



## REQUEST FOR PROPOSAL (RFP)

### Organization of Bootcamps and Provision of Business Development Services for 75 Entrepreneurs and Cooperatives

NAME & ADDRESS OF FIRM	DATE: August 27, 2021
	REFERENCE: UNDP-TUR-RFP(BSC)-2021/07

Dear Sir / Madam:

We kindly request you to submit your Proposal for **“Organization of Bootcamps and Provision of Business Development Services for 75 Entrepreneurs and 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.



Üsame Yalçın  
Assistant Resident Representative  
(Operations)  
27.08.2021

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

Context of the Requirement	“Organization of Bootcamps and Provision of Business Development Services for 75 Entrepreneurs and 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	<p>The main required services are as follows;</p> <ul style="list-style-type: none"> <li>- Preparation and submission of Inception Report including implementation strategy, methodology, detailed activity plan, time plan, monitoring and evaluation plans and risks</li> <li>- Organization of 3 bootcamp programs (each lasting for 70 hours in 10 days) for 75 women entrepreneurs and women cooperatives</li> <li>- Selection of beneficiaries for in-kind support and business development consultancy services after the bootcamps</li> <li>- Provision of tailor-made Business Development Services for 20 beneficiaries of the Bootcamps</li> <li>- Identification of the areas to be supported for the provision of small grants for the beneficiaries of tailor-made business development services</li> <li>- Preparation and submission of Final Report 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.</li> </ul>
List and Description of Expected Outputs to be Delivered	Please refer to “Section F. ACTIVITY, DELIVERABLES AND SCHEDULES” of Annex-4 Detailed Terms of Reference
Expected Duration of work	Please refer to “Section J. EXPECTED DURATION OF THE CONTRACT/ASSIGNMENT” of Annex-4 Detailed Terms of Reference
Target commencement date	October 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, CV of Team Leader shall be submitted within the proposal. CVs of Non-key personnel (Trainers and Consultants) shall be provided to prove the existence of pool of non-key experts.
Currency of Proposal	<input checked="" 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 procedures of VAT exemption application as per VAT Law, Ministry of Treasury and Finance's General Communiqués.  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.
Validity Period of Proposals ( <i>Counting for the last day of submission of quotes</i> )	<input checked="" type="checkbox"/> 90 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted
Payment Terms	Please refer to Section M. Price and Schedule of Payments of Annex-4 Detailed Terms of Reference
Type of Contract to be Signed	<input checked="" type="checkbox"/> "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	Eligibility and Qualification will be evaluated on Pass/Fail basis.  <b><u>Eligibility Criteria:</u></b> <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> <b><u>Qualification Criteria:</u></b> <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 providing similar services (business development consultancy services and/or organization of bootcamps, accelerators/start-up weekends, etc.) to the women entrepreneurs, refugee entrepreneurs and businesses over the last 3 years*.</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>Statements of Successful Completion (i.e. Reference Letters, Work Completion Certificates) shall be submitted as proof documents for the Contracts implemented with regard to above stipulated services.</p> <p>*The reference period which will be taken into account will be the last 3 years from submission deadline. The start and end/completion dates of the references should be specified as day/month/year.</p> <p><b><u>Financial Standing:</u></b></p> <ul style="list-style-type: none"> <li>The proposer must have a minimum average annual turnover of USD 100,000* for the last 3 years. (2018, 2019, 2020)</li> </ul> <p>Proposers shall submit the copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the years required above.</p> <p><b>*For USD Equivalent;</b> Proposers shall convert the currency into USD by using the UN operational rate of exchange which was effective for 31st December of each corresponding year. 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>
Criteria for Contract Award	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Meeting minimum eligibility and qualification criteria.</li> <li><input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)</li> <li><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.</li> </ul>
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 registration to the chamber of industry and/or trade to which the proposer is registered.</li> <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  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)
Contact Person for Inquiries (Written inquiries only)	<p><i>Çağlar Selçuk, Procurement Officer</i>  Address: Yıldız Kule, Yukarı Dikmen Mah, Turan Güneş Bulvarı, No:106, Cankaya, Ankara, 06550 Turkey  E-mail address: <a href="mailto:tr.procurement@undp.org">tr.procurement@undp.org</a></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>
Liquidated Damages	<p>Delay Damages:</p> <p>Deliverables shall be delivered according to the durations indicated in the Section F 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 27, 2021 with **Ref. UNDP-TUR-RFP(BSC)-2021/07**, 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) *Audited Financial Statements for the last 3 years (2018, 2019 and 2020)*
- f) *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.*
- g) *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.*

