php>

Payment will be made only upon UNDP's acceptance of the delivered goods/services/works. The terms of payment shall be within thirty (30) days after receipt of invoice and certification of acceptance of goods/services/works issued by the proper authority in UNDP with direct supervision of the Contractor.

## **M. Additional References or Resources**

- [Annex I Sample Company Analysis Report](#)
- [Annex II Sample Combined Companies Report](#)
- [Annex III Sample Innovative Capacity Development Report](#)
- <https://www.tr.undp.org/content/turkey/tr/home/presscenter/articles/2020/09/Manisa-OSB-donusum-kitabi.html>
- <https://www.undp.org/tr/turkey/publications/t%C3%BCrkiyede-organize-sanayi-b%C3%B6lgelerinin-d%C3%B6n%C3%BCm%C5%9F%C3%BCm%C3%BC-ba%C5%9Fkent-osb-yenilik-merkezi>

## SECTION 6: RETURNABLE BIDDING FORMS / CHECKLIST

This form serves as a checklist for preparation of your Proposal. Please complete the Returnable Bidding Forms in accordance with the instructions in the forms and return them as part of your Proposal submission. No alteration to format of forms shall be permitted and no substitution shall be accepted.

Before submitting your Proposal, please ensure compliance with the Proposal Submission instructions of the BDS 22.

### Technical Proposal Envelope:

<b>Have you duly completed all the Returnable Bidding Forms?</b>	
▪ Form A: Technical Proposal Submission Form	<input type="checkbox"/>
▪ Form B: Bidder Information Form	<input type="checkbox"/>
▪ Form C: Joint Venture/Consortium/ Association Information Form	<input type="checkbox"/>
▪ Form D: Qualification Form	<input type="checkbox"/>
▪ Form E: Format of Technical Proposal	<input type="checkbox"/>
▪ Form H: Proposal Security Form	<input type="checkbox"/>
<b>Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?</b>	<input type="checkbox"/>

### Financial Proposal Envelope

**(Must be submitted through e-tendering as password protected files)**

▪ Form F: Financial Proposal Submission Form	<input type="checkbox"/>
▪ Form G: Financial Proposal Form	<input type="checkbox"/>



## FORM A: TECHNICAL PROPOSAL SUBMISSION FORM

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JV/Consortium /Association members or subcontractors or suppliers for any part of the contract:

- a) is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists;
- b) have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization;
- c) have no conflict of interest in accordance with Instruction to Bidders Clause 4;
- d) do not employ, or anticipate employing, any person(s) who is, or has been a UN staff member within the last year, if said UN staff member has or had prior professional dealings with our firm in his/her capacity as UN staff member within the last three years of service with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15);
- e) have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
- f) undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, with the UN or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the UN and we *embrace the principles of the United Nations Supplier Code of Conduct and adhere to the principles of the United Nations Global Compact.*

*We declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification and/or sanctioning by the UNDP.*

*We offer to provide services in conformity with the Bidding documents, including the UNDP General Conditions of Contract and in accordance with the Terms of Reference*

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

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

*I, the undersigned, certify that I am duly authorized by [Insert Name of Bidder] to sign this Proposal and bind it should UNDP accept this Proposal.*

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

*[Stamp with official stamp of the Bidder]*

## FORM B: BIDDER INFORMATION FORM

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

## FORM C: JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION FORM

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

To be completed and returned with your Proposal if the Proposal is submitted as a Joint Venture/Consortium/Association.

**Joint Venture/Consortium/Association is limited with maximum 3 members including Lead Entity.**

No	Name of Partner and contact information (address, telephone numbers, fax numbers, e-mail address)	Proposed proportion of responsibilities (in %) and type of services to be performed
1	[Complete]	[Complete]
2	[Complete]	[Complete]
3	[Complete]	[Complete]

<b>Name of leading partner</b> (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)	[Complete]
--	------------

**We have attached a copy of the below document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:**

☐ Letter of intent to form a joint venture      **OR**      ☐ JV/Consortium/Association agreement

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to UNDP for the fulfillment of the provisions of the Contract.

