Form D: Technical Proposal Form

RFP reference no: RFP/2025/58913

Name of Offeror: Startup House

Section 1: Offeror's qualification, capacity and expertise	
1.1	**Consortium overview** **Neuvia**, led by **Startup House CommV** (Belgium, 2024), brings together established regional leaders with a proven track record in innovation to deliver a fully integrated accelerator program tailored for the Black Sea region. Rooted in impact delivery, Neuvia focuses on sustainability, marine pollution reduction, circular economy, and venture acceleration, providing founders with services that are practical, results-driven, and deeply attuned to their needs. **Startup House**, as lead, ensures overall governance, contracting, quality assurance and serves as the principal interface with UNOPS and the PIU throughout all phases of the assignment. Founded to challenge generic accelerator models, it prioritizes what truly moves founders forward: tailored guidance, direct market linkages, and measurable outcomes. Our partners operate flagship ecosystem platforms across **Georgia** (*Startup Georgia*), **Moldova** (*Startup Moldova*), and **Türkiye** (*Impact Hub Istanbul*), complemented by the regional and EU reach of Impact Hubs in **Stockholm (SE)** and **Bucharest (RO)**. Each partner combines ecosystem leadership with a commitment to co-creation and tangible impact. For instance, *Startup Georgia* has pioneered founder-focused approaches that track progress by traction rather than activity, while *Startup Moldova* anchors regional outreach and post-award support. Impact Hubs contribute proven accelerator pedagogy, investor networks, and facilitation expertise. Consortium partners also bring the advantage of having collaborated successfully in past initiatives; for example, Impact Hub teams have worked together across regional programs (ex: Swedish Institute consortium), while Startup Georgia and Startup Moldova have jointly delivered projects supporting entrepreneurial ecosystems. Together, Neuvia offers not just an assembly of institutions but a **community of practitioners** with measurable results, impactful networks, and technical excellence. Collectively, we have designed and delivered blue/green innovation programs and accelerators supported by the EU, UN, USAID, GIZ, EIT Food, UNDP, and national governments. We bring unique capacity in local market insight, regulatory navigation, global partnership brokering, investor matchmaking, and proven learning design. Neuvia is united by one conviction: **entrepreneurs tackling pollution and sustainability challenges in the Black Sea region deserve acceleration that is ambitious, personal, and effective**.

Across our consortium, we have collectively: accelerated 600+ startups, mobilized €15M+ in grants and investments, trained 2,000+ entrepreneurs, and maintained active networks of 500+ mentors and 200+ investors.

Impact Hub Istanbul (Türkiye, 2016)
A leading entrepreneurship and sustainability accelerator in Türkiye, Impact Hub Istanbul has supported **500+ social enterprises** and designed/implemented **45+ capacity-building programmes**. Flagship work relevant to this assignment includes **Accelerate2030 (with UNDP/GIZ)**, **EWA – Empowering Women in Agrifood (EIT Food)**, corporate innovation programmes, and tailored mentoring systems. Core strengths: cohort curriculum design, bootcamp facilitation, mentor networks, investor and corporate matchmaking, and post-award technical assistance directly applicable to activities in **Türkiye** and to regional cross-border cohorts.

Impact Hub Bucharest / Ropot Boutique SRL (Romania, 2013)
National leader in climate-innovation and circular economy acceleration, operating the **Romanian ClimAccelerator**, **WE.Circular** for women entrepreneurs, and serving as **EIT Food Hub Romania**. The team co-develops ecosystem knowledge (e.g., annual Green/AgriFood Startups Overview reports) and operates **Startarium,** a platform with **52,000+ users**. They bring deep green/circular content expertise for orientation and bootcamp delivery, and strong investor/market access for post-award support - highly relevant to **Moldova** and the wider Black Sea region.

Impact Hub Stockholm (Sweden, 2008)
A Nordic innovation hub contributing experienced facilitators, mentors, and access to EU/Nordic sustainability and impact-investment networks. They strengthen the consortium's capacity for cross-border **matchmaking**, study-visit design, and investor-readiness coaching, which is useful for both Focus Country and Greater Black Sea winners.

