



TENDER No. 2021/FNIRO/RNEDD/109945

11 May 2021

REQUEST FOR PROPOSAL (RFP)

CLOSING DATE: 20 July 2021 – 12:00 hours (GMT+2)

The Food and Agriculture Organization of the United Nations (“FAO” or “Organization”) is an intergovernmental organization with more than 194 member nations. Since its inception, FAO has worked to alleviate poverty and hunger by promoting agricultural development, improved nutrition and the pursuit of food security - defined as the access of all people at all times to the food they need for an active and healthy life.

To achieve its goals, FAO cooperates with thousands of partners worldwide, from farmers’ groups to traders, from non-governmental organizations to other UN agencies, from development banks to agribusiness firms (further and more detailed information on FAO can be found on the internet site: <http://www.fao.org>).

In preparing your offer, you should take into account the international status and activities of FAO by submitting your best commercial terms. You should also be aware that FAO enjoys certain privileges and immunities which include exemption from payment of Value Added Tax ("VAT" or "IVA"), customs duties and importation restrictions.

FAO requests the provision of the following services:

“Implementation of a regional youth start-up competition in the agri-food sector and provision of tailored incubation for 10 winning start-ups.”

The invitation is subject to the following procedures and conditions, which you deemed to have accepted by participating in this tender:

1. PROCEDURES

- 1.1. You are invited to submit an offer for the above-mentioned services. A description of the requested services is provided in **Appendix A**;
- 1.2. In submitting your offer you are supposed to have considered all aspects relevant to the performance of the proposed contract and to have obtained all necessary information and data as to risks, contingencies and other circumstances which may influence or affect your offer;
- 1.3. It is understood that all documents, calculations, etc. which may form part of your offer will become the property of the Organization, who will not be required to return them to your firm;
- 1.4. The Organization may decide to make a partial award or no award at all should it consider that the results of this tender and/or any other related circumstance so require;

- 1.5. All costs incurred to prepare your bid have to be borne by you; FAO will not be liable to reimburse any or all of such cost;
- 1.6. The Organization reserves the right to publish the details of awards, including supplier name and country, total Contract value and a brief description of the services. In all cases, unsuccessful bidders will be notified;
- 1.7. Consortium of firms will be accepted provided that the companies indicate which firm will be the main Contractor and will be responsible for the signature of the relevant contract. Bidders adhering to the Consortium will have to notify FAO of their acceptance to participate in the Consortium;
- 1.8. Registration as a vendor in the UN Global Marketplace (UNGM), www.ungm.org, is a prerequisite for receiving an award from FAO. Please register your firm with UNGM. If you have any difficulties registering, please contact UNGM team using the Help button on the web site www.ungm.org.
- 1.9. The Organization has adopted a zero tolerance approach to fraud, and it prohibits firms from engaging in corrupt, fraudulent, collusive, coercive, unethical and obstructive practices when participating in procurement activities. As provided by the Vendor Sanctions Procedures (http://www.fao.org/fileadmin/user_upload/procurement/docs/FAO_Vendors_Sanctions_Policy_-_Procedures.pdf), if the Organization determines that a firm has engaged in such conduct, it will impose sanctions and may share information on sanctioned firms with other Intergovernmental or UN Organizations;
- 1.10. A firm and its affiliates, agents and subcontractors should not be suspended, debarred, or otherwise identified as ineligible by any Intergovernmental or UN Organization, including any organization within the World Bank Group or any multi-lateral development bank, or by the institutions and bodies of economic integration organizations (e.g., the European Union). You are therefore required to disclose to the Organization whether your firm, or any of your affiliates, agents or subcontractors, is subject to any sanction or temporary suspension imposed by any such organization or National Authority at any time during the three years prior to the contract or at any time throughout the execution of the contract. You acknowledge that a breach of this provision will entitle FAO to terminate its contract with your firm, without any liability for termination charges or any other liability of any kind of FAO, and that material misrepresentations on your status constitute a fraudulent practice;
- 1.11. Bidders must certify that their firm is not associated, directly or indirectly, with entities or individuals (i) that are associated with terrorism, as in the list maintained by the Security Council Committee established pursuant to its Resolutions 1267 (1999) and 1989 (2011), or (ii) that are the subject of sanctions or other enforcement measures promulgated by the United Nations Security Council. Selected bidders also agree to undertake all reasonable efforts to ensure that none of the funds received from FAO under the awarded contract are used to provide support to individuals or entities associated with terrorism or that are the subject of Security Council sanctions. This provision must be included in any subcontracts, sub-agreements or assignments entered into under the awarded contract. The Bidder acknowledges and agrees that this provision is an essential term of the awarded contract and any breach of these obligations and warranties shall entitle FAO to terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any liability of any kind of FAO;