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

- c) *Implementation plan showing the timeline of the activities and allocated working days for each staff*
- 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 “Organization of Bootcamps and Provision of Business Development Services for 75 Entrepreneurs and Cooperatives” in accordance with your Request for Ref No. UNDP-TUR-RFP(BSC)-2021/07 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
Key Expert 1: Team Leader			
Trainers (Non-Key Expert)			
Consultants (Non-Key Expert)			
<b>Subtotal of Professional Fees (TRY):</b>			

**Table 3: Breakdown of Other Costs**

Description	Amount (TRY)
Backstopping and supporting staff costs	
Out-of-pocket Expenses	
Other Costs: (please specify)	
<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>Deliverable No 1:</b> Preparation of an Inception Report to outline the detailed implementation plan of the Contract including implementation strategy, methodology, time plan and risk analysis	20%				
<b>Deliverable No 2:</b> Bootcamp and Beneficiary Analysis Report on the beneficiaries indicating their strength and weaknesses and the selection criteria for further support	30%				
<b>Deliverable No 3:</b> Beneficiary Selection Report on the beneficiaries to be benefitted from further support with its justification per beneficiary, recommendations for use of in-kind support					
<b>Deliverable No 4:</b> Business Development Report Report on the progress of selected beneficiaries	30%				
<b>Deliverable No 5:</b> Grants Report Report on the areas to be selected for the small grants per each beneficiaries indicating its potential impact on the beneficiary's business.					
<b>Deliverable No 6:</b> Preparation of final report including executive summary, a brief description of the action, its context and key results, conclusions and recommendations.	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: Telephone: Email:</i>
<i>Contact person (Proposer)</i>	<i>Name and Title: Telephone: 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

### Organization of Bootcamps and Provision of Business Development Services for 75 entrepreneurs and cooperatives

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#### A. BACKGROUND INFORMATION AND RATIONALE, PROJECT DESCRIPTION

The impact of the COVID-19 pandemic reversed the progress made in the livelihoods sector and has highlighted the vulnerability associated with informal work and casual labor which triggered sudden and unexpected loss of income. Recent research shows that, in Turkey, women experienced more severe pandemic-triggered employment disruption than men. Moreover, the pandemic has hit the private sector hard, including over 15.000 Syrian-owned enterprises operating in Turkey that employ both Syrian and Turkish employees.

In response to the impact of the COVID-19 pandemic on private sector and individuals in need of sustainable income opportunities, the project aims to supporting entrepreneurs and cooperatives to cope with this negative impact and build back their businesses better while strengthening business relations among refugee and host community members to promote social cohesion and inter/intra-community solidarity.

The specific objectives are as follows:

- To alleviate the effects of COVID-19 on women cooperatives through tailor-made business development services support,
- To increase access to employment opportunities for Syrians and host community members through entrepreneurship support,
- The project will support the following target groups to achieve expected results in a 6-month period;
  - 40 women cooperatives will benefit from business development services including grant, consultancy and mentorship to grow/render their businesses after COVID-19,
  - 75 refugee women entrepreneurs and women cooperatives at start-up phase that have solid business idea will benefit from bootcamp to further develop their business plans including in-kind support,
  - 45 refugee women entrepreneurs and cooperatives at start-up phase will benefit from business development services including mentoring, supply chain development and grants to start their business after bootcamp.

#### B. CONTEXT

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 the 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>2</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>3</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.

This Terms of Reference (ToR) herein identifies the scope of the services and activities that will be provided and implemented to support Syrian women entrepreneurs and the women cooperatives at start-up phase in multiple locations in Turkey.

