



## REQUEST FOR PROPOSAL (RFP)

### Provision of Business Development Services for 40 Women Cooperatives

NAME & ADDRESS OF FIRM	DATE: August 18, 2021
	REFERENCE: UNDP-TUR-RFP(BSC)-2021/06

Dear Sir / Madam:

We kindly request you to submit your Proposal for “**Provision of Business Development Services for 40 Women Cooperatives**” within the Scope of "Business to Social Cohesion Project”.

Please be guided by the “**Form for Submitting Service Provider’s Proposal**” attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before the deadline indicated by UNDP in the e-tendering system. Proposals must be submitted in the online e-tendering system in the following link:

<https://etendering.partneragencies.org> using your username and password. If you have not registered in the system before, you can register now by logging in using:

Username: event.guest

Password: why2change

and follow the registration steps as specified in the system user guide.

Your Proposal must be expressed in the English, and valid for a minimum period of 90 days after the deadline of this RFP.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it submitted into the e-tendering system by the deadline. The e-tendering system will automatically block and not accept any proposal after the deadline. When you are submitting your Proposal into the e-tendering system, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

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

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

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

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

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

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

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:  
<http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

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

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link :  
[https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscc/conduct\\_english.pdf](https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscc/conduct_english.pdf)

Please note that women-owned, and managed businesses are especially encouraged to apply.

Thank you and we look forward to receiving your Proposal.

  
Üsâme Yalçın  
Assistant Resident Representative  
(Operations)  
18.08.2021

**Annex 1****Description of Requirements**

Context of the Requirement	“Provision of Business Development Services for 40 Women Cooperatives” within the Scope of "Business to Social Cohesion Project” (Please refer to Annex 4 Detailed Terms of Reference for detail.)
Implementing Partner of UNDP	Ministry of Industry and Technology (MoIT) Directorate General of Development Agencies (DG DA)
Brief Description of the Required Services	The main required services are as follows; <ul style="list-style-type: none"> <li>- After an initial review of relevant documentation and kick-off meetings with key partners, providing an Inception Report that sets out the conceptual framework to be used, approach &amp; methodology, detailed workplan, key milestones and key performance indicators.</li> <li>- Conducting a needs assessment for each selected women cooperative (40 cooperatives in total) in order to better identify the areas of the consultancies to be provided to selected women cooperatives.</li> <li>- Provision of business development consultancy services for 5 months to the 40 women cooperatives</li> <li>- Identification of the areas to be supported for the provision of small grants</li> <li>- Preparation of Final Report</li> </ul>
List and Description of Expected Outputs to be Delivered	Please refer to “ <i>Section 5. Deliverables and Schedules/Expected Outputs</i> ” of Annex-4 Detailed Terms of Reference
Expected Duration of work	Please refer to “ <i>10. Expected duration of the assignment</i> ” of Annex-4 Detailed Terms of Reference
Target commencement date	September 2021
Latest completion date	31.03.2021
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required Only, CVs of Team Leader and Key Expert shall be submitted within the proposal. CVs of Non-key personnel (Consultants) shall be provided to prove the existence of pool of non-key experts.
Currency of Proposal	<input type="checkbox"/> TRY (Turkish Liras)
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes  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 Proposers’ 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

	<p>procedures of VAT exemption application as per VAT Law, Ministry of Treasury and Finance’s General Communiqués.</p> <p>The Proposer awarded the Contract shall not be entitled to receive any amount over its proposed price in relation to VAT. Overall contract amount to be paid to the contractor shall not exceed the offered Total Financial Proposal Price.</p>
Validity Period of Proposals ( <i>Counting for the last day of submission of quotes</i> )	<p><input checked="" type="checkbox"/> 90 days</p> <p>In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.</p>
Partial Quotes	<input checked="" type="checkbox"/> Not permitted
Payment Terms	Please refer to Section 12. Price and Schedule of Payments of Annex-4 Detailed Terms of Reference
Type of Contract to be Signed	<input checked="" type="checkbox"/> I “Face Sheet Contract (Goods and-or Services) UNDP” available 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>
Minimum Eligibility and Qualification Criteria	<p>Eligibility and Qualification will be evaluated on Pass/Fail basis.</p> <p><b><u>Eligibility Criteria:</u></b></p> <ul style="list-style-type: none"> <li>• Vendor is a legally registered entity.</li> <li>• Vendor is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.</li> </ul> <p><b><u>Qualification Criteria:</u></b></p> <ul style="list-style-type: none"> <li>• The proposer as a legal entity (JVs and Consortiums shall not be eligible to submit proposals.) must be established and working in line with the applicable laws and regulations at least for the last 3 years.</li> <li>• The proposer must have successfully completed at least 1 (one) contract with a budget of at least USD 100,000<sup>1</sup> in area of business development consultancy or similar areas in Turkey. (Statement of Successful Completion issued by the contracting authority shall be provided for the references to meet qualification critereon)</li> </ul>
Criteria for Contract Award	<p><input checked="" type="checkbox"/> Meeting minimum eligibility and qualification criteria.</p> <p><input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)</p> <p><input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). Non-acceptance of the GTC may be grounds for the rejection of the Proposal.</p>
Criteria for the Assessment of Proposal	<p>In order to be considered for technical and financial evaluation each Proposer shall provide:</p> <ul style="list-style-type: none"> <li>- <b>Trade Registry Gazette:</b> Copy of the Trade Registry Gazette or equivalent, demonstrating establishment of the Company.</li> <li>- <b>Chamber Registry:</b> Copy of the certificate, obtained by the proposer within the year in which the RFP is launched or expired, that demonstrates</li> </ul>