Name of partner: \_\_\_\_\_ Name of partner: \_\_\_\_\_

Signature: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_

Name of partner: \_\_\_\_\_ Name of partner: \_\_\_\_\_

Signature: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_

## FORM D: QUALIFICATION FORM

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

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

### Historical Contract Non-Performance

<input type="checkbox"/> Contract non-performance did not occur for the last 3 years			
<input type="checkbox"/> Contract(s) not performed for the last 3 years			
Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

### Litigation History (including pending litigation)

<input type="checkbox"/> No litigation history for the last 3 years			
<input type="checkbox"/> Litigation History as indicated below			
Year of dispute	Amount in dispute (in US\$)	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved:	

### Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 10 years.

List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Bidder's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Bidder, or that of the Bidder's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Bidder should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by UNDP.

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken

\*Proposers shall convert the original currency quoted in the Satisfactory Work Completion Certificates into USD, in accordance with the prevailing UN operational rate of exchange valid on the contract signature date. UN operational rates of exchange are available at the following website: <https://treasury.un.org/operationalrates/OperationalRates.php#E>

- Bidders may also attach their own Project Data Sheets with more details for assignments above.
- **Proposers shall attach Statements of Satisfactory Performance for the claimed experiences.** Statements of Satisfactory Performance shall include the information recorded in above table at minimum.
- Please refer to SECTION 4. EVALUATION CRITERIA of the RFP for minimum qualification requirements and ensure that claimed experiences meet the qualification criteria in terms of nature and value.

## Financial Standing

<b>Annual Turnover for the last 5 years</b>	Year 2017	USD
	Year 2018	USD
	Year 2019	USD
	Year 2020	USD
	Year 2021	USD
<b>Latest Credit Rating (if any), indicate the source</b>		

Financial information (in US\$ equivalent)	Historic information for the last 3 years				
	2017	2018	2019	2020	2021
	<i>Information from Balance Sheet</i>				
Total Assets (TA)					
Total Liabilities (TL)					
Current Assets (CA)					
Current Liabilities (CL)					
	<i>Information from Income Statement</i>				
Total / Gross Revenue (TR)					
Profits Before Taxes (PBT)					
Net Profit					
Current Ratio					

\*\* Proposers shall convert the original currency in the Financial Statements into USD in accordance with the prevailing UN operational rate of exchange valid in December 31st of each respective year. UN operational rates of exchange are available at the following website: <https://treasury.un.org/operationalrates/OperationalRates.php#E>

- ☐ Attached are copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:
- a) Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies;
  - b) Historic financial statements must be audited by a certified public accountant;
  - c) Historic financial statements must correspond to accounting periods already completed and audited. No statements for partial periods shall be accepted.

## FORM E: FORMAT OF TECHNICAL PROPOSAL

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

The Bidder's proposal should be organized to follow this format of Technical Proposal. Where the bidder is presented with a requirement or asked to use a specific approach, the bidder must not only state its acceptance, but also describe how it intends to comply with the requirements. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

### SECTION 1: Bidder's qualification, capacity and expertise

- 1.1 General Organizational Capability which is likely to affect implementation:** management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted.
- 1.1.1 Management Structure and Organigram (Is it sound and relevant with the requirements?)
  - 1.1.2 General experience in the innovation management for large scale manufacturing companies as a legally registered entity
  - 1.1.3 Financial Stability and Project Financing Capacity in terms of average annual turnover
  - 1.1.4 Project management control mechanisms, strength of project management support
  - 1.1.5 Extent to which any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team
- 1.2 Relevance of specialized knowledge and experience on similar engagements done in the region/country**
- 1.2.1 Documented working experience with medium and large scale manufacturing companies or organizations that focus on enhancement of innovative capacity in the area of innovation management, product development and industrial upgrading in the last 10 years.
  - 1.2.2 Documented working experience with/for international organizations in the area of innovation management, product development and industrial upgrading in the last 10 years
  - 1.2.3 CVs of at least 3 mentors for this assignment and also a network/pool of potential mentors and trainers (As documented by providing a table demonstrating the potential mentors/trainers' name, experience and qualifications) with different backgrounds who have been working for industry-driven innovation centers, development agencies, consultancy companies and manufacturing companies scale in the field of innovation management and industrial upgrading for medium and large-scale manufacturing companies
  - 1.2.4 Experience in constituting the Project Executive Committee and Project Steering Committee.
- 1.3 Quality assurance procedures and risk mitigation measures Proposer provided the approach to be deployed for assuring quality of the assignment and mitigating risk.** (The proposers shall submit a risk management plan for all tasks outlined in Section 5. Proposed risk management plan should consist of risk identification and analysis (qualitative and quantitative) as well as risk response planning and monitoring. Risk mitigation matrix shall be produced and submitted in this section as part of Risk Management Plan)
- 1.4 Organizational Commitment to Sustainability** ( i- Organization is compliant with ISO 14001 or ISO 14064 or equivalent, ii- Organization is a member of the UN Global Compact, iii- Organization demonstrates significant commitment to sustainability through some other means)
- 1.5 "Gender and Women's Empowerment Policy of the Proposer":** The Proposers shall explain their current gender and women's empowerment policies in place and the facilities especially provided to women employees.