Startup Georgia (Georgia, 2021)
A national ecosystem convener with hands-on acceleration and community programmes (e.g., Techstars Startup Weekend Tbilisi; USAID/Seedstars initiatives; youth entrepreneurship tracks). They provide local outreach, **orientation delivery**, stakeholder access, and in-country activities directly relevant to the **Georgia** workstream. The most recent activity in 2024-2025 was bringing direct experience as a stakeholder in the **Entrepreneurial Mobility Linkages (EMLINK) program**, an initiative of the **International Centre for Migration Policy Development (ICMPD)**. Through this engagement, Startup Georgia supported capacity building for founders and contributed to achieving all program KPIs, reinforcing its track record in delivering measurable results within internationally funded initiatives.

Startup Moldova Foundation (Moldova, 2021)
A non-profit foundation coordinating Moldova's flagship **Startup Moldova Summit**, Investment Readiness programmes, sector forums (e.g., Digital Health, Energy Tech), and community events. The foundation has managed **€7.8M in grants**, supported **60+ startups** (2024–2025), and maintains strong ties with EU programmes and regional

investors key for the **Moldova** workstream and for the **Greater Black Sea** window's investor-readiness, BD, and follow-on financing pathways.

Relevance to the assignment and focus countries (Georgia, Moldova, Türkiye).

- The consortium covers the full technical arc required for the Eco-Innovation Challenge: targeted **outreach & orientation** (~50 participants), dual-modality **bootcamp** (virtual or in-person), structured **matchmaking** with municipalities/utilities/research/NGOs/investors, **communications coaching** for the top-20 finalists, and tailored **post-award technical assistance** (12-month plans for Focus Country winners; 6-month plans for Greater Black Sea winners).
- The team combines **in-country presence** (Georgia, Moldova, Türkiye) with **regional reach** (Romania, Sweden), ensuring context-aware delivery, access to regulators and end-users, and realistic market/implementation pathways.
- Specialized experience spans **eco-innovation and circular economy**, accelerator curriculum design, investor readiness, and cross-border partnership brokering capabilities directly transferable to the Challenge's themes and implementation settings.

LOCAL-GLOBAL BRIDGE - Physical presence in all three focus countries (Georgia, Moldova, Türkiye) with direct access to EU/Nordic networks for investment, partnerships, and scale-up opportunities

PROVEN BLUE/GREEN TRACK RECORD - 45+ environmental acceleration programs delivered across the Black Sea region with measurable impact: pilots launched, investments secured, policies influenced

FOUNDER-FIRST PHILOSOPHY - Support designed by entrepreneurs, for entrepreneurs—we measure success by founder traction, not activity metrics

Direct relevance to the assignment: Neuvia's combined expertise directly maps to every phase of the Eco-Innovation Challenge. Our in-country presence ensures context-aware delivery and regulatory navigation. Our proven methodologies in eco-innovation, validated through partnerships with EIT, UNDP, and national agencies, guarantee quality outcomes. Most critically, our track record shows consistent success in converting early-stage ideas into funded, implemented solutions—exactly what this Challenge demands."

1.2	**Management structure and core team** We will field a lean, senior core team of key experts drawn from the consortium member organisations. Roles are mapped to RFP requirements: **Project Director/Team Leader**, **Project Manager**, **Senior Technical Specialist(s)**, and **Junior Analyst** - with clear responsibility mapping and the flexibility for one expert to cover multiple areas where justified. The Project Director provides strategic direction, quality sign-off, and the primary interface with UNOPS; the Project Manager owns schedule, RAID (risks, assumptions, issues, dependencies), deliverable flow, and coordination; Senior Technical Specialists lead

curriculum/bootcamp/TA content and mentor management; Junior Analysts support research, logistics, data, and knowledge capture.

Financial stability and project financing capacity T

he consortium partners collectively operate mature accelerator and ecosystem programs with robust financial management and delivery capacity. Together, we meet the required **USD 1.5M turnover over the past five years**, demonstrating financial stability and operational resilience. Each partner maintains strong internal controls and finance functions, while the Lead ensures centralized contract management and administration.

We confirm our ability to mobilize working capital for start-up activities, manage multi-partner cashflows, and comply with all standard commercial terms, including **no-advance arrangements**, **timely invoicing**, and **performance security equivalent to 10% of the contract value**. This is fully supported by the Lead's central financial administration and the financial governance systems of consortium partners.