<sup>1</sup> If the currency of the contract is different than USD. Proposers shall convert the currency in the “Statement of Successful Completion” into USD, in accordance with the prevailing UN operational rate of exchange on the contract date stated by “Statement of Successful Completion”. UN operational rate of exchange are available at the following website: <https://treasury.un.org/operationalrates/OperationalRates.php#E>

	<p>registration to the chamber of industry and/or trade to which the proposer is registered.</p> <ul style="list-style-type: none"> <li>- <b>Authority to Sign:</b> Original or notarized copy of Trade Registers Gazette indicating the shares of the shareholders of the company and their position within the company or the documents evidencing such issues as well as the signature circular of the legal entity certified by the notary public or specimen of list of authorized signatures and the notarized power of attorney.</li> </ul> <p><b><u>Technical Proposal</u></b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Expertise of the Firm 20%</li> <li><input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 40%</li> <li><input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 40%</li> </ul> <p><b>The minimum score required for technical qualification is 70%.</b></p> <p><b><u>Financial Proposal</u></b></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p> <p>The formula for the rating of the Proposals will be as follows:  Rating the Technical Proposal (TP):  TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p>Rating the Financial Proposal (FP):  FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p>Total Combined Score:  Combined Score = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p> <p><b>The minimum technical score required to pass is 70%.</b></p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider
Contract General Terms and Conditions	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services)  Applicable Terms and Conditions are available 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>
Annexes to this RFP	<input checked="" type="checkbox"/> Description of Requirements (Annex 1) <input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> General Terms and Conditions for Contracts (Annex 3) <input checked="" type="checkbox"/> Detailed Terms of Reference (TOR) (Annex 4)

<p>Contact Person for Inquiries (Written inquiries only)</p>	<p><i>Çağlar Selçuk, Procurement Officer</i>  <i>Address: Yıldız Kule, Yukarı Dikmen Mah, Turan Güneş Bulvarı, No:106, Cankaya, Ankara, 06550 Turkey</i>  <i>E-mail address: <a href="mailto:tr.procurement@undp.org">tr.procurement@undp.org</a></i></p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
<p>Liquidated Damages</p>	<p>Delay Damages:  Deliverables shall be delivered according to the durations indicated in the Section 5 of Annex 4 Detailed Terms of Reference. For each day of delay beyond target delivery time for any of the deliverables, liquidated damages for delay of delivery of the services will be imposed under the following conditions: For each day of delay in delivery, 0.5% of contract price will be deducted from the total contract amount. The next course of action: If the delivery of the services is delayed by more than 20 days, UNDP may consider termination of contract.</p>

## FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL

*(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>2</sup>)*

[insert: Location].

[insert: Date]

To: UNDP Turkey CO Office, Yıldız Kule 21st Floor, Yukarı Dikmen Mah, Turan Güneş Bulvarı, No:106,  
Cankaya, Ankara, 06550 Turkey  
Focal Point: Çağlar Selçuk, Procurement Officer

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated August 16, 2021 with **Ref. UNDP-TUR-RFP(BSC)-2021/06**, and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions :

### A. Qualifications of the Service Provider

*The Proposer shall submit copies of following documents to demonstrate eligibility and expertise:*

- a) *Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations*
- b) *Trade Registry Gazette: demonstrating establishment of the Company*
- c) *Chamber Registry Certificate*
- d) *Authority to sign: notarized signature statement or signature circular or power of attorney*
- e) *Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references. Statement of Successful Completion shall be provided for the references to meet qualification criteria.*
- f) *Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

### B. Proposed Methodology for the Completion of Services

*The Service Provider must describe how it will address/deliver the demands of the RFP;*

- a) *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) *Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference.*
- c) *Implementation plan showing the timeline of the activities and allocated working days for each staff*

<sup>2</sup> *Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes*

d) A detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place.

### C. Qualifications of Key Personnel

The Service Provider must provide :

- a) Names and qualifications of the personnel that will perform the services indicating proposed roles and responsibilities for each personnel etc.;
- b) CVs demonstrating qualifications must be submitted; and
- c) Written confirmation from each personnel that they are available for the entire duration of the contract along with at least 2 references from their previous experiences.