## **SECTION 2: Proposed Methodology, Approach and Implementation Plan**

This section should demonstrate the bidder's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, providing a detailed description of the essential performance characteristics proposed and demonstrating how the proposed approach and methodology meets or exceeds the requirements. All important aspects should be addressed in sufficient detail and different components of the project should be adequately weighted relative to one another.

- 2.1 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 ?**
- 2.2 Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference** *(Detail overall process and prescribe the list of activities to be performed for accomplishment of the contract in accordance with the Terms of Reference. Proposers should place special importance to showing how previous experience of each partner can relate or be applied to local context in target provinces).*
- 2.3 Details on how the different service elements shall be organized, controlled and delivered** *Details on how the different service elements (Implementation of innovation capacity development projects of companies, preparation of training and consultancy curriculum, program and materials, delivery of the trainings and consultancy services within the scope of innovative capacity development projects) shall be organized, controlled and delivered.*
- 2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement** *(The proposers shall explain their processes for incorporating their quality policy regarding planning, managing, monitoring, and controlling project and product quality requirements in order to meet the stakeholders' expectations including the mechanisms, tools, techniques, and metrics. Describe involvement of Senior Management in performance monitoring and evaluation process. Please indicate if your company has a performance monitoring and evaluation plan. Prescribe the precautions/actions to be adapted in case of poor performance and undesirable outcome.)*
- 2.5 Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic**  
*(The proposers shall estimate activity durations, sequence activities, and submit a project schedule taking tasks outlined in Section 5.d into account and assuming that activities in four Innovation Center will be implemented in the sequence given in this document) Provide a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing. Explain how each package contribute overall project)*
- 2.6 Does the implementation plan include information on allocation of key personnel (total working days for each staff) to each separate activity and deliverable? Is this allocation compatible with nature of each deliverable and price schedule format provided in Form G: Financial Proposal form?** *Information on allocation of key personnel (total working days for each staff) to each separate activity and deliverable provided. This allocation is compatible with nature of each deliverable and price schedule format provided in Form G: Financial Proposal form.*
- 2.7 Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract.**

## **SECTION 2A: Bidder's Comments and Suggestions on the Terms of Reference**

Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered beyond the requirements of the TOR, if any.

## **SECTION 3: Management Structure and Key Personnel**

- 3.1 Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.
- 3.2 Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

### Format for CV of Proposed Key Personnel

NAME OF PERSONNEL	[INSERT] _____
POSITION FOR THIS ASSIGNMENT	[INSERT] _____
NATIONALITY	[INSERT] _____
LANGUAGE PROFICIENCY	[INSERT] _____
EDUCATION/ QUALIFICATIONS	[SUMMARIZE COLLEGE/UNIVERSITY AND OTHER SPECIALIZED EDUCATION OF PERSONNEL MEMBER, GIVING NAMES OF SCHOOLS, DATES ATTENDED, AND DEGREES/QUALIFICATIONS OBTAINED.] [INSERT] _____
PROFESSIONAL CERTIFICATIONS	[PROVIDE DETAILS OF PROFESSIONAL CERTIFICATIONS RELEVANT TO THE SCOPE OF SERVICES] ▪ NAME OF INSTITUTION: [INSERT] ▪ DATE OF CERTIFICATION: [INSERT] _____
EMPLOYMENT RECORD/ EXPERIENCE	[LIST ALL POSITIONS HELD BY PERSONNEL (STARTING WITH PRESENT POSITION, LIST IN REVERSE ORDER), GIVING DATES, NAMES OF EMPLOYING ORGANIZATION, TITLE OF POSITION HELD AND LOCATION OF EMPLOYMENT. FOR EXPERIENCE IN LAST FIVE YEARS, DETAIL THE TYPE OF ACTIVITIES PERFORMED, DEGREE OF RESPONSIBILITIES, LOCATION OF ASSIGNMENTS AND ANY OTHER INFORMATION OR PROFESSIONAL EXPERIENCE CONSIDERED PERTINENT FOR THIS ASSIGNMENT.] [INSERT] _____
REFERENCES	[PROVIDE NAMES, ADDRESSES, PHONE AND EMAIL CONTACT INFORMATION FOR TWO (2) REFERENCES] REFERENCE 1: [INSERT] REFERENCE 2:[INSERT] _____