### **C. SPECIFIC OBJECTIVES**

The overall objective of this services is to organize 3 bootcamps in hybrid modality with 75 participants including refugee women entrepreneurs and women cooperatives at start-up phase and to provide business development consultancy to the beneficiaries of bootcamps to help them start and boost their businesses.

### **D. SCOPE**

In the framework of the Project, it is aimed to increase women’s participation to the labour market through business skills development, support Syrian and non-Syrian women entrepreneurs & start-ups to start and develop their businesses and continue supporting them with a “hand-holding” approach to ensure the sustainability of their businesses.

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<sup>1</sup> Impact of COVID-19 on Syrian-owned and Turkish MSMEs, April, May 2020, <https://www.business4goals.org/yayinlar/>

<sup>2</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>3</sup> Syrian Barometer 2019

Beneficiary group of the project is refugee women entrepreneurs & women cooperatives at start-up phase, who already have a solid business plan including a business model, market research, production plan, financial plan, etc. 3 Bootcamps will be organized for these beneficiaries and tailor-made consultancy services will be delivered to the entrepreneurs and cooperatives that will be selected from the participants of bootcamps. Bootcamps and business consultancy services will be provided in a hybrid modality (face-to-face and online). In line with COVID-19 prevention measures, if face-to-face gatherings are not allowed, all bootcamps will be held fully online.

Project's indicative provinces are as follows:

- Mersin, Hatay, Gaziantep, Adana, Şanlıurfa, Kahramanmaraş - 1 bootcamp targeting cooperatives at start-up phase and refugee women entrepreneurs,
- Sivas, Yozgat, Konya, Kayseri, Nevşehir – 1 bootcamp targeting cooperatives at start-up phase and refugee women entrepreneurs,
- İzmir, Manisa, Aydın, Denizli, Muğla – 1 bootcamp bootcamp targeting cooperatives at start-up phase and refugee women entrepreneurs

“Face to face” part of the Bootcamps will take place in **Hatay, İzmir** and **Kayseri** for 3 days (i.e. 21 hours) per province (9 days in total).

Following tasks are expected from the Contractor:

- 1.1** Preparation and submission of Inception Report including implementation strategy, methodology, detailed activity plan, time plan, monitoring and evaluation plans and risks
- 1.2** Organization of 3 bootcamp programs (each lasting for 70 hours in 10 days) for 75 women entrepreneurs and women cooperatives
- 1.3** Selection of beneficiaries for in-kind support and business development consultancy services after the bootcamps
- 1.4** Provision of tailor-made Business Development Services for 20 beneficiaries of the Bootcamps
- 1.5** Identification of the areas to be supported for the provision of small grants for the beneficiaries of tailor-made business development services
- 1.6** Preparation and submission of Final Report 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

## **E. APPROACH AND METHODOLOGY**

The expected outcome of the services and support to be provided to the target beneficiary group is to boost their commercialization potential through capacity development on standardization, marketing, branding, etc. and also guidance on how to integrate into supply chains that are disrupted after COVID-19 pandemic as well as e-commerce platforms.

Following approach is expected to be followed by the Contractor;

### **1.1 Preparation of an Inception report**

Prior to kick-off of the activities, the Contractor is expected to 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 monitoring and**

**evaluation plan shall define key performance indicators, baseline, targets, reporting schedule and the evaluation outline.**

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

The contractor shall prepare and submit an Inception Report to UNDP. The detailed content and the length of the report shall be identified by UNDP and MoIT during the implementation phase.

**1.2 Organization of 3 bootcamp programs (each lasting for 70 hours in 10 days) for 75 women entrepreneurs and women cooperatives**

- The contractor is expected to develop the selection criteria for the participants of bootcamps in order to better qualify the target groups for bootcamps and selection of participants of bootcamps in consultation with UNDP and MoIT.
- Selection criteria shall be submitted with the proposal, and it needs to demonstrate how the contractor will target Syrian and non-Syrian women entrepreneurs & cooperatives and manage the bootcamps with targeted nationalities accordingly. The aim of the bootcamps is to reach entrepreneurs & cooperatives with certain maturity in their business ideas and market research as in the bootcamp or during business consultancy services, there will be no basic trainings on entrepreneurship.
- Upon contract signature, the contractor will start reaching out and select women entrepreneurs for the bootcamps based on the selection criteria that is endorsed and approved by UNDP in consultation with MoIT. During the outreach, UNDP and MOIT will also support the respective contractor with social media and communication tools.
- The cooperatives will be referred by MoIT and UNDP. Total number of cooperatives are expected to be 25 out of 75 beneficiaries in total.
- Organization of 3 bootcamps in target provinces with the participation of 50 women entrepreneurs and 25 cooperatives that have solid business plans that includes market research, production plan, financial plan, etc.