Proposers shall use following template for CV Submission:

#### Format for CV of Proposed Key Personnel

<b>Name of Personnel</b>	[Insert]
<b>Position for this assignment</b>	[Insert]
<b>Birth Date</b>	[Insert]
<b>Nationality</b>	[Insert]
<b>Language proficiency</b>	[Insert]
<b>Education/ Qualifications</b>	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i>
	[Insert]
<b>Professional certifications</b>	<i>[Provide details of professional certifications relevant to the scope of services]</i>
	<ul style="list-style-type: none"> <li>▪ Name of institution: [Insert]</li> <li>▪ Date of certification: [Insert]</li> </ul>
<b>Employment Record/ Experience</b>	<i>[List all positions held by personnel (starting with present position, list in reverse order), giving dates (month.year-moth.year), names of employing organization, description of project or works, your duties and responsibilities, title of position held, location of employment and any other information or professional experience considered pertinent for this assignment.]</i>
	[Insert]
<b>References</b>	<i>[Provide names, addresses, phone and email contact information for two (2) references]</i>
	Reference 1: [Insert]  Reference 2: [Insert]

#### D. Financial Proposal<sup>3</sup>

We, the undersigned, offer to provide the services for “Provision of Business Development Services for 40 Women Cooperatives” in accordance with your Request for Ref No. UNDP-TUR-RFP(BSC)-2021/06 and our Proposal. We are hereby submitting our Financial Proposal.

Our Proposal shall be valid and remain binding upon us for the period of 90 days following the proposal submission date.

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

Currency of the proposal: Turkish Liras (TRY)

**Table 1: Summary of Overall Prices**

Deliverables	Amount in TRY
Professional Fees (from Table 2)	
Other Costs (from Table 3)	
<b>Total Amount of Financial Proposal in TRY<sup>4</sup></b>	

**Table 2: Breakdown of Professional Fees**

Position	Fee Rate (TRY)	No. of Working Days	Total Amount (TRY)
	A	B	C=A*B
Team Leader			
Key Expert			
Counsultants			
<b>Subtotal of Professional Fees (TRY):</b>			

**Table 3: Breakdown of Other Costs**

Description	Amount (TRY)
<b>Backstopping and supporting staff costs</b>	
<b>Out-of-pocket Expenses</b>	
<b>Other Costs: (please specify)</b>	
<b>Subtotal of Other Costs (TRY):</b>	

<sup>3</sup> The proposer is required to prepare the Financial Proposal following the below format. The Financial Proposal should align with the requirements in Terms of Reference and the Proposer’s Technical Proposal.

<sup>4</sup> This amount will be the total contract amount and be basis for the schedule of payments.

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

<b>Deliverable / Activity Description</b>	<b>Percentage of Total Contract Amount* (Weight for payment)</b>	<b>Time (Working Days)</b>	<b>Professional Fees (TRY)</b>	<b>Other Costs (TRY)</b>	<b>Total (TRY)</b>
<b><u>Deliverable No.1:</u></b> Inception Report (including Monitoring and Evaluation (M&E) Framework and SMART Key Performance Indicators)	30%				
<b><u>Deliverable No.2:</u></b> 40 Needs Assessment Reports of the Beneficiary Women Cooperatives					
<b><u>Deliverable No.3:</u></b> Providing consultancy services to 40 selected woman cooperatives (20 hours for each cooperative)	30%				
<b><u>Deliverable No.4:</u></b> Progress Report on the progress of 40 Selected Women Cooperatives	20%				
<b><u>Deliverable No.5:</u></b> Grants Report on the Beneficiary Women Cooperatives to Benefit from Further Support with its Justification per Beneficiary (including ToRs and TS prepared)					
<b><u>Deliverable No.6:</u></b> Final Report	20%				

\*This shall be the basis of the payment tranches

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

<i>Proposer Information</i>	
<i>Legal name of the proposer</i>	
<i>Legal address</i>	
<i>Offerors' Authorized Person</i>	<i>Name and Title:</i> <i>Telephone:</i> <i>Email:</i>
<i>Contact person (Proposer)</i>	<i>Name and Title:</i> <i>Telephone:</i> <i>Email:</i>

**ANNEX 3**  
**GENERAL TERMS AND CONDITIONS FOR CONTRACTS**

**Link:**

[https://www.undp.org/sites/g/files/zskgke326/files/procurement/pdf/3.%20UNDP%20GTCs%20for%20Contracts%20\(Goods%20and-or%20Services\)%20-%20Sept%202017\\_0.pdf](https://www.undp.org/sites/g/files/zskgke326/files/procurement/pdf/3.%20UNDP%20GTCs%20for%20Contracts%20(Goods%20and-or%20Services)%20-%20Sept%202017_0.pdf)

## ANNEX-4

### Detailed Terms of Reference for Provision of Business Development Services for 40 Women Cooperatives

#### 1. Background Information, Rationale and Project Description

The pandemic has hit the private sector hard, including Syrian-owned enterprises that employ both Syrian and Turkish employees. According to the survey results conducted by UNDP Turkey and Business for Goals (B4G) in April and May 2020, 64 percent of the 101 Syrian-owned enterprises responded that they were «substantially impacted» by the pandemic, 88 percent considered the pandemic as a direct threat for their businesses and investments, and 96 percent stated that their businesses and operational strategies in 2020 have been affected negatively<sup>1</sup>. Daily routine of majority of these companies has shifted towards crisis management. However, there is a lack of knowledge that is required for crisis management. The rate of companies whose operations have fully halted is 34,6 percent while the rate of companies that partially shifted to crisis management is 50.4 percent.<sup>1</sup> Extensive consultations and surveys with the private sector actors revealed that lack of knowledge of Turkish language, e-commerce skills, and legal frameworks regarding employment and entrepreneurship are the main challenges as well as the negative socio-economic impacts of COVID-19. Lack of digitalization within the Syrian-owned companies has affected their business operations in terms of remote working, sales and supply chains as they are lacking digital tools and infrastructure that will enable them to work remotely such as e-commerce platforms to continue their sales/exports during COVID-19 pandemic.