Demonstrated ability to develop customized training content

Neuvia's core team brings exceptional depth in curriculum design and interactive facilitation across diverse startup ecosystems. Our Senior Technical Specialists have collectively designed and delivered over 100 accelerator programs, reaching 3,000+ entrepreneurs across 30+ countries. The team includes curriculum architects for Swedish Institute's flagship programs (She Entrepreneurs, Global Executive Programme), designers of UN Global Compact's SDG Innovation Accelerator, creators of EIT Food's women entrepreneurship modules, developers of impact measurement frameworks for social entrepreneurs, and architects of learning experiences for 100,000+ users on digital platforms. This proven expertise in adult learning methodologies, blended delivery models, and culturally-adapted content ensures we can create compelling, practical curricula that drive real founder outcomes—not just training hours.

Project management controls

We will operate a predictable governance cadence: weekly internal stand-ups; bi-weekly syncs with the client team; monthly coordination calls with shared minutes (within two business days); and end-of-phase progress reports. A master schedule keys all activities to milestone dates and deliverables. A living RAID log and decision register (with clearly assigned DRIs - Directly Responsible Individuals) enable early risk surfacing and corrective actions. Version-controlled templates (workplans, curricula, agendas, attendance logs, minutes, reports) ensure consistency and auditability.

Subcontracting approach (scope and controls)

Delivery is consortium-led. Where additional operational support is required - such as accommodation for bootcamp participants, venue logistics, travel arrangements, or specialized technical services - we will engage pre-qualified vendors already known and trusted by consortium members. All subcontracted work will follow strict procurement protocols with clear scope definition, competitive selection where appropriate, and performance monitoring. Subcontractors will be managed through the same quality

assurance framework as core delivery, with the Project Manager maintaining oversight of all vendor relationships.

Implementation realism and resources

The plan respects the 24-month duration and the indicative calendar (orientations in Dec–Feb; bootcamp in Mar; communications coaching in May–Jun; decision event in late June; TA kick-off in Jul–Aug). Travel and missions are budget-sensible; remote participation options are built-in; and staffing scales predictably over the heavier delivery months.

Ecosystem engagement capacity

The consortium maintains active networks across Georgia, Moldova, Türkiye, Romania, and Sweden, with global reach, leveraging these ties for targeted **matchmaking** and finance access. A CRM-style logbook tracks leads and outcomes for finalists. Our combined networks include 500+ active mentors, 200+ investors, and partnerships with 50+ universities, research institutions, and corporate innovation labs directly relevant to eco-innovation and sustainability.

Quality Assurance system

1. **Plan:** RASCI-mapped workplan; stage-gate checklist per Output (Orientation, Bootcamp, Matchmaking, Comms, TA, Learning/Reporting); document control with versioning; change-control log.
2. **Deliver:** Standardized templates (curricula, agendas, mentor briefs, attendance logs, minutes, reports); daily delivery huddles during events; real-time issue board owned by the PM.
3. **Verify:** PD/QA peer review of all curricula and facilitation plans; acceptance tests at each gate against pre-agreed criteria; spot audits on mentoring sessions and matchmaking outcomes.
4. **Learn:** After-action reviews; "fast retro" within 72h of each milestone; corrective actions captured in the RAID and tracked to closure.

Acceptance criteria & performance targets

- **Attendance:** ≥90% for Orientation and Top-20 Comms.
- **Bootcamp:** up to 50 applicants total (≤25 per window); 100% curriculum and facilitation report submitted on time.
- **Matchmaking:** min. 2 relevant connections per finalist, with outcomes recorded.
- **TA windows:** 100% of winners with individualized plans; ≥70% of grantees show KPI progress; ≥30% of awardees secure follow-on interest/funding.
- **Cadence compliance:** 100% monthly check-ins held; minutes shared ≤2 business days; phase reports submitted by agreed dates.
- **On-time delivery:** ≤5% of deliverables late; any late item has an approved recovery plan within 48h.

Risk register (top items, triggers, mitigations)

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- **Low participation (Orientation/Comms).** Trigger: RSVPs <85% one week out. Mitigation: multi-channel reminders, substitute dates, hybrid dial-in, targeted outreach through country partners and their resources.
- **Modality shift for Bootcamp.** Trigger: travel/event constraints. Mitigation: dual-ready Virtual A / In-person B designs; 5-day switch protocol; pre-booked platforms/venues.
- **Logistics disruptions.** Trigger: flight or visa issues, speaker cancellations. Mitigation: distributed trainers across GE/MD/TR/SE/RO; virtual fallback; bench of alternate mentors/speakers.
- **Stakeholder availability.** Trigger: <60% confirmations 10 days out. Mitigation: early holds with PIU; rotating office hours; cluster sessions by country/theme.
- **Data protection & integrity.** Trigger: handling of personal, proprietary, or evaluation data. Mitigation: role-based access; minimal-data collection; consent language; secure repository; COI declarations for mentors/evaluators.
- **Context risks (policy, security).** Trigger: new restrictions or events. Mitigation: scenario planning; travel advisories monitored; remote continuity plan; re-sequencing without impact on critical path.