The bootcamps shall focus on building both theoretical and practical knowledge of the beneficiary group to increase the capacity of entrepreneurs & cooperatives to compete. Bootcamp shall include applied workshops and case studies, which are close to entrepreneurs' sector interests and level of complexity.

Bootcamps will focus on following issues but not limited to them:

- Creative way of thinking and Innovating Business Idea (online)
- Design Thinking (online)
- Technology and market maturity levels (online)
- Intellectual and Industrial Property Rights (IPR) information (patent, design, licensing, etc.) (online)
- Project Management (online)
- Business Model Validation (face to face)
- Product and process design and development & Product Positioning (face to face)
- Customer Segmentation and Prioritization (face to face)
- Innovative marketing techniques (visualization) (face to face)



- Work Culture / Doing Business in Turkey for Syrian participants– For this topic, UNDP Turkey will also provide content and guidance. (face to face)
- Sales and Marketing (including digital marketing tactics and e-commerce) (online)
- Financial Economic Feasibility (online)
- Access to Finance and Finance Management
- Commercialization strategies and (online)
- Entrepreneurship management for growth (online)

Detailed training plan including training content, training materials, training method shall be prepared and presented to UNDP and MoIT prior to bootcamps.

- Bootcamps will be organized in a hybrid modality, 70% online, and 30% face-to-face for a total of 70 hours and 10 days each (7 hours per day x 10 days). Out of these 10 days, 3 days (21 hours) will be conducted face to face and 7 days (49 hours) will be provided online.
  - All the 3 bootcamps will be organized simultaneously.
  - During the organization of the bootcamp, logistical organization (venue, catering, travel, intra city transport, accommodation etc.) will be carried out by UNDP.
  - All online arrangements including organization of online trainings, consultancy sessions shall be carried by the contractor.
- Necessary arrangements for all logistical arrangements including intercity and intracity transportation of the participants and trainers shall be covered by UNDP. Bootcamps will be organised online by the contractor and face to face sessions will be conducted in venues that will be identified by UNDP during implementation. UNDP will cover costs including coffee breaks, lunches, dinners and accommodation for 75 participants and min. 6 trainers (min. 2 in each province) during the face to face sessions in Hatay, İzmir and Kayseri.
- Minimum 6 trainers shall be appointed for the bootcamps (min. 2 trainers per bootcamp) to ensure activities do not rely exclusively on one trainer. Co-facilitation might be required for some sessions as participatory approach and learning by doing methodology will be applied during the trainings of Bootcamps.

The contractor shall prepare and submit a Bootcamp and Beneficiary Analysis Report to UNDP. The report shall include an overview of the bootcamp process (preparations, implementation and results), an analysis on the capacity and needs of the beneficiaries. The detailed content and the length of the report shall be identified by UNDP and MoIT during the implementation phase.

### **1.3 Selection of beneficiaries for in-kind support and business development consultancy services after the bootcamps**

- 2 types of support will be provided to the beneficiaries after the bootcamps:
  - Selection of 25 cooperatives for business consultancy and in-kind support
  - Selection of 20 entrepreneurs for business consultancy and in-kind support
  - In total 45 beneficiaries will be supported through in-kind and business development consultancy services.
- The contractor is expected to provide the methodology for the selection of the beneficiaries for the above-mentioned support
  - In-kind support will be used for raw materials, equipment, business registration fees, work permit fees, digitalization, subscription to the e-commerce platforms, standardization, website development or any other type of in-kind support that will help beneficiaries to boost their businesses.