Self-reliance became a necessity as Syrians in Turkey are increasingly planning their lives on the presumption of a more permanent stay reflected in the increase from 16,7 percent to 51,8 percent who responded “I definitely do not intend to return to Syria” when asked about their plans in 2017 and 2019 Syrian Barometer respectively. The same study also found that almost 80 percent of the Turkish society is sure that at least half of the Syrians will remain in Turkey<sup>2</sup>.

In light of the above context, the Project aims to increase self-reliance of refugees and host community members with a specific focus on women through business development services and grants to alleviate the negative impact of the COVID-19 pandemic on existing cooperatives and entrepreneurs to realize their business ideas. The project is implemented in partnership with the Directorate General for Development Agencies under the Ministry of Industry and Technology (hereinafter “MoIT”).

This Terms of Reference (ToR) herein identifies the scope of the services and activities that will be provided and implemented to support the women cooperatives.

#### 2. Specific Objectives

The overall objective of this assignment is to provide business development consultancy services to 40 women cooperatives in targeted provinces of Turkey.

#### 3. Scope

In the framework of the Project, women cooperatives will be provided with business development consultancy services and small grants to alleviate the negative impact of the COVID-19 pandemic. Designated Regional Development Agencies will serve as regional coordinators, each assigning at least one expert to the project. Development Agency experts will play a key role in the collection of information and documentation as well as the coordination of activities during the project.

The main sectors of the 40 women cooperatives are food, agricultural products, handicrafts, wooden products, accessories, cosmetics, organic food, catering, leather accessories, shoe making, traditional textile products and also

<sup>1</sup> B4G, established with the support of UNDP under the roof of two prominent private sector voluntary bodies of Turkey, namely TURKONFED (Turkish Enterprise and Business Confederation) and TUSIAD (Turkish Industry and Business Association), is a collective action of the private sector on the SDGs. It provides a platform for conducting research, studies and dialogue to transform the private sector's involvement into inclusive and elaborated public private partnerships for the achievement of the SDGs (<https://www.business4goals.org/>).<https://www.business4goals.org/wp-content/uploads/2020/04/B4G-Covid-19-survey-ENG.pdf>

<sup>2</sup> Syrian Barometer 2019

employment support and commercialization.

The tasks to be fulfilled by the contractor are as follows:

- After an initial review of relevant documentation and kick-off meetings with key partners, providing an Inception Report that sets out the conceptual framework to be used, approach & methodology, detailed workplan, key milestones and key performance indicators.
- Conducting a needs assessment for each selected women cooperative (40 cooperatives in total) in order to better identify the areas of the consultancies to be provided to selected women cooperatives.
- Provision of business development consultancy services for 5 months to the 40 women cooperatives
- Identification of the areas to be supported for the provision of small grants
- Preparation of Final Report

#### 4. Approach and Methodology

In the framework of the Project, women cooperatives will be provided with business development consultancy services to alleviate the negative impact of the COVID-19 pandemic.

The final list of cooperatives will be provided by UNDP. The potential provinces, the affiliated Development Agencies and indicative woman cooperatives are listed below:

