RFP/IDT/2020-01
“UNWTO Innovation Hub Services”
QUESTIONS AND ANSWERS
11 March 2020

Question 1
Referring to point 1.1 & 1.2 of the technical bid: Price of full-day mentoring session for 10 startups (in a location where they are already actively working as an established hub): 5 days
Is this to indicate that there will be no cost for renting a space? Or is the location important for some other reason?

Answer 1
This is to identify Tourism hubs with existing physical spaces. If there is not one identified, to identify that they will not need to rent a space, but one will be provided in-kind through identified partnerships.

Question 2
Referring to point 1.6 of the technical bid: Offer of new technology services in case the hub developed them and how much the application of a country-specific program is worth (creation of big data platforms, augmented reality or virtual reality applications for destination promotion, among others)
You want us to list the services we will create through these platforms? Or what kind of initiatives we would develop in the hub? When is says how much the application is worth what is the preferred way to value this? I don’t fully understand the requirement. Is it possible to expand a bit on the meaning of this. Offer of new technology services “in case the hub developed them” makes it very broad, and could generally mean anything.

Answer 2
Yes, please provide a list of the services that could be provided by the provider and the associated costs to be incurred.

Question 3
Is the proposal supposed to be a closed set of services or more of a concept of an open list of possible services to be provided?

Answer 3
An open list of possible services should be provided.
Question 4
Should the accelerator have a duration of 1 week and the incubator programme of 6 months, or is there flexibility for other durations?

Answer 4
There would be flexibility when it came time to contract the services depending on the requirements of the party to be requesting the services. The example set is for comparability between offers, not what the actual length will be.

Question 5
Is there a predetermined, or minimum, number of acceleration and incubation batches/editions?

Answer 5
No.

Question 6
Is there a predetermined, or minimum, number of startups to be supported per batches/editions/in total?

Answer 6
No.

Question 7
Should the proposal include the organization of events, promotion and support to UNWTO events and activities? If so, how detailed does this need to be?

Answer 7
As detailed as you consider appropriate. Yes, you can include events and initiatives organized in collaboration with UNWTO.

Question 8
Should the technical proposal include the detailed design of the accelerator, incubator programmes or piloting programmes?

Answer 8
Enough to cover the overall concept, scope and capacities of the bidding entity.

Question 9
The "innovation hub in another country" should be considered a fixed and durable structure/organization working full-time/all-year-round? The cowork price should be per startup, per square meter or closed price?

Answer 9
Closed price (see below).
Question 10
Which countries should be considered? Is there a predefined list?

Answer 10
For clarity and the sake of comparability, we will request that all competing entities provide an example in the following location:
- Mexico City, Mexico

Question 11
Are travel and accommodation expenses for team and mentors supposed to be included in the proposal?

Answer 11
No.

Question 12
What is the outcome of the bid? Is UNWTO going to select 1 winning proposal? Or 1 winning proposal and a list of additional proposals placed on a roster? Or only a list of proposals for a roster?

Answer 12
The outcome of the bid will be a roster. The partner entity requesting the services would make the final selection from the pre-determined roster developed from this tender process. Pre-selected companies would be requested to send a financial proposal for the services requested by the partner entity in order to make the final selection.

Question 13
Who are the potential partners that will have access to the roster?

Answer 13
UNWTO Members requesting the services would be provided with the information once a partnership has been established.

Question 14
Which parts of the proposal will be made public? If all of it, can we request that part of it not be made public (this depends on how detailed the technical proposal needs to be)?

Answer 14
Only the name and country of origin of the companies included in the roster, and the dates and subject of the Long-Term Agreements signed.
Question 15
What are the countries we should assume operating the hub in Document III TOR's - sections 6.2 and 6.3 (i.e. Israel, our existing country, and Spain? If there are additional countries please specify)

Answer 15
See question 10.

Question 16
In section 6.2 and 6.3 (in Document III TOR’s), should we assume that we have to rent offices for a full year or specific time - i.e. acceleration batch?

Answer 16
No, just the content in this case.

Question 17
How many people should we assume? 10 startups means 10 seating spaces or more? Should the renting fee be part of the quote?

Answer 17
1 person per team – the renting space cost should not be included

Question 18
What kind of expertise do you mean by “co-working”?

Answer 18
Facilitating a co-working space and environment enabling companies to work.

Question 19
What are the legal and financial expertise that are requested?

Answer 19
Being able to offer resources to startups from experienced mentors in legal and financial issues startups may face when establishing companies.

Question 20
DOCUMENT IV - Annex 5: “Presentation demonstrating that the Bidder complies with what it is requested in the TORs” - do you mean that the submission should be via powerpoint or any other specific document? Can we use visuals, or only text?