- 45 beneficiaries will be approved by UNDP in consultation with MoIT upon justification provided by the contractor regarding the impact of the in-kind support on the selected beneficiaries.
- In-kind support will be provided by UNDP and MoIT.

The contractor shall prepare and submit a Beneficiary Selection Report to UNDP. The report shall include the list of beneficiaries that are recommended for in-kind support and business development services with justification for the recommendation. The detailed content and the length of the report shall be identified by UNDP and MoIT during the implementation phase.

#### **1.4 Provision of tailor-made business development services for 20 beneficiaries of the Bootcamps**

- The prospective contractor will determine **selection criteria** for the identification of 20 women entrepreneurs and cooperatives among the participants of bootcamps for the provision of tailor-made business development services and in-kind support.
- Selection criteria shall be determined by contractor to identify entrepreneurs and business ideas that will qualify for provision of tailor-made business development services among bootcamp participants. contractor shall determine the areas of business development consultancies while selecting the beneficiaries and present its selection and the reasons to UNDP in consultation with MoIT for their approval.
- The contractor is expected to provide tailor-made business development consultancy services for 5 months to the 20 beneficiaries. Tailor-made business development services will cover consultancy services on:
  - legal and financial issues on doing business in Turkey,
  - internet and information technologies,
  - integration to the local, regional and international supply chains,
  - design, product/service/process development,
  - project management, process management, standardization and quality management,
  - intellectual and industrial property rights,
  - environmental consulting,
  - financial consulting,
  - commercialization of products,
  - international trade, branding, marketing/digital marketing, e-commerce,
  - logistics,
  - digital transformation,
  - customer relations,
  - management
  - tax issues
- The contractor should undertake and prove that it will mobilize the pool of consultants who will work full-time or part-time in the above-mentioned areas of business consultancy services to be provided to the beneficiaries. Pool of consultants will consist of individuals who are experts in the above-mentioned areas and will contribute to meet the needs of entrepreneurs to grow their businesses. More than one consultant can be in the pool in a certain area, and matching will be done within their availability. With a growth-oriented approach, Contractor

will provide consultancy services to the refugee women entrepreneurs/cooperatives at start-up phase to develop the capacity of the entrepreneur and competitiveness of their business. Matching of entrepreneurs and consultants will be made by the contractor.

- The contractor will identify at least 3 consultancy areas for each beneficiary and will match the beneficiaries with consultants in these areas. During these 5-months, 120-minutes of 10 consultancy sessions/trainings per entrepreneur/cooperative in total and at least in 3 areas in accordance with the needs of the beneficiaries will be carried out and the consultants will bi-weekly report the developments of entrepreneurs/cooperatives in the identified areas of need. Consultancy services will be organized with a hybrid modality (30% face to face and 70% online).

The contractor shall prepare and submit a Business Development Report to UNDP. The report shall include the progress made through business development services. The detailed content and the length of the report shall be identified by UNDP and MoIT during the implementation phase.

#### **1.5 Identification of the areas to be supported for the provision of small grants**

- Throughout the provision of business development consultancy services, the areas that will be supported through grants will be identified by the contractor as well.
- Areas to be supported with grant needs to be justified by the contractor by outlining its potential impact on the beneficiary and submitted to the UNDP in consultation with MoIT for approval.
- The contractor will be responsible for preparing the ToR of the required services/products to be covered in the framework of provision of small grants. ToRs shall be prepared in close coordination with entrepreneurs/cooperatives in order to increase their capacity in procurement.
- ToRs will be delivered to UNDP and MoIT within 60 calendar days after contract signature.
- The grants need to be disbursed by the end of December 2021 at the latest in order to track the impact of the grant on the beneficiaries.
- The contractor will provide consultancy and technical support to the beneficiaries for the identification of procurement items as per need i.e. subscription/ registration procedures for e-commerce platforms.

The contractor shall prepare and submit a Grants Report to UNDP. The report shall include the list of beneficiaries that are recommended for grants with justification for the recommendation. The detailed content and the length of the report shall be identified by UNDP and MoIT during the implementation phase.

#### **1.6 Preparation of a Final Report**

The final report will be maximum 30 pages in length excluding annexes and will be subject to UNDP and MoIT approval. The final report will contain 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 the section 1.0, 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.