<b><u>Southern Aegean Development Agency:</u></b> Aydın, Denizli, Muğla	Begonvil Kadın Girişimi Üretim ve İşletme Kooperatifi
	Bozkurt Kadın Girişim Üretim ve İşletme Kooperatifi
	Likya Fethiye Kadın Girişimi, Üretim, İşletme ve Kalkınma Kooperatifi
	Sökeli Kadın Girişimi Üretim Ve İşletme Kooperatifi
<b><u>Silkroad Development Agency:</u></b> Gaziantep, Adıyaman, Kilis	Gaziantep Kadın Çevre Kültür ve Kalkınma İşletme Kooperatifi
	SADA Kadın Girişimi Üretim ve İşletme Kooperatifi
	Moringantep Girişimci Kadınlar Üretim ve Kalkınma Kooperatifi
	Zeugma Girişimci Kadınlar Üretim ve Kalkınma Kooperatifi
<b><u>Ahiler Development Agency:</u></b> Aksaray, Kırıkkale, Kırşehir, Niğde, Nevşehir	Gülağaç Aşıkli Kooperatifi
	S.S. Yeşil Beyaz Kadın Girişim Üretim İşletme ve Kalkınma Kooperatifi
	S.S. Delice Hünerli Eller Kadın Girişimi Üretim ve İşletme Kooperatifi
	Kadıncık Ana Kadın Kooperatifi
<b><u>Fırat Development Agency:</u></b> Bingöl, Elazığ, Malatya, Tunceli	S.S. Ağın İlçe Merkezi Beyelması ve Kaşpınar Köyleri Tarımsal Kalkınma Kooperatifi
	S.S. 3K Kale Kadın Girişimi Üretim ve İşletme Kooperatifi
	S.S. Genç Üreten Eller Kadın Girişimi Üretim ve Pazarlama Kooperatifi
	S.S. Hekimhan Kadın Girişimi Üretim ve İşletme Kooperatifi
<b><u>Karacadağ Development Agency:</u></b> Diyarbakır, Şanlıurfa	S.S Mezopotamya Kadın Eğitim Üretim ve Çevre Kültür İşletme Kooperatifi
	S.S Göbeklitepe Kadın Girişimi Üretim ve İşletme Kooperatifi
	S.S Kayapınar Girişimci Kadınlar Kadın Girişimi Üretim ve İşletme Kooperatifi
	S.S Bismil Girişimci Kadınlar Kadın Girişimi Üretim ve İşletme Kooperatifi
<b><u>West Mediterranean Development Agency:</u></b> Antalya, Burdur, Isparta	S.S.7K Kadın Girişimi Üretim ve İşletme Kooperatifi
	S.S. Alyazmalım Kadın Girişimi, Üretim ve İşletme Kooperatifi
	S.S. Gazipaşa Kadın Girişimi Üretim ve İşletme Kooperatifi
	Yalvaç Pisidia Antiokheia Kadın Girişimi, Üretim ve İşletme Kooperatifi
<b><u>North Anatolian Development Agency:</u></b> Çankırı, Kastamonu, Sinop	Sinop Kadın Emegini Kalkındırma Kadın Girişimi Üretim ve İşletme Kooperatifi
	Durağan Kader Kadın Girişimi Üretim ve İşletme Kooperatifi
	İhsangazi Üreten ve İşleyen Eller Siyez Üretim ve İşletme Kooperatifi
	Çankırı Kadın Girişimi Üretimi ve İşletme Kooperatifi
<b><u>Central Anatolia Development Agency:</u></b> Kayseri, Sivas, Yozgat	SS.Talas Maharetli Eller Kadın Girişimi Üretim ve İşletme Kooperatifi
	KAÇEM İşletme ve Üretim Koop.
	S.S.Suşehri Kadın Girişimi Üretimi ve İşletme Koop.
	Yozgat Aydıncık Kadın Girişimi İşletme ve Üretim Kooperatifi
<b><u>Tigris Development Agency:</u></b>	Sınırlı Sorumlu Mardin Topraktan Tabığa Tarımsal Kalkınma Kooperatifi

Batman, Mardin, Şırnak, Siirt	S.S. Yeşil Ulaştı Kadın Girişimci Kooperatifi
	Şırnak Kadın Eli Üretim ve İşletme Kooperatifi
	Sınırlı Sorumlu İpekyolu Kadın Çevre Kültür ve İşletme Kooperatifi
<b><i>Eastern Black Sea Development Agency:</i></b> Artvin, Giresun, Gümüşhane, Ordu, Rize Trabzon	S.S. Birlik Kadın Girişimi Üretim ve İşletme Kooperatifi
	SS Gümüşhane Gümüşeller Kadın Girişimi Üretim ve İşletme Kooperatifi
	S.S Koçira Kadın Girişim Üretim ve İşletme Kooperatifi
	SS Soğuk Pınar Kadın Girişim ve Üretim ve İşletme Kooperatifi

For each activity under this assignment, required minimum Contractor's personnel and locations are listed below:

	Required Personnel	Locations
1. Inception Report	Team Leader and Key Expert	Home-based
2. Conducting a needs assessment for each selected beneficiary in order to better identify the areas of the consultancies to be provided to the target beneficiary groups	Team Leader, Key Expert and Consultants	Face-to face
3. Provision of business development consultancy services for 5 months to the 40 women cooperatives	Team Leader, Key Expert and Consultants	Face-to-face and online
4. Identification of the areas to be supported for the provision of small grants	Team Leader, Key Expert and Consultants	Online
5. Final Report	Team Leader and Key Expert	Online

The assignment shall be completed in compliance with the requirements stated in this Terms of Reference. It is necessary to differentiate according to the target regions and to present a methodology on a regional basis.

Within the pool of non-key experts to be presented, there should be experts experienced in the above-mentioned regions.

The tasks to be fulfilled by the Contractor are as follows:

#### **4.1. Inception report**

Prior to kick-off of the activities, the Contractor shall submit an "Inception Report" where project implementation strategy, **methodology, detailed activity plan, time plan, monitoring and evaluation plans and risks are defined within a tailor-made approach to regional variables.** The Contractor shall develop a Monitoring and Evaluation (M&E) Framework and define SMART (specific, measurable, achievable, realistic, timely) Key Performance Indicators (KPIs) in close cooperation with targeted women cooperatives to track the progress achieved. The M&E framework shall provide a set of common indicators, as well as specific indicators to each cooperative, the Monitoring tools to be used, tracking and reporting requirements and frequency. **The monitoring and evaluation plan shall define key performance indicators, baseline, targets, reporting schedule and the evaluation outline.**

The implementation strategy and the methodology of this assignment should outline upon approval of UNDP in consultation with MoIT, the Contractor shall immediately start the implementation of activities.