- 1.12. Bidders must certify that their company and/or subcontractors are not associated, directly or indirectly, with the consultant or any other entity who prepared the terms of reference or other bidding documents for this tender;
- 1.13. Please note that Bidders who use an independent consultant to assist in the preparation of offers may risk engaging in unacceptable practices if the same consultant assists another Bidder to prepare an offer for the same tender. Bidders are reminded that they are fully responsible for the conduct of any consultant who may be used to prepare offers for FAO tenders and they should take all measures to ensure that any independent consultant engaged to assist in the preparation of an offer for an FAO tender has not and will not be involved in the preparation of an offer for another Bidder for the same tender process.

Bidders are kindly requested to disclose to the best of their knowledge whether their company has any personal or professional relationships with FAO. The disclosure shall include all relevant details and should include, but not be limited to:

- ANY current or past employment relationship with FAO of your company's representatives and employees;
- ANY current or past relationship with any FAO staff member (family members, spouses, etc.) of your company's representatives and employees.

- 1.14. Fairness and transparency are fundamental principles for FAO procurement activities. Firms that believe that the procurement process was not fair and transparent may request feedback from the office that issued the tender. If a satisfactory response is not received, a firm may present a protest following the bid protest procedures detailed in the following link: <http://www.fao.org/unfao/procurement/codeconduitethique/protests/en/>. To report allegations of fraud or misconduct in the procurement process, bidders may submit information, also anonymously, to the Office of the Inspector General Hotline: <http://www.fao.org/aud/69204/en/>.

2. EVALUATION

The offers received will be evaluated by applying the **mandatory requirements indicated in paragraph 2.1** below and the **qualitative evaluation criteria indicated in paragraph 2.2** below. Pass/Fail methodology will be used for the mandatory requirements, whilst the qualitative evaluation criteria will be rated. **The qualitative criteria will have a weighting of 80%** on the final evaluation results, and **the price will have a weighting of the remaining 20%**.

FAO reserves the right to consider, and disqualify firms based on, documented prior poor performance, including but not limited to poor quality of goods or services provided, late delivery and unsatisfactory performance. FAO also reserves the right to have further discussions/negotiations with the Bidder prior to issuance of a letter of acceptance.

2.1. Mandatory Requirements

Bidders are required to fulfil the following mandatory requirements. **Failure to provide required information/documents will result in the disqualification of the bidder from the tender evaluation process.**

Administrative:

- 2.1.1 The duly completed Appendix D "**Proposal Summary**" form.
- 2.1.2 Company or organization profile as well as copy of **valid** legal documents in the relevant field such as business license, Articles of incorporation, company registration certificate or equivalent document verifying legal status/capacity, and showing that the company is in business for a minimum of **five (5) years**.
- 2.1.3 A valid Tax Clearance Certificate no older than **six (6) months** received from the Tax Authorities of the Country where the bidder operates, confirming that the Bidder has no outstanding tax obligations to the government.

Financial:

- 2.1.5 Copy of independently audited financial statements for the **last two (2) fiscal years** (full report, including Audit Opinion Letter). In case of Consortiums, the document is required from each entity in the Consortium.

Technical:**2.1.6 Company's prior experience:**

- 2.1.6.1 Company profile, demonstrating **minimum of two (5) years of experience** in the field of start-up incubation and entrepreneurship support.
- 2.1.6.2 Evidence in the past two (2) years of at least (1) successfully completed business incubation programme, ideally for agri-food start-ups, inclusive of designing and developing training on key business development aspects, provision of mentoring, matchmaking, coaching and seed capital, and adapted based on individual needs.