Answer 20
Visuals are accepted

Question 21
Document III - Introduction: “Shortlisted applications will remain on the roster for a period of two to five years and can be selected at any time for specific
activities based on the project’s requirements”. What is the (advance) notice that we will be given in order to provide the needed services? Can we “pass” a specific order, and still comply for future orders?

Answer 21
This would be determined in each respective case – we cannot provide exact information (at least one 15 days in most cases). Yes, every company of the roster can do a specific order and comply for future ones.

Question 22
Document 1: tender information
a. 6.4.2 Evaluation criteria of technical bid
i. 1.6 - please clarify the requirement
ii. 2.1 - please clarify what you mean by “added value to UNWTO’s innovation strategy”
iii. 3.1 - please clarify - we can present the profile of the proposed team, and their preferred qualifications and experience. However, at this stage we can’t present the dedicated proposed team CV’s, as they will be recruited upon need, after the agreement with UNWTO will be finalized
iv. 3.2 - please confirm you are relating to the current team members of the bidder

Answer 22
i. See above
iii. It would be a sample of a potential team
iv. Yes

Question 23
Document 1: tender information
b. 6.4.3 Financial bid
2. “Budget breakdown of the creation an innovation hub in another country”
   What do you mean by ‘other country’? Please clarify so we can commit to the financial terms.

Answer 23
See question 10 and bid table.

Question 24
What’s the batch size and length? Is it up to our recommendation?

Answer 24
Yes.
Question 25
Document 1: tender information
c. 3. “Budget breakdown of developing a scaling-up program for startups” - does this relate mainly to supporting the startups with go-to market strategies.

Answer 25
Yes, this would be the case understood as individual advising services for one month for a soft landing in a new location (city or country), including but not limited to got-to–market strategy, metrics analysis etc.

Question 26
Deadline for submission - Can we ask for a delay for the submission of our proposal? 1 month deadline is very tight for such a tender.

Answer 26
Deadline has been extended. Please review the amendment document.

Question 27
Document III  Section 1,2: How many 'Innovation Hubs' are we proposing to developing/working on? This will have a significant impact on the technical and commercial proposal.

Answer 27
Each contract would be developed with a potential partner requesting. The selected Hub will be able to adapt to working in any region of the world and would facilitate collaboration, inspiration and capacity building on how to scale up local, regional and national tourism ecosystems and go global. UNWTO Member States will actively be involved by launching innovation challenges.

Question 28
Document III  Section 2: Where would these Innovation Hubs be located? Which locations would be most and least desirable for the RFP, and why?

Answer 28
Please see question 10. Otherwise, for future implementation most probable UNWTO Member State

Question 29
Document III  Section 5: Would we be the end-to-end operator of the Hub? Or will Plug and Play be tasked with specific services to the Hub?

Answer 29
This would depend on the final negotiations with the host country –both possibilities exist
Question 30
Document III  Section 5: Would we have the operating power to structure of mentorship, incubation and acceleration/scaling-up programs? Timelines and services provided to startups and private/public sponsors/technology end-users/investors can vary a lot, impacting the technical and commercial submission very significantly.

Yes, the entity would have the operating power in coordination with UNWTO and the partner requesting the services. Please provide a potential example with the established requirements (country and bid).

Question 31
Document III  Section 5: Would we decide number of Startups entering the program? If not, how many should be incubated and accelerated each year?

Answer 31
It would be determined mutually

Question 32
Document III  Section 2: Will there be a ramp up period after awarding the bid to train and prepare our local and international staff who will be rendering services stated in our proposal?

Answer 32
Yes, this would all be determined with the potential partner prior to each specific project.

Question 33
Document III  Section 2: It is stated that one of the objectives is to "Stimulate creative tourism solutions" and "UNWTO Member States will actively be involved by launching innovation challenges". Please give further guidance on what some of these may be?

Answer 33
See examples here: https://www.unwto.org/unwto-startup-competition

Question 34
Document III  Sections 4 & 5: "It is stated that ""Hubs should be committed to the Sustainable Development Goals of the United Nations through its objectives, initiatives or current startups"" and ""Hubs should be committed to at least two of the Sustainable Development Goals of the United Nations through its objectives, initiatives or startup"". Given the 17 SDG (here: https://www.undp.org/content/undp/en/home/sustainable-development-goals.html), which of these may most desirable for a bidder to prioritize in their submission?"
Answer 34
This is at the discretion of the applicant.

Question 35.
Document II Sections 4 & 5: To leverage our startup, corporate, government and investor ecosystem/network and ensure success of the program, could there be synergies with other programs that we provide across the world within the travel, hospitality, tourism and sustainability sectors? This may have a significant impact on our technical and commercial submission.

Answer 35
Yes

Question 36
Document I Section 7: No clear outline procedure to follow. No reference to Document II (Long-Term Agreement) procedure, or where it fits in the filing of the bid: Is it in File A, or File B?