#### **4.2. Preparation of Need Assessments Report per Cooperative**

The Contractor shall conduct an individual needs assessment for each selected women cooperatives in order to better identify the areas of the consultancies to be provided to the target beneficiary groups which are composed of women cooperatives. The Contractor shall prepare "Needs Assessment Report" for each cooperative.

#### **4.3. Provision of Business Development Consultancy Services**

The Contractor is expected to provide consultancy services in at least 3 consultancy areas in 10 consultancy sessions for 5 months to the 40 women cooperatives. Each consultancy session should last for 120 minutes, making a total of 20 hours of consultancy for each cooperative. The main sectors of the 40 cooperatives are food, agricultural products, handicrafts, wooden products, accessories, cosmetics, organic food, catering, leather accessories, shoe making, traditional textile products and also employment support and commercialization.

Consultancy services needs to be organized with a hybrid modality. 30% of the consultancy services shall be provided face to face (6 hours) and the rest may be provided online (14 hours) for each cooperative. The expected outcome of the consultancy services is to support the target beneficiary groups to build back better.

The concrete outcome of the business development consultancy services is to improve the commercialization capabilities of the beneficiaries through integrating into new sale channels, supply chains and e-commerce platforms. A “*Progress Report*” will be prepared by the Contractor on the progress of 40 beneficiary women cooperatives.

Although the needs will be identified based on the need assessment, following areas are expected to prevail as prominent especially after the COVID-19 pandemic to contribute to the commercialization of the products and services:

- Digital literacy and skills for e-commerce, design, standardization, product development, quality control, inventory management, customer relationship management, digital marketing, e-export, management of e-commerce platform interface software, packaging, order control, cargo monitoring, cash flow management, etc.
- The Contractor shall identify at least 3 consultancy areas for each women cooperative and will match the beneficiaries with consultants in these areas and shall mobilize sufficient number of non-key experts (consultants) to cover all the consultancy areas identified and all beneficiaries. The Contractor shall be responsible for defining how non-key expert pool in needed consultancy areas will be mobilized and coordinated, the performance metrics will be defined and measured.
- During the 5-month period, the Contractor will perform minimum 120-minutes of 10 consultancy/training sessions per cooperative in accordance with the needs and the consultants will report the developments of the selected cooperatives in the identified areas of need.
- During the consultancies, the Contractor will provide trainings /information sessions to all the members of cooperatives or to a group of members or board of directors based on the needs identified.

#### **4.4. Identification of the Areas to be Supported for the Provision of Small Grants**

In the framework of the Project, small grants will be provided for the target groups to cover their critical needs for progress. Throughout the provision of business development consultancy services, the areas that will be supported through small grants shall be identified by the Contractor.

Areas to be supported with grant needs to be justified by the Contractor by outlining its potential impact on the beneficiary and submitted to UNDP for approval. A “*Grants Report*” shall be prepared by the Contractor on the areas to be selected for the small grants per each beneficiary women cooperatives indicating its potential impact on the beneficiary’s business.

The Contractor shall be responsible of preparing the Terms of Reference (ToR)” or “Technical Specifications (TS)” of the required services/products to be covered in the framework of provision of small grants. ToRs/TSs should be prepared in cooperation with cooperatives in order to increase their capacity in procurement procedures as well. The procurement of products and services identified will be done by UNDP Turkey Office. The ToRs/TSs shall be delivered to UNDP until the **15 November 2021**.

The grants need to be disbursed by the end of January 2022 at the latest in order to track the impact of the grant on the beneficiaries.

#### **4.5. Final Report**

After completion of the activities within the scope of this assignment, the Contractor shall prepare “*Final Report*”. The Final Report shall be maximum 30 pages in length excluding annexes and shall be subject to UNDP and MoIT approval. The final report contains an executive summary of no more than 5 pages that includes a brief description of the action, its context and key results (including the outcomes of the trainings, business development consultancy and in-kind support of the action), conclusions and recommendations. In addition to above-mentioned information, this report is expected to contain the sections stated in “*Inception Report*”, and to track back the implementation of the activities against the key performance indicators, baselines and targets as defined in the Monitoring and Evaluation plan.

#### **Expected Travels:**

The contractor shall establish a pool of qualified local experts in each region and shall make maximum effort to minimize inter-city mobilization to the nearest provinces.

Expected travel locations are Aydın, Denizli, Muğla, Gaziantep, Aksaray, Kırşehir, Kırıkkale, Nevşehir, Elazığ, Malatya, Bingöl, Şanlıurfa, Diyarbakır, Antalya, Burdur, Isparta, Sinop, Kastamonu, Çankırı, Kayseri, Sivas, Yozgat, Mardin, Siirt, Şırnak, Trabzon, Gümüşhane, Rize, Giresun with the prior approval of UNDP.