2.1.7 Key Personnel:

All key personnel must have excellent written and oral knowledge of **English**. In addition, at least one team member must have excellent written and oral knowledge of **French** and at least one team member must have excellent written and oral knowledge of **Arabic**. It is recommended that the Proposer shall provide a team with the following minimum composition:

- 2.1.7.1 One (1) **Team Leader:** minimum qualifications: Master's degree in business administration, entrepreneurship, agro-industry or related field. At least 5 years of experience leading and managing teams in the field of entrepreneurship and business incubation.
- 2.1.7.2 At least (1) **Agri-business development specialist:** minimum qualifications: Bachelor degree in business administration, entrepreneurship, agro-industry or related field. Demonstrated experience in conducting needs assessment for start ups, design of incubation programmes, and implementation of start-up bootcamps.
- 2.1.7.3 One (1) **Communication and partnerships specialist:** minimum qualifications: Bachelor degree in communications, marketing or related field. Demonstrated experience in producing

press releases, disseminating information on social media, cultivating strategic partnerships including with private sector sponsors, media and influencers, etc.

2.1.8 **Technical Proposal:** work plan, with clear timeline and detailing the methodology, practical and logical approach and implementation plan in order to complete the services described in **Appendix A** in maximum of **twelve (12) months** after contract signature. Please follow **Appendix B**, which contains the documentation to be submitted as part of the Technical Proposal. **Please do not include any information regarding costs; otherwise, your proposal will be disqualified.**

2.1.9 **Financial Proposal:** as per **Appendix C** to the Letter of Invitation, “Financial Proposal Form”. Please submit the form in a separate virtual envelope as detailed below.

2.2. Evaluation Criteria

No.	Summary of Technical Proposal Evaluation Forms	Score Weight	Points Obtainable
1.	Expertise of Firm/ Organization	20%	200
2.	Proposed Methodology, Approach and Implementation Plan	40%	400
3.	Management Structure and Key Personnel	20%	200
Technical proposal (Forms 1+2+3)		80%	800
Financial Proposal		20%	200
Total Combined Score		100%	1000

Technical Proposal Evaluation		Points obtainable
A. Expertise of the Firm/Organization		
Additional organizational experience in area of expertise beyond the minimum requirement (5 years)		50
Evidence of successful incubation programmes beyond the minimum required (1 in the past 2 years) for required services.		150
Total Part 1		200

Technical Proposal Evaluation		Max. points
B. Proposed Methodology, Approach and Implementation Plan		
Overall writing quality and clarity		100
Understanding of the task and extent to which technical proposal is well defined and corresponds to the services described in Appendix A		100
Coherence of workplan coherent i.e. sequence of activities logical, realistic and ensures efficient implementation of the project		100
Innovativeness or process improvement suggestions in the approach		100

Total Part 2	400
Technical Proposal Evaluation	
C. Management Structure and Key Personnel	
Adequacy of proposed team in terms of size and functions/roles	100
Qualifications including education, relevant experience, and language proficiency in English, Arabic and/or French	100
Total Part 3	200

2.3. Technical Evaluation

As indicated above, the assessment of the Technical Proposal (TP) accounts for 80% of the overall evaluation. The Rating of the TP will be obtained through the following formula:

$$TP \text{ Rating } \% = \frac{\text{Points awarded to the proposal}}{\text{maximum points available}} \times \text{Weight of the technical proposal (80\%)}$$

Only the Bidder with a TP rating of 40% or above will be considered for the second stage of the evaluation process.

2.4. Financial Evaluation

The Financial Proposal (FP) of the Bidders with a Technical Proposal rated above 40% will be opened at this stage. **The FP has a weight of 20% of the overall evaluation.** The Rating of the Financial Proposal (FP) will be then obtained through the following formula:

$$FP \text{ Rating } \% = \frac{\text{Lowest Priced Proposal}}{\text{Price of the Proposal under review}} \times \text{Weight of the financial proposal (20\%)}$$

The proposal with the highest Total Combined Score would be considered as the proposal that provides the best value for the money and therefore, recommended for contract award. The Total Combined Score will be obtained through the following formula:

$$\text{Total Combined Score} = \text{TP Rating} + \text{FP Rating}$$

FAO reserves the right to consider, and disqualify firms based on, documented prior poor performance, including but not limited to poor quality of goods or services provided, late delivery and unsatisfactory performance. FAO also reserves the right to have further discussions/negotiations with the Bidder prior to issuance of a letter of acceptance.

