



**TERMS OF REFERENCES**  
for

**Consulting Company/ Civil Society Organization / Professional  
Association**

**for the Implementation of an Acceleration Program for  
Social and Environmental Enterprises in the Black Sea Region**

<b>Location :</b>	Istanbul & Vienna
<b>Application Deadline :</b>	18 February 2013
<b>Type of Contract :</b>	Company
<b>Languages Required :</b>	English
<b>Starting Date :</b> (date when the selected candidate is expected to start)	1 March 2013
<b>Duration of Initial Contract :</b>	End of September 2013

**1. Background**

The United Nations Development Programme (UNDP) in 2007 established in Athens, Greece a Programme Management Office (PMO) in charge of implementing the Black Sea Trade and Investment Promotion Programme (BSTIP). The Programme aims at promoting the regional economic integration process among the Member States of the Black Sea Economic Cooperation (BSEC) Organization.

BSTIP is currently embarking to include climate change and green economy in its work programme. It is launching a project entitled Introducing Climate Change in the Environmental Strategy for the Protection for the Black Sea, financed by the Austrian Ministry of Foreign Affairs. The overall aim of the project is to introduce climate change in the environmental protection of the Black Sea and to promote green entrepreneurship, competitiveness, trade, financing and investment opportunities in the Black Sea region.

Within the second component of this project, locally-led social and green enterprises that contribute to a low carbon and climate resilient economy are supported. A Challenge was launched to identify innovative small-scale and locally driven entrepreneurs in the Black Sea region which integrate social and environmental benefits into their business model. The best applicants will have the opportunity to participate in an innovative acceleration support program that will help them to scale up and replicate their activities in the Black Sea region.



## **2. Scope of work**

The Offeror shall implement an acceleration program to strengthen the capacities of social and environmental entrepreneurs to significantly scale their impact and to articulate their mission as attractive impact investment cases. It shall also build bridges to interested impact investors and other stakeholders from the finance community, and include a mentoring component. The acceleration program shall have a seminal effect on channelling capital, international contacts, know-how, and global best-practice models to social and environmental entrepreneurs in the Black Sea region, a market largely unconnected internationally and underserved by the global impact investing industry.

## **3. Duties and responsibilities**

Under the supervision of the Project Manager, the Offeror shall be responsible for the following:

Development and Implementation of Capacity Building Program:

- The Offeror shall be responsible for the design and implementation a capacity building program for social and environmental entrepreneurs in order to scale their impact and investment readiness. The training shall address three core elements: impact (social, environmental and business), viability (technical and financial feasibility, and maturity) and people (team and external stakeholder management). A range of products, i.e. important tools for attracting investors, shall be produced in the training program.

Mobilization and Facilitation of Mentors:

- The Offeror shall be responsible – in cooperation with UNDP – to mobilize and facilitate Mentors who support the participants of the acceleration program on a pro-bono basis. Each of the twelve participants of the acceleration program shall be accompanied by a mentor throughout the whole duration of the program. Mentors shall have general business skills, and/or industry expertise. Mentors shall assure continuity and timely delivery of program objectives, provide ongoing senior guidance, perspective and network.

Attraction and Strategic Networking with Impact Investors and the European Social Entrepreneurship Community:

- The Offeror shall strategically network the participants of the acceleration program to relevant philanthropist, impact investors, loan and grant providers active in CEE and the Black Sea region. Strategic networking with investors shall be an inherent part of the capacity building program. The participants of the program shall become access to networks of sustainable entrepreneurs from across the Europe, with a focus on Central and Eastern Europe.



Participation as Juror in the Challenge Jury:

- The Offeror shall participate in the Challenge Jury to select the participants of the acceleration program.

UNDP shall be responsible for organizing the training venue in Vienna and Istanbul.

#### **4. Deliverables and Timeline**

The main outputs of the assignment shall be:

- 1) Provision of capacity building workshop Module 1 (6<sup>th</sup> and 7<sup>th</sup> of June 2013 in Vienna, 2 days) and networking with key stakeholders, including a targeted event with investors.
- 2) Facilitation of mentoring and coaching in between July and September. 12 Mentors shall be mobilized in cooperation with UNDP to support the participants of the acceleration program on a pro-bono basis.
- 3) Provision of capacity building workshop Module 2 (26<sup>th</sup>, 27<sup>th</sup> and 28<sup>th</sup> of September 2013 in Istanbul, 3 days) and networking, including a targeted event with investors.

#### **5. Qualifications:**

##### **Company/Civil Society Organization/Professional Association requirements:**

The Offeror shall have min. 3 years experience in developing and/or implementing projects related to the assignment (at least three similar projects in scope and value). The Offeror must be able to show capability in training, mentoring and coaching, and strategic networking related to impact investment. Reference list of projects and contact details of the clients should be submitted for reference check indicating the e-mail addresses of the relevant contact persons.

##### **Qualifications and experience of the personnel:**

The Offeror shall offer a team of qualified personnel with extensive experience in the fields relevant to the assignment. The Offeror shall propose a Team of two Experts, one of them acting as Team Leader. The proposed team members shall possess strong technical, analytical, communicational and interpersonal skills. CVs of the proposed team members shall be submitted, clearly stating their relevance and the areas that they will cover and their qualifications for the assignment.

##### **Team Leader shall have the following qualifications:**

- University degree in the thematic area relevant for this assignment. A higher degree shall be considered as an asset.
- At least 5 years of professional experience in fields relevant to the assignment.
- Record of implementing at least three relevant projects.
- Excellent knowledge in key areas relevant for the assignment.
- Excellent analytical, communication and facilitation skills.
- Computer literacy (MS Word, Excel, Power point).
- Excellent spoken and written English.