The minimum expected travels are given in below table;

Activities and Estimated Duration	Participants	Target Date/s
<ul style="list-style-type: none"> <li>- For the needs assessment/ baseline study, minimum 1 day per region as described in section 4. Approach and Methodology.</li> <li>- Face-to-face Business development consultancy &amp; trainings sessions</li> </ul>	<ul style="list-style-type: none"> <li>- Team Leader,</li> <li>- Key Expert,</li> <li>- Consultants</li> </ul>	Sep 2021- 1 <sup>st</sup> week of March 2022

## 5. Deliverables and Schedules/Expected Outputs

The list of deliverables/outputs are as follows:

#	Tasks	Deliverables/Outputs	Submission/Completion Deadline
1.	Preparation and submission of an Inception Report to outline the detailed implementation plan of the Contract including project implementation strategy, methodology, detailed activity plan, time plan, monitoring and evaluation plans and risks are defined within a tailor-made approach to regional variables	<b><u>Deliverable No.1:</u></b> Inception Report (including Monitoring and Evaluation (M&E) Framework and SMART Key Performance Indicators)	27 September 2021
2.	Conducting a needs assessment for each beneficiary women cooperatives in order to better identify the areas of the consultancies to be provided to the target beneficiary groups	<b><u>Deliverable No.2:</u></b> 40 Needs Assessment Reports of the Beneficiary Women Cooperatives	30 October 2021
3.	Provision of business development consultancy services to 40 women cooperatives	<b><u>Deliverable No.3:</u></b> Providing consultancy services to 40 selected woman cooperatives (20 hours for each cooperative) <b><u>Deliverable No.4:</u></b> Progress Report on the progress of 40 Selected Women Cooperatives	28 February 2022
4.	<ul style="list-style-type: none"> <li>- Identification of the areas to be supported for the provision of small grants.</li> <li>- Preparation the Terms of Reference (ToR) or "Technical Specifications (TS)" of the required services/products to be covered in the framework of provision of small grants.</li> </ul>	<b><u>Deliverable No.5:</u></b> Grants_Report on the Beneficiary Women Cooperatives to Benefit from Further Support with its Justification per Beneficiary (including ToRs and TS prepared)	13 November 2021
5.	Preparation and submission of Final Report	<b><u>Deliverable No.6:</u></b> Final Report	15 March 2022

## 6. Key Performance Indicators and Service Level

Key services required, performance indicators and corrective measures are elaborated in the table below:

Major Task	Delivery	Key Performance Indicators and Service Levels	Corrective measures
Preparation and Submission of Inception Report	<i>Inception Report</i>	- Approval of the report by UNDP.	- Revisions if deemed necessary by UNDP and MoIT

Conducting a needs assessment for 40 selected women cooperatives	<i>Needs Assessment Reports</i> Report on the needs assessment of the beneficiary women cooperatives	- 40 of Needs Assessment Reports produced  - A clear and a comprehensive plan that includes all processes required for successful implementation.	Revision in needs assessment in accordance with the inputs of the UNDP in consultation with MoIT to include more details and/or clear justification
Provision of business development consultancy services	<i>Progress Report</i> Report on the progress of selected women cooperatives	- 40 of women cooperatives selected and fully participated to consultancy sessions (target: 40; among which at least 38 or 95% complete the consultancy sessions)  - 75% of beneficiary women cooperatives satisfied with business advisory services and in-kind support	Revision in documents in accordance with the inputs of the UNDP in consultation with MoIT to include more details and/or clear justification
Identification of the areas to be supported for the provision of small grants	<i>Grants Report</i> Report on the areas to be selected for the small grants per each beneficiary women cooperatives indicating its potential impact on the beneficiary's business.		
Preparation and Submission of Final Report	<i>Final Report</i>	Approval of the report by UNDP.	Revisions if deemed necessary by UNDP in consultation with MoIT

UNDP reserves the right to reject any deliverables (reports, plans, programs, etc.) if the Contractor fails to revise them in line with the comments of UNDP. Any rejection shall not delay the target delivery. If any business advisory, mentoring or training activity does not receive positive evaluation from 75% of beneficiaries, UNDP may ask the Contractor to repeat services for beneficiaries who did not provide positive evaluation.

## 7. Governance and Accountability

The Contractor shall be responsible directly to the Syria Crisis Response and Resilience Portfolio Manager and Project Manager in charge of Business to Social Cohesion Project for all the deliverables.

The Contractor shall inform the UNDP Syria Crisis Response and Resilience Portfolio Manager and Project Manager 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.

The approving authority of each deliverable will be UNDP Syria Crisis Response and Resilience Portfolio Manager. Its implementing partner, Ministry of Industry and Technology DG for Development Agencies will have inputs on deliverables (reports, plans, programs, road maps, service manuals etc.) prepared by the Contractor. The Contractor is obliged to finalize the reports by taking into account UNDP CO's and Ministry of Industry and Technology's feedback.

## 8. Facilities to be provided by UNDP

- Logistical organization for the required travels for team leader and key experts (transportation, accommodation etc.) will be carried out by UNDP.
- Printing materials, stationary, translation, design of reports will be covered by UNDP.