3. DOCUMENTS ENCLOSED

To facilitate preparing your proposal the following documents are enclosed:

3.1 The "**Proposal Summary**" form, to be used for submitting your proposal;

- 3.2 **Appendix A** to the Letter of Invitation, which provides the “**Statement of Services and Specifications**” object of the tender;
- 3.3 **Appendix B** to the Letter of Invitation, which provides the “**Documentation to be Submitted as part of the Technical Proposal**”;
- 3.4 **Appendix C** to the Letter of Invitation, which provides the “**Financial Proposal Form**”;
- 3.5 **Appendix D** to the Letter of Invitation, which provides the “**Proposal summary**”;
- 3.6 **Appendix E** to the Letter of Invitation, which provides the draft **contract** FAO intends to award consisting of the Sections I and II, and relevant Annexes,
- 3.7 **Appendix F** to the Letter of Invitation, which provides FAO General terms and conditions.

4. DOCUMENTS TO BE SUBMITTED

The Technical and Financial Proposals shall be prepared as follows:

4.1 Part A) Technical Proposal:

- 4.1.1 The duly completed **Proposal Summary** form detailed in **paragraph 3.1** above.
- 4.1.2 Information or documents to support the **Mandatory Requirements** indicated in **paragraphs 2.1.1 to 2.1.9** above, including the **Technical Proposal** requested in **paragraph 2.1.8**.

4.2 Part B) Financial Proposal:

- 4.2.1 As requested in **paragraph 2.1.9**, including the information requested in **Appendix C** to the Letter of Invitation (**paragraph 3.4** above).

5. COMPLETENESS OF PROPOSAL

A proposal will only be considered if it contains all of the above information and documents and observes the provisions of the enclosed draft contract (**paragraph 3.5**). Incomplete proposals may be rejected as otherwise it will not be possible to evaluate all proposals on an equal basis.

6. PARTICIPATION BY FAO

You should examine carefully the nature and extent of the participation in the contract performance by FAO as set out in Part III of the “Proposal Summary” as it is assumed that all other requirements for its successful completion are provided at the cost of the contractor. **You should therefore state in the appropriate space any additions or modifications which you suggest for a satisfactory performance of the contract.**

7. CURRENCY OF PROPOSAL AND OF CONTRACT

Your proposal should be expressed in **USD (United States Dollars)**.

8. FORM OF SUBMISSION AND CLOSING DATE

8.1 Your **Technical Proposal (Stage I)** and **Financial Proposal (Stage II)** should be submitted as follows:

TO ENSURE THE VALIDITY OF YOUR OFFER, IT MUST BE SUBMITTED AS FOLLOWS:

1. Uploading your Bid on UNGM:

Please login and upload all the documents requested in paragraph 4 of this Letter of Invitation in the designated placeholders in the UNGM portal and within the indicated deadline.

It is the exclusive responsibility of the bidders to ensure that the files are uploaded before the tender deadline. The system will reject any bid received after the deadline.

Please follow the instructions below to upload the electronic files in the UNGM portal:

- a) Log in the UNGM website with your e-mail and password;
- b) Click on MY TENDERS and select the tender;
- c) Click on VIEW DOCUMENTS (green button on the left of the specific tender notice you are interested in);
- d) Click on the INVITATION TO BID tab of the tender notice;
- e) Click on the "OPT IN" button;
- f) To upload all the files, click on the relevant "UPLOAD DOCUMENT" red buttons under the "MY TENDER RETURN".

NOTE: It is highly recommended that the size of the files does not exceed 5MB.

IMPORTANT: Once all files are uploaded, please remember to click on the red button "SUBMIT MY RETURN" to send your offer. If the submission is properly completed, you will be able to view and download a receipt under the "HISTORY" tab.

Submissions by e-mail or fax are not allowed.

2. Modification or Withdrawal of Bid:

A bidder may, without prejudice, modify or withdraw an offer before the deadline with the "MODIFY RETURN" function. No offer may be modified after the deadline for submission.

3. No Bid Notice:

In the event that your company is not interested to participate in this tender, the Organizations would appreciate your feedback with a brief explanation. In this case, you are kindly requested to click on the "OPT OUT" button displayed in the UNGM portal to send your reason for non-participation.