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.

\_\_\_\_\_  
Signature of Personnel

\_\_\_\_\_  
Date (Day/Month/Year)



## FORM F: FINANCIAL PROPOSAL SUBMISSION FORM

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

**IMPORTANT NOTE: This Form shall be submitted as a password protected document through e-tendering.**

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

Our attached Financial Proposal is for the sum of [Insert amount in words and figures].

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

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

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

*[Stamp with official stamp of the Bidder]*

## FORM G: FINANCIAL PROPOSAL FORM

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

**IMPORTANT NOTE: This Form shall be submitted as a password protected document through e-tendering.**

**Financial proposal data shall NOT be disclosed in any other documents of the submission nor in the data recorded in e-tendering system. In the e-tendering system prices shall be inserted as "1" as per the instruction provided in the system.**

The Proposer is required to prepare the Financial Proposal following the below format and t through e-tendering as a separate password protected document. Any Financial information provided in the Technical Proposal shall lead to Bidder's disqualification.

The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

**Currency of the proposal:** United State Dollars (USD)

**Table 1: Summary of Overall Prices**

	Amount(s)
<b>Professional Fees</b> (from Table 2)	
<b>Other Costs</b> (from Table 3)	
<b>Total Amount of All-inclusive Financial Proposal (USD)*</b>	

**\* Total amount of Financial Proposal shall be the basis for financial evaluation of the proposals and maximum contract amount for the successful proposer. Contractor shall not be entitled to receive any additional amount beyond this amount for whatsoever reason including but not limited to currency fluctuations, inflation, unforeseen costs, etc.**

**Table 2: Summary of Professional Fees**

Name	Position	Number of Position	Daily Fee Rate (USD)	No. of Working Days	Total Amount (USD)
		A	B	C	$D=A \times B \times C$
	Team Leader	1			
	Senior Expert	1			
	Junior Expert	1			

	Trainers				
	Mentors				
To be determined	Other Personnel (Please specify if any)				
<b>Subtotal Professional Fees (USD):</b>					

**Table 3: Breakdown of Other Costs**

<b>Description</b>	<b>UOM</b>	<b>Quantity A</b>	<b>Unit Price (USD) B</b>	<b>Total Amount (USD) C = A x B</b>
International flights	Trip			
Subsistence allowance	Day			
Miscellaneous travel expenses	Trip			
Local transportation costs	Lump Sum			
Out-of-Pocket Expenses	Lump Sum			
Other Costs: (please specify if any)				
<b>Subtotal Other Costs (USD):</b>				

**Table 4: Breakdown of Price per Deliverable/Activity**

Deliverable/ Activity description	Professional Fees				Other Costs		Total Amount for each Deliverable (USD) E= C + D
	Position <sup>2</sup>	Daily Fee Rate (USD) A	No. of Days Working Days B	Total Amount for each Position (USD) C=A x B	Description	Amount (USD) D	
Manisa OIZ Innovation Center							
<b><u>Deliverable No-1:</u></b> The curriculum and training/consultancy program for the companies							
<b><u>Deliverable No-2:</u></b> <u>Training and consultancy result reports including the number of trainees, satisfaction surveys and certificates provided after trainings.</u>							
<b><u>Deliverable No-3:</u></b> <u>Combined Evaluation Report of Innovation Capacity Development Projects</u>							

<sup>2</sup> The Key and Non-Key personnel positions requested are defined in k. Professional Qualifications of the Successful Contractor and its key personnel under Section 5. Terms of Reference. Proposers shall specify if any additional personnel are required other than the personnel mentioned in the Terms of Reference for fulfilling the overall requirements of the RFP in accordance with the Terms of Reference in their proposals.