Escalation & change control
PM logs any variance >10% on scope/schedule; PD reviews within 48h; if a baseline change is needed, we submit a concise change request (cause, impact, options, recommendation) for UNOPS approval before implementation.

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<td colspan="2">**Section 2: Proposed Methodology, Approach and Implementation Plan**</td>
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The assignment is an end-to-end accelerator with three linked objectives: (i) build a strong and equitable applicant pipeline and lift proposal quality before selection; (ii) run a competition phase that materially improves finalists' business and implementation readiness; and (iii) provide tailored, time-bound post-award support under two windows (12-month Focus Country; 6-month Greater Black Sea).

Our cornerstone is **investment-readiness through practice**. Participants will not only learn; they will **do,** progressing along a clear set of commercialization and financing milestones (e.g., validated problem/solution fit, pilot or paid proof-of-concept, basic unit economics, data room essentials, LOIs/MoUs, investor pipeline) with hands-on coaching.

Alignment with Timeline

The consortium's implementation plan is fully aligned with the indicative timeline outlined in the schedule of requirements and RFP documentation. Key milestones such as the first screening (November 2025), orientation period (December 2025-February 2026), bootcamp delivery (March 2026), Shark Tank event (May-June 2026), and post-award support (through December 2027) are integrated into our internal planning and resource allocation.

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Phase 0: Mobilization & Pipeline Building (Oct-Nov 2025)

- **15 Oct 2025:** Contract commencement and consortium mobilization consortium kick-off; governance & QA cadence confirmed (bi-weekly PIU sync; monthly minutes ≤2 BD).
- **Operations tasks:** finalize detailed workplan & MEL kit; partner mapping across Georgia, Moldova, Türkiye (Globally, including EU). Set up CRM logbook and data room; partner delivery matrix; risk/RAID log; brand/visibility checks; outreach asset pack; mentor/panel longlist; virtual platform/venue pre-checks.
- **30 Nov 2025 — D1.1 Logbook** (≥20 potential eco-innovators per window): publish outreach report, contactable leads, channels, and next actions.

Phase 1: Pre-Competition Orientation (Dec 2025–Feb 2026)

- **Grouped session**s + 1:1 clinics for hybrid access; attendance ≥90%.
- **Operations tasks:** schedule cohorts by window/theme; distribute plain-language toolkits; deliver 1:1 "Readiness Snapshot" (strengths/gaps); help-desk office hours; consent & data minimization; accessibility & Black Sea languages where relevant.
- **28 Feb 2026** — D2.1 Orientation curriculum, materials & digital toolkit - It is important to note that aggregation of tools and perks that will practically help participants will continue throughout the program and will be accessible for all participants.
- **Preparation for phase 2** - **(Scenario A-Virtual):** technical configurations, moderator run-of-show, breakout logistics, **(Scenario B-In-person):** venue & travel logistics, economy-class/ICSC-compliant DSA controls, onsite facilitation & daily huddles.

Phase 2: Competition & Matchmaking (Mar 2026)

- **Mar 2026:** Dual-ready bootcamp delivery (Virtual A or In-person B scenarios) for up to 50 participants
- Run dual-ready bootcamp for up to ≤25 per window.
- **Applied sprints (both scenarios):** Commercialization support; unit-economics worksheet; investment-readiness pack (1-pager, short deck, impact logic, data-room checklist); regulatory pathfinding checklist (country-specific); at least one live commercialization dialogue/team.
- **Partner matchmaking:** pre-briefs (asks/offers) + post-briefs (decision/owner/deadline); cross-window pairing where useful.
- **31 Mar 2026 — D2.2 Bootcamp curriculum & facilitation report**; **D2.3 Matchmaking summary**

*** 1 Apr - 15 May 2026 - UNOPS Selection Committee Evaluation

Phase 3: Communications Coaching & Selection (May–Jun 2026)

- Top-20 comms training; attendance ≥90%.
- **Operations tasks:** pitch studio schedule; rubric-based feedback; deck/one-pager polishing; mock panels; media readiness; judges/panel brief.
- **21 Jun 2026 — Shark Tank event** (final selection & awards).
- **15 Jul 2026 — D2.4 Comms training & networking report.**