8.2 Your proposal should reach FAO not later than:

20 July 2021, 12:00 hours (GMT+2)

9. COMMUNICATIONS CONCERNING THIS TENDER:

- 9.1 All communications concerning this tender (questions, comments, requests) should mention the tender number (TENDER No. 2021/FNIRQ/RNEDD/109945) and should be submitted as soon as possible through the UNGM portal under the “CORRESPONDENCE” tab.
- 9.2 Bidders are responsible for appropriately examining this tender. If the Bidder finds discrepancies in or omissions from the documents, or if their intent or meaning appear unclear or ambiguous, or if any other questions arise, the Bidder shall submit any request for clarification through the aforementioned “CORRESPONDENCE” tab.
- 9.3 In submitting a request for clarification, do not, under any circumstances, submit a copy of your offer or reveal any information about your intended quotation. This will invalidate your offer.
- 9.4 Responses to clarification enquiries will be issued by FAO through the UNGM portal simultaneously to all bidders. The system will send automatic e-mail notifications to all bidders every time a clarification, or any other change to the tender notice, is made.
- 9.5 All FAO’s responses to bidders’ questions will be uploaded under the “CLARIFICATIONS” tab of your Tender Management page and made available to all bidders. Please ensure to read all the clarifications as they become part of the technical specifications.

IMPORTANT: Deadline for questions is 10 June 2021, 23:59 hours (GMT+2)

- 9.6 FAO shall endeavour to provide answers to clarifications in an expeditious manner and not later than **five (5) days** before the closing date. Any delay in such response shall not cause an obligation on the part of FAO to extend the submission date of the Bid, unless FAO deems that such an extension is necessary.

I take this opportunity to express my appreciation for your interest in assisting this Organization in the implementation of its activities.

Yours sincerely,



Mr. Serge Nakouzi



FAO Deputy Regional Representative for the Near East and North Africa

APPENDIX A - STATEMENT OF SERVICES AND SPECIFICATIONS**Implementation of a regional youth start-up competition in the agri-food sector and provision of tailored incubation for 10 winning start-ups.****Background**

Youth employment, engagement and innovation in agri-food systems is critical to achieving food security for all while preserving the integrity of the natural environment and strengthening resilience to climate change. In pursuit of this objective in the Near East and North Africa region, FAO is seeking to implement an agri-food youth challenge.

The regional agri-food youth challenge aims to incentivize and support youth innovation and integration in agri-food systems in NENA countries. The challenge will cover the 19 countries of the NENA region¹ with a focus on early stage start-ups in the field of agri-food, food security or rural development more broadly. The process will include a widely disseminated call for applications, an initial screening and short list of 20 start-ups, a 3-day virtual bootcamp for shortlisted candidates, and a final pitching event. A total of 10 winners will be selected to receive tailored incubation, to enable successful market entry and investment readiness.

Start-up eligibility criteria include:

- Enterprises that will operate in one or more of the 19 NENA countries
- Team lead must be 35 years or younger
- The business model addresses a challenge related to food-system transformation, rural development or food security
- The start-up is not currently part of an incubation or acceleration programme

Competition evaluation criteria include (scored from 1-5):

- Novelty or originality of product, service, approach or process
- Potential for positive social outcomes (especially poverty reduction or gender equality)
- Potential for positive environmental outcomes
- Business model strength and potential for profitability
- Quality of market research and analysis
- Preference will be given to start-ups that are women-led, and those that have not been previously incubated

Prizes:

- Winning start-ups will have a 6-12 month virtual incubation and mentoring programme designed according to their specific needs. Where needed additional financial support can be provided to support prototype development, R&D, market testing and other business development activities.

¹ Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Sudan, Syria, Tunisia, United Arab Emirates, West Bank and Gaza Strip and Yemen

Services Requested

FAO is searching for a qualified service provider to deliver the following:

- *Support the design of the overall competition process to ensure a realistic timeline, well-conceptualized activities, sequencing and partnerships that will deliver meaningful and sustainable outcomes*

The provider will review the proposed competition structure and approach, and propose modifications or pursue strategic partnerships to improve efficiency or quality of results and outcomes. Any proposed partnerships must be approved by FAO and can include private sector actors, civil society groups, international organizations, development or aid agencies, academia

Deliverable: Inception report with final timeline and approach for project activities in English

- *Develop the call for applications, application form and evaluation score sheet*

The call for applications must provide all relevant information about the competition including eligibility, application process, timeline, prizes using appropriate visuals and design elements. The call must feature the logos of FAO, the World Food Forum, the service provider and any other implementation partners.