<b>Deliverable No-4:</b> Innovation Program Final Report including closing meeting results for Innovation Center							
<b>Subtotal for Manisa OIZ Innovation Center (USD):</b>							
<b>Başkent OIZ Innovation Center</b>							
<b>Deliverable No-5:</b> The curriculum and training/consultancy program for the companies							
<b>Deliverable No-6:</b> Training and consultancy result reports including the number of trainees, satisfaction surveys and certificates provided after trainings.							
<b>Deliverable No-7:</b> Combined Evaluation Report of Innovation Capacity Development Projects							
<b>Deliverable No-8:</b> Innovation Program Final Report including closing meeting results for Innovation Center							
<b>Subtotal for Başkent OIZ Innovation Center (USD):</b>							
<b>Yalova İMES OIZ Innovation Center</b>							
<b>Deliverable No-9:</b> The curriculum and training/consultancy							

program for the companies							
<b>Deliverable No-10:</b> Training and consultancy result reports including the number of trainees, satisfaction surveys and certificates provided after trainings.							
<b>Deliverable No-11:</b> Combined Evaluation Report of Innovation Capacity Development Projects							
<b>Deliverable No-12:</b> Innovation Program Final Report including closing meeting results for Innovation Center							
<b>Subtotal for Yalova İMES OIZ Innovation Center (USD):</b>							
<b>Çerkezköy OIZ Innovation Center</b>							
<b>Deliverable No-13:</b> The curriculum and training/consultancy program for the companies							
<b>Deliverable No-14:</b> <u>Training and consultancy result reports including the number of trainees, satisfaction surveys and certificates provided after trainings.</u>							
<b>Deliverable No-15:</b> <u>Combined Evaluation Report of Innovation</u>							

<u>Capacity Development Projects</u>							
<b>Deliverable No-16:</b>							
<u>Innovation Program Final Report including</u>							
<u>closing meeting results for Innovation</u>							
<u>Center</u>							
<b>Subtotal for Çerkezköy OIZ Innovation Center (USD):</b>							

## FORM H: FORM OF PROPOSAL SECURITY

**Proposal Security must be issued using the official letterhead of the Issuing Bank.  
Except for indicated fields, no changes may be made on this template.**

---

To: UNDP

*[Insert contact information as provided in Data Sheet]*

WHEREAS [Name and address of Bidder] (hereinafter called "the Bidder") has submitted a Proposal to UNDP dated [Click here to enter a date](#) to execute Services [Insert Title of Services] (hereinafter called "the Proposal"):

AND WHEREAS it has been stipulated by you that the Bidder shall furnish you with a Bank Guarantee by a recognized bank for the sum specified therein as security in the event that the Bidder:

- a) Fails to sign the Contract after UNDP has awarded it;
- b) Withdraws its Proposal after the date of the opening of the Proposals;
- c) Fails to comply with UNDP's variation of requirement, as per RFP instructions; or
- d) Fails to furnish Performance Security, insurances, or other documents that UNDP may require as a condition to rendering the contract effective.

AND WHEREAS we have agreed to give the Bidder such this Bank Guarantee:

NOW THEREFORE we hereby affirm that we are the Guarantor and responsible to you, on behalf of the Bidder, up to a total of *[amount of guarantee] [in words and numbers]*, such sum being payable in the types and proportions of currencies in which the Price Proposal is payable, and we undertake to pay you, upon your first written demand and without cavil or argument, any sum or sums within the limits of *[amount of guarantee as aforesaid]* without your needing to prove or to show grounds or reasons for your demand for the sum specified therein.

This guarantee shall be valid up to 30 days after the final date of validity of bids.

### **SIGNATURE AND SEAL OF THE GUARANTOR BANK**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Name of Bank \_\_\_\_\_

Address \_\_\_\_\_

*[Stamp with official stamp of the Bank]*