Phase 5: Execution Support - Two Windows (Jul 2026–Aug 2027)

Focus Country Window (12 months):

- **Jul 2026:** TA Plan development with quarterly OKRs and monthly cadence
- **Typical activities:** regulatory/procurement wayfinding; pilot/MVP design and MoUs with municipalities/utilities/labs; demand/BD pipeline; investor outreach & DD preparation; KPI progress tracking
- Country Focal; one in-person mission per grantee.
- **Monthly:** Progress monitoring and adaptive support (≥70% grantees target KPI progress)
- **Jul 2027:** Deliverable 3.1 - Individual 12-month support milestone reports

Greater Black Sea Window (6 months):

- **Jul 2026:** Concept maturation sprint initiation
- **Jul–Dec 2026:** Faster cycles targeting first pilots, LOIs, small paid engagements
- **Jul–Dec 2026:** Investor pipeline building (≥30% follow-on interest target)
- **Dec 2026:** Deliverable 4.1 - Tailored 6-month technical assistance reports

Phase 4: Learning & Knowledge Capture (Throughout + Close-out)

- **Monthly:** Coordination calls with action logs and progress reports
- **Operations tasks:** monthly coordination calls with minutes ≤2 BD (**D5.1**); end-of-phase progress reports (**D5.2** in Dec 2025, Jul 2026, Dec 2027); capture evidence artifacts to MEL vault; outcome harvesting notes.
- **Sep 2027 —** D5.3 Lessons learned package with 20 case briefs and summary.
- **Dec 2027:** Contract completion and final knowledge transfer

Weight distribution among the components:

- **Competition & award** (high weight): Bootcamp, matchmaking, and top-20 communications are structured as applied sprints that generate tangible outputs (not training hours): refined concepts and business models, documented matchmaking outcomes, and investor-/stakeholder-ready pitches for the shark tank.

- **Pre-competition orientation** We widen access and raise the quality bar by engaging applicants with orientation sessions, clear expectations, and specific improvement advice—broadening the funnel while seeding a founder-like mindset early.
- **Learning & reporting** (continuous): Embedded feedback loops and adaptive course correction throughout all phases, culminating in case briefs and consolidated lessons learned to inform future programming.

This phased weighting ensures impact delivery at every stage. Implementation aligns with RFP's 24-month milestone calendar; phased structure fully addresses all deliverables and KPIs.

Approach and Methodology:

1) Targeted outreach & inclusive orientation (foundation for action)

- Multi-channel outreach through consortium networks; simple CRM logbook (source, reach, stage, next action).
- Grouped orientations + 1:1 clinics for ~50 applicants. Each team leaves with a **Readiness Snapshot** (strengths, critical gaps).
- Accessibility and inclusion: plain-language materials; hybrid options; consent and data-minimization practices.

2) Bootcamp as an "applied accelerator" (dual modality, same outcomes)

- **Scenario A – Virtual** or **Scenario B – In-person** (plug-and-play). Both drive to the same deliverables:
    - **Customer & market evidence:** discovery quotas (e.g., 5–10 interviews), synthesis notes, refined value proposition.
    - **Commercialization steps:** short list of **pilot sites/partners**, outreach messages, and at least one active dialogue (meeting scheduled) per team.
    - **Investment-readiness pack:** one-pager, short deck, **basic unit economics** worksheet, impact logic, and a **data room checklist** (governance docs, IP status, budgets).
    - **Regulatory pathfinding:** country-specific permit/standard checklists; named counterparties and next steps.
    - **Pitch studio:** iterative coaching with rubric-based feedback; recorded mock panels.

3) Matchmaking that creates next steps

- Curated 1:1s and roundtables with universities, utilities, labs, corporates, NGOs, and investors.
- Every interaction has a **pre-brief** (asks/offers) and a **post-brief** (decision, owner, deadline).
- Cross-window pairing is useful (e.g., tech from the Greater Black Sea window + host site in a Focus Country) to accelerate implementation.

4) Top-20 communications coaching (confidence + clarity + ask)

- Message discipline (problem, evidence, traction, economics, ask).
- Deck and one-pager polishing; **media/panel readiness**; short "data-room tour" so evaluators see substance behind the narrative.