The application form must collect all relevant information to enable adequate assessment according to the established criteria (including personal information of the team lead, product or service, business model, current status and needs) through an easily accessible medium such as Survey Monkey or Google Forms.

The score sheet must provide a clear and detailed rubric for evaluation of submissions based on the preliminary criteria articulated above in order to facilitate the calculation and comparison of scores.

Deliverable: Call for applications in English, Arabic and French; Competition application form in English, Arabic and French; Evaluation score sheet in English

- *Disseminate the call for applications*

A dissemination plan for the call for applications should include the widest possible outreach through the websites, social media and technical networks of all partner organizations, in addition to specifically targeted reach out to institutions such as faculties of agriculture within academic institutions in the region, entrepreneurship support organizations in the NENA region, and youth groups and civil society organizations.

Deliverable: Competition dissemination plan (with list of institutions to be contacted) in English

- *Evaluate received applications using the score sheet /Submit shortlist of 20 start-ups*

Received applications should be reviewed to ensure completeness and eligibility, before being scored and ranked using the approved score-card. The top 20 start-ups will be short-listed as finalists.

Deliverable: List of 20 shortlisted start ups

- *Design and implement 3-day virtual bootcamp for shortlisted winners*

The bootcamp should be held virtually over at least 3 days with simultaneous translation in Arabic and French and bringing experienced speakers and coaches from within the region and abroad. The sessions should be gender-sensitive and interactive, addressing: common pitfalls in the received applications and suggestions for improvement, key elements to ensuring start-up success in the agri-food and ag-tech sector and guidance and practice on effective pitching.

Deliverable: Agenda for 3-day virtual bootcamp; Brief report on outcomes of bootcamp with links to session recordings

- *Moderation of final pitching event(s)*

The final pitching event(s) will feature 5 min pitches for each start up. FAO will be responsible for organizing the event and selection of the panel of judges. The service provider will be responsible for moderation and timekeeping during the event(s)

- *Conduct needs assessment for 10 winning start-ups and design tailored mentoring and incubation programme. The service provider will allocate 20,000 USD for additional in-kind support*

The proposal should clearly articulate the methodology that will be used to conduct the needs assessment for winning start-ups. The assessment should highlight key weaknesses including but not limited to those related to human resources, financial management, business model soundness, product or service development, marketing and market research. Based on identified needs, the service provider will propose a detailed incubation plan to address identified areas of weakness and support eventual investment readiness. The incubation plan can include additional in-kind financial support in the form of goods or services related to prototyping, market research or testing, registration, etc. (and in special cases with strong justification, direct financial support). Requests for additional support should not exceed 3000 USD per start up and 20,000 USD total. All requests are subject to prior approval by FAO.

The incubation programme should be implemented over a period of 6-12 months either in person or virtually and provide each of the 10 winning start-ups with a combination of one-on-one coaching and mentoring with relevant leading regional and global sector experts, online training, and matchmaking with possible technical, investment and business partners.

Deliverable: Report outlining needs assessment results and proposed incubation plan for each of the 10 winners

- *Implement mentoring and incubation programme*

The service provider will be responsible for the implementation and administration of the incubation programme, contracting of relevant experts and coaches, and for the dispersal of in-kind financial support.

The final report should present the initial results of the incubation based on the time elapsed, identify lessons learned throughout the activity in order to replicate or improve upon in the future and highlight opportunities to build-upon or scale up project activities.