Answer 36
Document II (Long-Term Agreement) is only for your reference, so bidders know the Terms and Conditions that will be applicable if they are selected to be part of the roster. The Agreement will be sent complete for signing to the companies selected to be part of the roster.

Question 37
Document I Section 1.1.3: Other than the 'Accept terms and provisions in this document' (document 1) and 'rules and procedures of the UNWTO' (here: https://www.e-unwto.org/doi/pdf/10.18111/9789284417513), what else are bidders expected to 'unconditionally accept'?

Answer 37
Bidders have to accept clauses and General Terms and Conditions included in the Long-Term Agreement example send as Document II, as well as all the provisions included in the rest of the documents that are part of the bidding documents.

Question 38
Document I Financial bid Section 6.4.3: What is meant by including fixed costs?

Answer 38
Fixed costs mean any standard fees which could be applied to the contract.

Question 39
"Evaluation and comparison of technical bids Section 6.4.2 Criteria 1.6:"
"Item 1.6 (with the highest weighting of 250), is unclear to us.
Please provide further details or examples which may be desirable, and why.

e.g.:

**Answer 39**
See examples: (creation of big data platforms, augmented reality or virtual reality applications for destination promotion, among others)
This would be based off of examples

**Question 40**
Are the ‘technology services’ provided by the hub or the startups being mentored, incubated and/or accelerated?

**Answer 40**
They would be offered by the hub

**Question 41**
What are the measures/KPIs of ‘worth’?

**Answer 41**
They would be taking into consideration when scoring organizational architecture

**Question 42**
Every country may benefit from different technologies given that they may have different needs, capabilities and stakeholders. It would seem that UNWTO would ONLY like to see submission for ‘local hubs’ where we (the service provider) have a clear understanding of the local market needs and current state. Is that correct?”

**Answer 42**
See question 10 above.

**Question 43**
Document I “Evaluation of the financial bids 6.4.3 Criteria 2 & 3” "There seems to be significant overlap here. This therefore poses the risk of duplicating pricing which may unnecessarily over-state their pricing. How do bidders avoid this?
Overlaps include:
- ‘services of acceleration’ and ‘agenda 1-1 for startups to corporations or investments’ (criteria 2) are a critical part of ‘scaling-up program’ (criteria 3). "

**Answer 43**
- Budget breakdown of the creation an innovation hub in another country (including services of acceleration, incubation, coworking space, agenda 1-1 for startups to corporations or investments)
- 3. Budget breakdown of developing a scaling-up programme for startups (including 1-1 meetings between startups and corporations or investments in a place they are currently working)
Question 44

Document I "6.4.3. Evaluation of the financial bids Criteria 2" "Providing pricing for an 'innovation hub' is extremely ambiguous as it highly dependent on many variables that have not yet been clarifies e.g.:

i. number of 'innovation hubs' to price
ii. number of startups incubated / year
iii. number of startups accelerated / year

logistical costs that the bidder is expected to incur i.e.

iv. - space rent (depends on location, space size, space fit-out/spec, space layout/functionality i.e. only hot desk, or meeting and presentations areas included etc.);

v. - events (types of events e.g. meet-ups, selection days, demo days, investor days, workshops; catering included/not; photography/videography included/not; design and building branded collateral; promotion and marketing of events etc.

vi. Different pricing models may be provided depending on the capability of public and private sector sponsors' abilities to provide infrastructure and space e.g. sponsor may cover rent or elements of events

vii. Accelerator services often work best when services are delivered to public and private corporate sponsors to help assess and improve their innovation/startup engagement capabilities. These can form the bulk of costs needed to run the program. These corporate innovation services (e.g. project management support; innovation education/culture change; innovation/strategic advisor services) need to be tailored to meet the particularly needs of the key local stakeholders/sponsors. This therefore varies a great deal from location-to-location, and partner-to-partner.

viii. In conclusion, pricing for such a broad and ambiguous line items will require all bidders to make many assumption, which will ultimately differ greatly.

Please provide further clarity on how we may draft our financial bid so that bidders' submissions can better compared on a like-for-like basis i.e. where bidders are not seen to be over-priced for delivering more comprehensive services to sponsors and startups in order to meet the ultimate 'objectives' outlined in the TOR.

Answer 44

i. 1
ii. 10
iii. 20

iv. In this case, we are not considering the cost of the space or facilities as in this practical case we will consider that they are provided in-kind by the host.

v. Provide the breakdown of the costs of the content of the programme exclusively

vi. Of course, but it would be an overall estimate

vii. See question 12 (samples)

viii. Provide ranges

Question 45
Do you need anything submitted by us to confirm our intent and validity to bid? If so, what are they and what is the deadline to submit those items?

Answer 45
No document needs to be send in order to confirm the intent to bid. To submit the bid, the bidders should follow the instructions in Document I “3. Preparation of bids”. Amended deadline will be included in the Amendments document.