5) Execution support that is hands-on and tailored (two windows)

- **Focus Country (12 months).** Each grantee gets a **TA Plan** with quarterly OKRs and a monthly cadence, also guidance and consulting on: investment readiness, business development and commercialisation, product and R&D assessment regulatory and procurement wayfinding, pilot/MVP design, local partner MoUs, measurement plan, and BD/investor pathways.

  Execution support This covers the 12-month support for Focus Country winners and the 6-month tailored support for Greater Black Sea awardees. We prioritize measurable progress on grantee/awardee KPIs and in-market validation.

  We provide deeply customized, in-country execution support geared to the realities of Georgia, Moldova, and Türkiye. This includes milestone-driven mentoring, market and regulatory navigation, deal structuring with local partners, and investment outreach—plus at least one in-person mission per grantee. Success is tracked against the RFP KPIs (e.g., ≥70% of grantees show progress on agreed KPIs), aligning to Deliverable 3.1 under Output 3.

- **Greater Black Sea (6 months).** Concept maturation sprints: faster cycles to reach **first pilot, LOI, or small paid engagement**, sharpen unit economics, and build a credible investor pipeline. We deliver a structured early-stage package that fits concepts applicable anywhere in the Black Sea region: targeted mentoring (minimum three sessions), two+ networking activities, concept maturation and prototyping support, business model and go-to-market fundamentals, and investor-readiness coaching. The aim is to secure tangible traction (KPI: ≥30% with follow-on interest/funding), aligning to Deliverable 4.1 under Output 4

- Month 1 - Concept maturation sprint, Month 2 - Prototyping & feasibility, Month 3- Market tests & partner traction, Month 4 - Investor-readiness, Month 5- Cross-border lift. Month 6- Practical workshops,closeout and handover

- **Startup mindset, all the way:** short cycles, visible metrics, hypothesis → test → learn loops, and "small wins" that compound (meetings set, MoUs drafted, pilots launched, follow-ons pursued).

6) Learning & reporting

- Monthly coordination calls with action logs; on-time phase reports.
- Close-out **Lessons Learned**: concise playbook + 20 short case briefs capturing "what moved the needle" on commercialization and financing in each context.

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What makes this work in practice

- **People:** Core and additional experts from Impact Hub Istanbul/Bucharest/Stockholm (accelerator pedagogy, sector content, investor links), Startup Georgia & Startup Moldova (local access, convening, and delivery), and dedication to actually bring tangible benefits for participants.
- **Process:** Outcome-backward design, applied sprints, measurable milestones, and rapid feedback.
- **Plan B:** Fully prepared virtual and in-person tracks; switching is operationalized without losing outcomes.

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Organization and governance

Director/Team Leader with authority for strategic oversight, quality sign-off, and formal interface with UNOPS. The **Project Manager**, seconded from Startup House and supported by in-country partners, handles daily operations, RAID log, budget/schedule control, and deliverable tracking. 4 **Senior Technical Specialists** from Impact Hub Istanbul, Impact Hub Bucharest, and Impact Hub Stockholm lead curriculum design, bootcamp facilitation, mentoring frameworks, and technical assistance. **Junior Analysts** drawn from Startup Georgia and country partners provide research, logistics, and knowledge capture.

We maintain a **distributed structure**:

- **Regional hubs** (Istanbul, Bucharest, Stockholm) ensure accelerator pedagogy, international investor links, and sector content.
- **In-country anchors** (Startup Georgia, Startup Moldova) provide local outreach, matchmaking, and on-the-ground technical assistance, also contribute with experience on decisionmaking and implementation.
- **Cross-cutting functions** (QA, MEL, communications) are centrally coordinated but co-delivered with partners to ensure local context.

Control mechanisms:

- **Cadence:** weekly internal stand-ups; bi-weekly sync with the UNOPS PIU; monthly coordination calls (with minutes shared in 2 business days).
- **Stage-gates:** orientation, bootcamp, matchmaking, communications coaching, and mid-term TA reviews each require formal PD sign-off before advancing.
- **Templates and version control:** standardized curricula, agendas, attendance logs, mentor briefs, progress reports, and financial trackers to guarantee consistency. Depending on the needs of participants, relevant changes are swiftly implemented.

Our plan mirrors the **24-month assignment** and UNOPS indicative calendar, with logical progression from pipeline to execution:

- **Mobilization & outreach (Oct–Nov 2025).** Consortium mobilization; finalize detailed workplan and MEL framework; partner mapping in Georgia, Moldova, and

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Türkiye. At the start of this phase, a coordination meeting(s) (Vienna/Brussels) is planned to align the consortium on governance, budget, and delivery protocols (budgeted). Deliverable: **Logbook (≥20 potential eco-innovators per window)** by 30 Nov.