Deliverable: Final report including initial results of incubation programme, lessons learned and opportunities for scale up

Deliverables and indicative timeline:

Deliverable	Indicative Timeline
Inception report with final timeline and approach for project activities in English	month 1
Call for applications in English, Arabic and French	month 1
Competition application form in English, Arabic and French	month 1
Evaluation score sheet in English	month 1
Competition dissemination plan (with list of institutions to be contacted) in English	month 1
Outreach and receipt of applications (month 2&3)	
List of 20 shortlisted start ups	month 4
Agenda for 3-day virtual bootcamp	month 4
Virtual bootcamp (month 5)	
Brief report on outcomes of bootcamp with links to session recordings	month 5
Moderation of final pitching event (month 6)	
Report outlining needs assessment results and proposed incubation plan for each of the 10 winners	month 7
Launch start-up incubation programme (month 8)	
Final report including initial results of incubation programme, lessons learned and opportunities for scale up	month 12

Role of FAO:

FAO will be responsible for the following:

- Dissemination of the call for applications
- Assembly and participation in final judging panel
- Review and approval of the call for applications, application form and evaluation score sheet
- Review and approval of needs assessment methodology for winning start-ups
- Review and approval of proposed mentoring and incubation programme for each winner
- Review and approval of any additional requests for in-kind support (not to exceed 20,000 USD total for all start-ups, and with a ceiling of 3000 USD per start up)
- Organization and promotion of final pitching event
- Promotion of winning start-ups
- Implementation of satisfaction survey for recipients of incubation support

Supervision and Reporting:

The Contractor will work under the overall supervision of the FAO Regional Programme Leader in the Near East and North Africa, the technical supervision of the Lead Technical Officer, the direct supervision of the Project Manager and in close coordination with the FAO project team.

APPENDIX B

DOCUMENTATION AND FORMS TO BE SUBMITTED AS PART OF THE TECHNICAL PROOPSAL

A. Organizational Capacity

This section should provide corporate information and a brief description of the Proposer's present activities. It should focus on services related to FAO requirements.

Proposer should describe its human and material resources that would contribute to successful performance of the Contract, in case of award.

The Proposer should also comment on its experience in similar projects with international and national organizations listing relevant projects conducted within the last two (2) years, providing the evidence required for this tender.

The Proposer may also provide reference letters from national or international companies/organizations for similar services accomplished.

B. Proposed Methodology

Approach and Understanding the Statement of Services

This section should demonstrate the Proposer's responsiveness to the specification by identifying the specific components proposed, addressing the requirements, as specified, providing a detailed description of the essential performance characteristics, and demonstrating how the proposed methodology meets the specifications.

This section should include the methodology, approach and implementation plan in order to complete the services described in **Appendix A**.

Proposed timeline

Please provide a breakdown of all the activities you propose for the performance of the activities required together with the relevant information. The work plan should include all main activities and deliverables requested by FAO in **Appendix A**, as well as any additional value-adding activities and deliverables you are proposing.

Risks/Mitigation Measures

This section should include the details on identification of the potential risks for the implementation of this proposed methodology that may affect achievement of expected results, and describe measures to mitigate these risks. Proposer shall provide a risk matrix describing the potential risks and proposed mitigation measures.

C. Key Personnel

This section should fully explain the Proposer's resources in terms of personnel necessary for the performance of this requirement. Proposers should submit brief CVs for the proposed personnel, including the key personnel:

1. Team Leader
2. Agri-business development specialist
3. Partnerships and outreach specialist

Staff Time Allocation

Provide a spreadsheet that includes activities of personnel and the time allocated of each team member for the activities detailed in **Appendix A**.

APPENDIX C: FINANCIAL OFFER FORM

FAO requests that you submit your financial offer according to the format below. Please insert as many lines as you need. The main activities should correspond to the main activities described in the workplan. Please note that the below is a detailed breakdown of the **total costs** for the project.

Expenses	Unit type	Number of Unit	Unit costs	Total
Activity/deliverable W:				
Personnel inputs				
Travel (please create sub-line for the different components: flights, accommodation, allowance, other)				
General operating and maintenance				
Expendable equipment ancillary to services				
Other (specify)				
Subtotal W				
Activity/deliverable X:				
Personnel inputs				
Travel (please create sub-line for the different components: flights, accommodation, allowance, other)				
General operating and maintenance				
Expendable equipment ancillary to services				
Other (specify)				
Subtotal X				
Activity/deliverable Y:				
Personnel inputs				
Travel (please create sub-line for the different components: flights, accommodation, allowance, other)				
General operating and maintenance				
Expendable equipment ancillary to services				
Other (specify)				
Subtotal Y				
Z: Other expenses (please include here all costs that are not related to any specific activity. Please specify the nature of these costs and provide justification. FAO will not reimburse or pay for the procurement of any asset.				
Other (specify)				
Other (specify)				
Subtotal Z				
TOTAL W + X + Y + Z				

APPENDIX D: PROPOSAL SUMMARY

Instructions: Please complete the spaces left blank below. Prices should be quoted in USD (US Dollars) and all documents are to be provided in English.