Final payment will be processed upon approval of the final report by UNDP in consultation with MoIT.

## F. ACTIVITY, DELIVERABLES AND SCHEDULES

The Contractor shall schedule submission of deliverables/outputs to meet target delivery dates, considering that UNDP and/or MoIT will also invest time for review as detailed in below table.

UNDP may reject deliverables if Contractor fails to revise the outputs in line with the comments of UNDP and implementing partner. Any rejection shall not delay the target delivery.

The contents of the required reports will be finalized by UNDP and the Contractor during implementation. The list of tasks, activities, deliverables, their due dates and lead time for UNDP and/or Ministry of Industry and Technology (MoIT) review are as follows:

Major Task	Deliverables	Indicative* Timeline	Required personnel	UNDP/MoIT Lead Time For Review	Outcome	Location
1.1 Inception Report	<b>Deliverable No 1:</b> Preparation of an Inception Report to outline the detailed implementation plan of the Contract including implementation strategy, methodology, time plan and risk analysis	1 – 4 October 2021 (Days 1 - 4 of the contract)	Team Leader and Consultants	3 days	Inception Report	Online or home-based
1.2 Organization of 3 bootcamp programs (each lasting for 70 hours in 10 days) for 75 women entrepreneurs and women cooperatives	<b>Deliverable No 2:</b> Bootcamp and Beneficiary Analysis Report on the beneficiaries indicating their strength and weaknesses and the selection criteria for further support	4 – 14 November 2021 (Days 34 - 44 of the contract)	Team Leader Trainers	5 days	75 women entrepreneurs/ cooperatives will attend bootcamps and 25 of them will benefit from immediate in-kind assistance and 20 entrepreneurs/ cooperatives will benefit from tailormade business	Online and face to face in Hatay, izmir, Kayseri
1.3 Selection of beneficiaries for in-kind support and business development	<b>Deliverable No 3:</b> Beneficiary Selection Report Report on the beneficiaries to be benefitted from further support	15 -22 November 2021 (Days 45 - 52 of the contract)	Team Leader Consultants	5 days		Online

consultancy services after the bootcamps	with its justification per beneficiary, recommendations for use of in-kind support				development consultancy services followed by in-kind assistance	
1.4 Provision of tailor-made business development services for 20 beneficiaries of the Bootcamps	<b>Deliverable No 4:</b> Business Development Report Report on the progress of selected beneficiaries	1 December 2021 – 28 February 2022 (Days 60 - 180 of the contract)	Team Leader Consultant(s)	5 days		Online /Face to face
1.5 Identification of the areas to be supported for the provision of small grants	<b>Deliverable No 5:</b> Grants Report Report on the areas to be selected for the small grants per each beneficiaries indicating its potential impact on the beneficiary's business.	1 December 2021 – 28 February 2022 (Days 60 - 180 of the contract)	Team leader Consultant(s)	5 days		Online
1.6 Final Report	<b>Deliverable No 6:</b> Preparation of final report including executive summary, a brief description of the action, its context and key results, conclusions and recommendations.	Draft final report: 15 March 2022,  Final Report: 25 March 2022	Team leader	7 days	Final Report	Online

\* Final timeline will be defined in inception report upon agreement with UNDP.

## G. KEY PERFORMANCE INDICATORS AND SERVICE LEVEL

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

Major Task	Deliverable	Key Performance Indicators and Service Levels	Corrective measures
1.1 Preparation and	Inception Report	Approval of the report by UNDP and MoIT.	Revisions if deemed necessary by UNDP and MoIT