- **Orientation (Dec 2025–Feb 2026).** Grouped and 1:1 sessions; ≥90% attendance; Deliverable: **Curriculum, materials, and digital toolkit** by 28 Feb.
- **Bootcamp & matchmaking (Mar 2026).** Run dual-ready bootcamp (Virtual A or In-person B) for up to 50 participants; Deliverables: **Curriculum + facilitation report** and **Matchmaking outcomes** by 31 Mar.
- **Communications coaching (May–Jun 2026).** Top-20 pitch and media training; Deliverable: **Comms coaching report** by 15 Jul; milestone: **Shark Tank event 21 Jun**.
- **Execution – two windows (Jul 2026–Aug 2027).**
  - *Focus Country (12 months):* TA Plans, online meetings, KPI progress (≥70% grantees). Deliverable: **3.1 report** by Jul 2027.
  - *Greater Black Sea (6 months):* Concept maturation, mentoring, BD, and investor readiness (≥30% with follow-on interest). Deliverable: **4.1 report** by Dec 2026.
- **Learning & reporting (throughout).** Monthly check-ins and phase reports; **Lessons Learned package** with 20 case briefs by Sep 2027.

Table: Partner Delivery Matrix

Activity/Output	Contributing Partners	Contributing Partners	Key Responsibilities
Pre-Competition Phase			
Outreach & Pipeline Building	Startup Georgia, Startup Moldova, Impact Hub Istanbul Startup House	All Partners	Local network activation, stakeholder mapping, and session delivery
Orientation Sessions	Startup Georgia (GE), Startup Moldova (MD), Impact Hub Istanbul (TR) Startup House	Startup House, Impact Hub Stockholm	Country-specific delivery, venue coordination, participant support
Competition Phase			
Bootcamp Delivery Design	Impact Hub Stockholm, Impact Hub Bucharest	All Partners	Content development, module architecture,

			facilitator guides
Bootcamo Delivery (Virtual)	Startup House, Startup Georgia	All Partners	Platform management, session facilitation, breakout coordination
Matchmaking - Focus Countries	Impact Hub Stockholm, Startup Moldova, Startup Georgia, Impact Hub Istanbul	Startup House	Local partner identification, introductions, follow-up
Matchmaking - Regional/EU	Impact Hub Stockholm, Impact Hub Bucharest	Startup House	Investor networks, corporate partnerships, EU connections
Communications Coaching	Startup House	All Partners	Pitch training, media preparation, presentation coaching
Execution Phase			
Focus Country TA (12-month)	All Partners	All Partners	All partners are equally engaged in education, design and implementation
Greater Black Sea TA (6-month)	All Partners	All Partners	All partners are equally engaged in education, design and implementation
MEL & Reporting	Startup House	All Partners	Data collection, analysis, case study development, lessons learned

Monitoring, evaluation, and learning

We will track and report against UNOPS' KPIs and dated deliverables. For Output 2 we monitor attendance (≥90 percent for orientation; ≥90 percent for finalist communications training), bootcamp completion for up to fifty applicants, and documented matchmaking attempts with outcomes. For Output 3 and Output 4 we maintain per-awardee/grantee milestone files and support logs across the twelve- and six-month windows. For Output 5 we ensure monthly coordination calls, periodic progress reports by phase, and a lessons-learned package including twenty short case studies and a slide summary. Evidence is collated in an auditable repository and submitted on the dates indicated by UNOPS

Pre-competition (Orientation)

- Pipeline coverage by channel; representation of women-led teams.
- Attendance ≥90%.
- **Readiness Snapshot** (gaps & strengths) issued to each team.

Competition & Award (Bootcamp, Matchmaking, Comms)

- **Customer discovery completed:** 10–20 interviews/team; insights logged.
- **Commercialization steps:** # pilot site prospects; # qualified meetings; # MoUs/LOIs drafted; at least one **active partner dialogue** per team.
- **Investment-readiness pack:** one-pager, short deck, **basic unit economics**, impact logic, data-room checklist.
- **Matchmaking outcomes:** ≥2 relevant connections/team with next step, owner, due date.
- **Top-20 comms:** attendance ≥90%; **pitch score improvement** against rubric.