**The expert involved into this assignment shall have the following qualifications:**

- University degree in the thematic area relevant for this assignment. A higher degree shall be considered as an asset.
- At least 3 years of professional experience in fields relevant for the assignment.
- Experience in providing consultancy and advisory services.
- Excellent knowledge in key areas relevant for the assignment.
- Excellent analytical, communication and facilitation skills.
- Computer literacy (MS Word, Excel, Power point).

Applicant must be able to schedule training events in accordance with programme schedule.

## **6. Terms and Conditions for provision of the services**

### **Communication**

During the fulfilment of the assignment, the company will ensure regular communication and collaboration with the UNDP Project Manager.

### **Payment**

The payment for the service will be done in instalments:

- 50% upon implementation of the capacity building Module 1 and successful mobilization of pro-bono Mentors for the 12 participants of the acceleration program.
- 50% upon implementation of the capacity building Module 2.

### **Travel Costs:**

- Will be reimbursed on an actual basis in accordance to the UNDP rules and procedures and upon approval of the UNDP Designated Officer.

## **6. Application Requirements**

The Offeror should submit the following application documents:

- A cover letter stating an expression of interest.
- Profile of Company/Civil Society Organization/Professional Association and reference list of implemented projects and client contacts for reference check indicating the e-mail addresses for contact persons.
- CVs of the Team Leader and the proposed members of the team.
- A brief description or presentation of the work plan and approach describing the steps which will lead toward the completion of this assignment.
- The financial offer must be in a separate document indicating a lump sum to cover all costs (excluding travel and venue) including a breakdown of the costs per deliverable

### **Submission of Offer:**

Please submit your offer by **February 18, 2013, 17:00**

via e-mail at: [georg.schoen@undp.org](mailto:georg.schoen@undp.org)



### Validity of proposal

Proposals have to be valid for 60 days.

### Evaluation method for comparison of the applications: Cumulative Scoring

A two-stage procedure is utilized in evaluating the proposals with evaluation of the technical proposal being completed prior to any price proposal being opened and compared. The price proposal of the Proposals will be opened only for submissions that passed the minimum technical score of 70% (490 points) of the obtainable score of 700 points in the evaluation of the technical proposals.

The technical proposals are evaluated on the basis of its responsiveness to the Terms of Reference (TOR).

The price proposal of the Proposals will be opened only for submissions that passed the minimum technical score of 70% of the obtainable score of 700 points in the evaluation of the technical proposals, and the price is allocated 300 points.

The offer with the lowest price will receive the total of 300 points. Other offers with higher prices will receive their respective scores according the following formula:

Lowest Bid  
----- x300  
Proposed Bid

The proposals will be awarded with the highest aggregate score based on technical and financial proposal.

The remaining financial proposals of bidders whose technical proposals are deemed unacceptable or unqualified will be returned back to the vendor.

### Technical evaluation criteria

An evaluation form for technical Evaluation forms of for technical proposals is given in details at the table below. The obtainable number of points specified for each evaluation criterion indicates the relative significance or weight of the item in the overall evaluation process. The Technical Proposal Evaluation Forms are:

- Form1: Expertise of the firm
- Form 2: Proposed Work Plan and Approach
- Form 3: Personnel – Team Leader
- Form 4: Personnel – Expert

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable	Company / Other entity				
				A	B	C	D	E
<b>1</b>	<b>Qualification of the Bidder</b>	<b>29%</b>	<b>200</b>					
1.1. Previous experience of the Applicant of similar assignments			100					
from 3 to 5 projects			75					
from 5 to 7 projects			85					
more than 7 projects			100					
1.2. Previous experience of the applicant on providing consultancy on the topics relevant to the assignment			100					
from 3 to 5 years			75					
from 5 to 7 years			85					
more than 7 years			100					
<b>2</b>	<b>Proposed Work Plan and Approach</b>	<b>35%</b>	<b>250</b>					
2.1. Clear presentation of approach/work plan/timetable describing all the steps leading to the achievement of the assignment			125					
Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation?			70					
Is the conceptual framework adopted appropriate for the task?			55					
2.2. Outline of methodology for implementation of the assignment			125					
Is the scope of task well defined and does it correspond to the TOR?			70					
Have the important aspects of the task been addressed in sufficient detail?			40					
To what degree does the Offeror understand the task?			15					
<b>3</b>	<b>Personnel –Team Leader</b>	<b>18%</b>	<b>125</b>					
3.1. Professional experience of the team leader (at least 5 years in fields relevant to the assignment)			55					
from 5 to 7 years			45					
form7 to 9 years			50					
more than 9 years			55					
3.2. Previous experience managing projects similar to the assignments; (at least three relevant projects)			60					
from 3 to 5 projects			45					
from 5 to 7 projects			55					
more than 7 projects			60					
3.3. Excellent analytical, communication and facilitation skills			10					



<b>4</b>	<b>Personnel – Expert</b>	<b>18%</b>	<b>125</b>					
4.1. Professional experience of National Expert (at least 3 years in fields relevant to the assignment)			60					
from 3 to 5 years			50					
from 5 to 7 years			55					
more than 7 years			60					
4.2. Previous experience implementing projects relevant to the assignments; (at least three relevant projects)			65					
from 3 to 5 projects			55					
from 5 to 7 projects			60					
more than 7 projects			65					
<b>Total</b>			<b>700</b>					