Submission of Inception Report			
<b>1.2</b> Organization of 3 bootcamp programs (each lasting for 70 hours in 10 days) for 75 women entrepreneurs and women cooperatives	Bootcamp and Beneficiary Analysis Report, a report on the bootcamp process and beneficiaries indicating their strength and weaknesses and the selection criteria for further support	A clear and a comprehensive plan that include all processes required for successful implementation.	Revisions (such as content and materials of training, processes required for programs) in implementation of trainings, programs and other activities
<b>1.3</b> Selection of beneficiaries for immediate in-kind support and business development consultancy services after the bootcamps	Beneficiary Selection Report on the beneficiaries to be benefitted from further support with its justification per beneficiary	Selection of participants who have highest potential to boost their businesses through the services outlined in the ToR. Clear and precise reports Positive evaluation received from at least 75% of beneficiary entrepreneurs / cooperatives who receive business advisory services and in-kind support Preparation and submission of all documents within deadlines.	Revision in documents in accordance with the inputs of the UNDP and/or MoIT to include more details and/or clear justification
<b>1.4</b> Provision of tailor-made business development services for 20 beneficiaries of the Bootcamps	Business Development Report Report on the progress of selected beneficiaries		
<b>1.5</b> Identification of the areas to be supported for the provision of small grants	Grants Report Report on the areas to be selected for the small grants per each beneficiaries indicating its potential impact on the beneficiary's business.		

<b>1.6</b> Preparation and Submission of Final Report	Final Report	Approval of the report by UNDP and MoIT.	Revisions if deemed necessary by UNDP and MoIT
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UNDP reserves the right to reject any deliverables (reports, plans, programs, etc.) if Contractor fails to revise them in line with the comments of UNDP and MoIT. 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.

#### **H. 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 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.

#### **I. FACILITIES TO BE PROVIDED BY UNDP**

- During the organization of the bootcamp, logistical organization (venue, catering, travel, intra city transport, accommodation etc.) will be carried out by UNDP.
- During the bootcamp, translation service will be covered by UNDP in case trainers won't have Arabic proficiency.

#### **J. EXPECTED DURATION OF THE CONTRACT/ASSIGNMENT**

The assignment is expected to start on 01.10.2021 (stating date is indicative and may be updated considering actual contract signature date) and latest completion date 31.03.2022.

#### **K. DUTY STATION**

The Contractor will work home based and in 3 provinces (Kayseri, Hatay, İzmir) during the face-to-face section of the bootcamps. UNDP Turkey CO will not be providing a facility for the Contractor to work during the contract.

## L. PROFESSIONAL QUALIFICATIONS OF THE PROPOSER AND ITS KEY PERSONNEL

The Contractor shall have completed similar experience of similar value in;

- Working with supply chains, e-commerce platforms to support the integration of entrepreneurs/cooperatives into these sale channels,
- Having a network of consultants and experts with different backgrounds who have been working on entrepreneurship, cooperatives, marketing, supply chain integration, refugee businesses, livelihoods, etc.

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 and declarations of availability** of key personnel shall be included in the Technical Proposal. CVs shall enlist all the relevant activities for the entire time period mentioned in their CVs as years of experience.

The Contractor shall provide adequate staff in terms of expertise and time, in order to complete the tasks required and to achieve the overall and specific objectives of the Contract in terms of time, cost and quality. The Contractor shall mobilize a team of experts comprising following key personnel and short-term experts.

### KEY PERSONNEL

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

#### **Key Expert 1: Team Leader**

The roles and responsibilities of the Team Leader are as follows;

Key expert will be in charge of: liaising with the selected entrepreneurs 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 Bootcamp and consultancy services, preparation of the inception, progress and final reports.

**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 general professional experience

#### Specific Professional Experience

At least 7 years of professional experience in organizing bootcamps, in business development consultancy and/or working with women entrepreneurs

Experience of working with Syrians, Syrian business community and/or Syrian entrepreneurs will be an asset.



## **NON-KEY PERSONNEL**

In order to execute the Project properly, the Contractor will be expected to employ the necessary staff in order to carry out the responsibilities assigned under this contract. The Contractor shall select and hire other experts as required for the successful delivery of the project activities. All experts shall be independent and free from conflict of interest in the responsibilities they take on.

CVs of the non-key personnel to be recruited during the course of the project must be submitted to UNDP for approval after the contract signature and at least two weeks before the start of their assignment. These approval requests shall be accompanied by a proper description of the assignments and outputs/deliverables as well as proof documents for the knowledge and experiences of the respective trainers and consultants.