## 9. Duty Station

UNDP Turkey CO will not be providing a facility for the Contractor to work during the contract. The Contractor will work home based and in the relevant provinces for visits (Aydın, Denizli, Muğla, Gaziantep, Aksaray, Kırşehir, Kırıkkale, Nevşehir, Elazığ, Malatya, Bingöl, Şanlıurfa, Diyarbakır, Antalya, Burdur, Isparta, Sinop, Kastamonu, Çankırı, Kayseri, Sivas, Yozgat, Mardin, Siirt, Şırnak, Trabzon, Gümüşhane, Rize, Giresun) during the visits.

## 10. Expected duration of the Assignment

The duration of the assignment is expected to start on 15.09.2021 (stating date is indicative and may be updated considering actual contract signature date.) and latest completion date 31.03.2022.

## 11. Qualifications and Requirement of the Key Personnel

The Proposer should have experience on specifically in business development consultancy, women entrepreneurship.

Key personnel to be proposed by the Contractor shall include the following members:

**Team Leader:** The Contractor shall provide a Team Leader and he/she will be in charge of:

- coordination of the whole consultancy service process,
- managing the day-to-day activities of the key expert and non-key experts,
- developing and implementing a timeline to achieve targets,
- ensuring the quality of the delivery and the overall monitoring of the service,
- assigning non-key experts and planning the budget for their tasks,
- final reporting to UNDP and MoIT.

**The CV of the Team leader shall be submitted in technical proposal.**

The qualifications of the team leader are as follows:

### Qualifications and Skills

- Bachelor's Degree in engineering, administrative sciences, social sciences or other relevant fields

### General Professional Experience

- At least 10 years of relevant general professional experience

### Specific Professional Experience

- At least 7 years of professional experience in business development consultancy and/or working with cooperatives
- Similar professional experience (i.e. business development consultancy, and/or working with cooperatives) in targeted provinces is an asset.

**Key Expert (full time):** The Contractor shall provide a Key expert and he/she will be in charge of:

- liaising with the selected women cooperatives and UNDP & MoIT,
- managing the consultants and ensuring they comply with the procedural and contractual obligations of the contract,
- preparing work plans and schedules of the business development consultancy services,
- preparing the ToRs of the required services/products to be covered in the framework of provision of small grants.
- managing procurement procedures of the beneficiary women cooperatives,
- preparation of the inception, interim and progress reports.

**The CV of the Key Expert shall be submitted in technical proposal.**

The qualifications of the key expert are as follows:

### Qualifications and Skills

- Bachelor's Degree in engineering, administrative sciences, social sciences or other relevant fields

### General Professional Experience

- At least 8 years of relevant professional experience

### Specific Professional Experience

- At least 6 years of professional experience in business development, strategy or plan development for SMEs, entrepreneurs and/or cooperatives
- At least 2 years of similar professional experience (i.e. business development, strategy or plan development for SMEs, entrepreneurs and/or cooperatives) in targeted provinces is an asset.

**Non-key personnel (Consultant):**

The Contractor shall provide minimum 120-minutes of 10 consultancy/training sessions for each of the 40 cooperatives according to the needs that will define at least 3 consultancy areas. The Contractor is responsible for mobilizing non-key experts as consultants in identified need areas and should clearly explain how non-key expert pool in needed consultancy areas will be mobilized and coordinated, the performance metrics will be defined and measured. The Contractor shall submit documents and CVs to prove the existence of pool of non-key experts. Consultants with similar professional experience in targeted provinces will be prioritized.

The Contractor shall provide support facilities to the team of experts (back-stopping) during the implementation of the contract.

**12. Price and Schedule of Payments**

The contract price is a fixed price regardless of extension of the herein specific duration. The contract price is gross, and all inclusive of all travel, accommodation, transportation, equipment, office and etc. expenses required for the successful provision of services and deliverables as well all legal expenses, including but not limited to social security, income tax, pension, visa etc., which shall be required by applicable laws. Contractor will not receive any additional payment for whatsoever reason. Payments will be affected to the contractor on percentage basis in line with the percentages listed in the following table, upon acceptance of deliverables by UNDP.

The Contractor based in Turkey shall be paid in TRY. The Contractor based in another country shall be paid in USD through conversion of the TRY amount by the official UN exchange rate valid on the date of money transfer.

The schedule of payments is as follows:

Outputs/Deliverables	Percentage of Payment	Condition for Payment Release
<b><u>Deliverable No.1:</u></b> Inception Report (including Monitoring and Evaluation (M&E) Framework and SMART Key Performance Indicators)	30%	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.
<b><u>Deliverable No.2:</u></b> 40 Needs Assessment Reports of the Beneficiary Women Cooperatives		
<b><u>Deliverable No.3:</u></b> Providing consultancy services to 40 selected woman cooperatives (20 hours for each cooperative)	30%	
<b><u>Deliverable No.4:</u></b> Progress_Report on the progress of 40 Selected Women Cooperatives	20%	
<b><u>Deliverable No.5:</u></b> Grants_Report on the Beneficiary Women Cooperatives to Benefit from Further Support with its Justification per Beneficiary (including ToRs and TS prepared)		
<b><u>Deliverable No.6:</u></b> Final Report	20%	