PART I: Mandatory Requirements

- I certify to have submitted all the information/documents requested for the Mandatory Requirements set forth under **paragraph 2.1** of the Letter of Invitation.

PART II: Commencement of Contract Performance

- I undertake to commence the performance of the contract within **two (2) weeks** of the contract itself duly signed by FAO and complete the required services within **twelve (12) months** from contract start date.

PART III: Participation by FAO in the Contract

Either:

- I certify that the inputs to be provided by FAO, as set out in the Letter of Invitation are adequate and sufficient for a satisfactory contract performance;

or

- For a satisfactory contract performance, the following would have to be provided:

PART IV: Financial Offer

- I hereby confirm that I have completed **Appendix C** to the Letter of Invitation showing the costs proposed for the requested services.

PART V: Completeness of Proposal

- I certify that my proposal complies with **Appendix A** to the Letter of Invitation.
- I certify that I have submitted the duly completed **Appendix C** to the Letter of Invitation.
- I confirm having obtained all relevant data and information as regards risk, and any other circumstances, which may influence or affect the performance of the contract, which have been duly taken into account in the formulation of this proposal.

PART VI: Certification of Proper Procedures

- I certify that my firm/organization (including all members of a consortium, if applicable) and its subcontractors are not associated, directly or indirectly, with the consultant or any other entity who prepared the terms of reference or other bidding documents for the project.
- I acknowledge that my firm is responsible for any consultant, including independent consultants, who assists in the preparation of offers and confirm that my firm has taken all measures to ensure that any independent consultant engaged to assist in preparing this offer has not and will not be involved in the preparation of another bid for another bidder for the same tender process.

PART VII: Conflict of Interest Disclosure

Either:

- To the best of my knowledge, I confirm that none of my firm’s representatives or employees has a current or former employment relationship with FAO, and none of my firm’s representatives or employees have a current or past relationship with an FAO staff member (family members, spouses, etc.).

or

- I have provided below details regarding the following representatives or employees of my firm who have a current or former employment relationship with FAO and/or who have a current or past relationship with an FAO staff member:

PART VIII: Contract Provisions

- I confirm that I have read and that I accept the standard provisions set forth in the said General Terms and Conditions for Services and I do not have any reservation.
- I certify that my firm has not and will not engage in corrupt, fraudulent, collusive, coercive, unethical or obstructive practices during the selection process and throughout the negotiation and execution of the contract.
- I confirm that my firm, including any affiliates, agents or subcontractors, is not subject to any sanction or temporary suspension imposed by an Intergovernmental or UN Organization, including any organization within the World Bank Group or any multi-lateral development bank, or by an institution or body of an economic integration organization (e.g., the European Union). If my firm, or any affiliates, agents or subcontractors, has been subject to any temporary suspension or sanction by any such organization or a National Authority within the preceding three years, I have provided further information below:

- I certify that my firm is not associated with any individual or entity appearing on the 1267/1989 list of the UN Security Council or with any individual or entity subject to any other sanctions or enforcement measures promulgated by the UN Security Council.

- I confirm that the terms and conditions of the draft contract as enclosed with this Letter of Invitation are acceptable except for the reservations explicitly set out in this Proposal Summary.

PART IX: Validity of Proposal

- This proposal is valid for acceptance for a period of TWELVE (12) MONTHS as from the deadline for the submission of the proposal indicated in the Letter of Invitation.

Name of Firm: _____

UNGM Number: _____

Mailing Address: _____

Tel: _____

Email: _____

Person(s) to contact:

Signature: _____

Date: _____

Name & Title: _____

Company seal: _____

APPENDIX E: DRAFT CONTRACT

APPENDIX F: FAO GENERAL TERMS AND CONDITIONS DRAFT CONTRACT