The Contractor is fully responsible to mobilize non-key personnel (at least 6 (six) trainers and 5 (five) consultants) as may be needed for successful and timely completion of the Contract, having experience and knowledge on the following expertise areas (as minimum), as required by the assignment:

### **Min. 6 Trainers (NON-KEY EXPERTS) to conduct 3 Bootcamps simultaneously (online sessions and face to face session)**

The number of trainers have been identified to establish min. 2 trainers per bootcamp, as the bootcamps will be held in 3 different locations.

#### Qualifications and Skills

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

#### General Professional Experience

- At least 8 years of general professional experience

#### Specific Professional Experience

- At least 6 years of professional experience in entrepreneurship training and business development,
- Knowledge and experience in designing online activities and experience in facilitating groups online,
- Experience of working with Syrians, Syrian business community and/or Syrian entrepreneurs will be preferred.

### **Min. 5 Consultants (NON-KEY EXPERTS) for the consultancy services (online sessions and face to face session)**

#### Qualifications and Skills

- Bachelor's Degree in engineering, administrative sciences, social sciences or other relevant fields
- Having at least 1 consultant with Arabic proficiency and/or experience working with Syrian entrepreneurs will be preferred.

#### General Professional Experience

- At least 8 years of general professional experience

#### Specific Professional Experience

- At least 6 years of professional experience in business development consultancy, strategy or plan development for entrepreneurs, commercialization, product and process design & development, branding and marketing, supply chain, e-commerce

The Contractor shall provide minimum 120-minutes of 10 consultancy sessions for each 20 entrepreneurs according to the needs that will define at least 3 consultancy areas. The Contractor is responsible for mobilizing consultants in identified need areas and shall clearly explain how consultants 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 that the existence of pool of consultants.

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

The number of required consultants was identified to conduct effective consultancy to the number of identified beneficiaries.

#### M. 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 and Conditions of Payment	Condition of Payment
<p><b><u>Deliverable No 1:</u></b> Preparation of an Inception Report to outline the detailed implementation plan of the Contract including implementation strategy, methodology, time plan and risk analysis</p>	20%	
<p><b><u>Deliverable No 2:</u></b> Bootcamp and Beneficiary Analysis Report on the beneficiaries indicating their strength and weaknesses and the selection criteria for further support</p>	30%	<p>Within thirty (30) days from the date of meeting the following conditions:</p> <p style="padding-left: 40px;">a) UNDP's written acceptance (i.e., not mere</p>
<p><b><u>Deliverable No 3:</u></b> Beneficiary Selection Report Report on the beneficiaries to be benefitted from further support with its justification per beneficiary, recommendations for use of in-kind support</p>		

<p><b><u>Deliverable No 4:</u></b> Business Development Report Report on the progress of selected beneficiaries</p>	30%	receipt) of the quality of the outputs; and
<p><b><u>Deliverable No 5:</u></b> Grants Report Report on the areas to be selected for the small grants per each beneficiaries indicating its potential impact on the beneficiary's business.</p>		
<p><b><u>Deliverable No 6:</u></b> Preparation of final report including executive summary, a brief description of the action, its context and key results, conclusions and recommendations.</p>	20%	

**N. ADDITIONAL REFERENCES OR RESOURCES**

[https://ingev.org/Sosyal\\_Dayanisma\\_Ekonomisi\\_icin\\_Guclu\\_Kooperatifcilik\\_Sunumu.pdf](https://ingev.org/Sosyal_Dayanisma_Ekonomisi_icin_Guclu_Kooperatifcilik_Sunumu.pdf)

[https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_ent/---coop/documents/publication/wcms\\_672570.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---coop/documents/publication/wcms_672570.pdf)

Webinar on Syrian businesses: <https://www.youtube.com/watch?v=jH6fonaNz0Q>

Power of Hope: Demo Day for Syrian women entrepreneurs:

[https://www.youtube.com/watch?v=WciJQvfrGFI&list=PLXqpodbGhvr87fVkJPhx6BcDG1polDbOyj&index=31&ab\\_channel=UNDPT%C3%BCrkiye](https://www.youtube.com/watch?v=WciJQvfrGFI&list=PLXqpodbGhvr87fVkJPhx6BcDG1polDbOyj&index=31&ab_channel=UNDPT%C3%BCrkiye)