Execution – Focus Country (12 months)

- TA Plan issued ≤30 days;
- **Traction signals:** pilots/MVPs launched; partner MoUs; early customers/users; regulatory steps completed.
- **Finance/BD:** investor/funder pipeline; # pitches; # due-diligence starts; $ indicative commitments.
- **Outcome target:** ≥70% of grantees show KPI progress vs. baseline.

Execution – Greater Black Sea (6 months)

- Mentoring cadence (≥3 sessions) and networking (≥2 activities).
- **Traction signals:** prototypes advanced; LOIs/pilot agreements; first paid engagements, engagements with research institutions.
- **Outcome target:** ≥70% of grantees show KPI progress vs. baseline.

Tools and data flows

- **Indicator Registry:** definitions, baselines, targets, sources, update frequency.

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- **Project Dashboard:** near-real-time view by team/window (Sheets).
- **CRM-style Logbook:** outreach, meetings, matchmaking outcomes, and next actions (owner + deadline).
- **Session Ops Kit:** attendance logs, agendas, mentor briefs, feedback surveys (Forms/Typeform).
- **Evidence Vault (Drive):** decks, one-pagers, unit-economics sheets, MoUs/LOIs, pilot docs, photos, meeting notes.
- **Rubrics & checklists:** investment-readiness, commercialization milestone ladder, pitch scoring.
  Data flow example: team uploads artifacts → Country Focal verifies → MEL Lead approves → Dashboard updates → PMO reviews and adjusts TA Plans.

Data Quality Assurance (DQA)

- **Standards:** completeness, consistency, correctness, currency, confidentiality.
- **Checks:** monthly spot-checks (source files vs. dashboard); quarterly mini-audits of 10–20% of team evidence packs.
- **Corrections:** documented within 5 working days; dashboard refreshed within 48 hours.

Adoption in practice (how MEL drives action)

1. **Kick-off MEL workshop:** align indicators, baselines, roles, and the reporting calendar; finalize templates.
2. **Sprint reviews:** each applied sprint ends with an evidence-based review - what moved, what stalled, what we'll change.
3. **Monthly check-ins:** PM + MEL Lead run status/decisions; adjust mentor assignments, TA intensity, or sequencing.
4. **Mid-term reviews (per window):** formal course-correction on scope or support mix if indicators lag.
5. **Outcome harvesting:** capture tangible wins (MoUs, pilots, DD starts, paid engagements) with short evidence notes.
6. **Close-out evaluation:** synthesize portfolio KPIs; produce **20 case briefs** and a concise visual lessons-learned pack.

MEL-specific risks and mitigations

- **Under-reporting/vanity metrics:** require verifiable artifacts for counting (e.g., signed MoU, calendar invite, meeting minutes).
- **Data lag:** SLAs for updates (≤48h post-event/meeting); dashboard alerts for overdue entries.
- **Inconsistent scoring:** shared rubrics; inter-rater calibration before major reviews.
- **Privacy/COI:** consent language; role-based access; mentor/evaluator COI declarations; secure storage.

What success looks like early

- Orientation ≥90% attendance with actionable 90-day lists.

	- Bootcamp teams hit discovery quotas **and** open at least one live commercialization dialogue. - Matchmaking yields ≥2 concrete next-step commitments/team. - By window close: Focus Country - ≥70% show KPI progress; Greater Black Sea - ≥30% with follow-on interest/funding. - Tools and practices are documented for **reuse** by partners after the contract. ≥70% of grantees show KPI progress vs. baseline.
2.4	**Gender Mainstreaming Objectives** *Gender Mainstreaming objectives are defined and will be implemented using best practices provided by Impact Hub Stockholm* **Access & participation:** Increase participation and retention of women-led and mixed-gender teams across all phases. **Quality & fairness:** Ensure unbiased screening, mentoring, and judging through standard rubrics. **Outcomes:** Convert participation into **tangible opportunities** (pilots, MoUs, investor interest) with specific targets for women-led founders. **Accountability** **Project Director (Startup House):** ultimate accountability; signs off the Gender & Inclusion Action Plan and quarterly reviews. **PM / PMO:** integrates targets into schedule and RAID; enforces Code of Conduct; tracks progress in dashboards. **MEL Lead:** maintains disaggregated indicators; validates evidence (artifacts attached) before counting. **Country Focals (GE/MD/TR):** ensure outreach to local women networks; safe-event protocols; local grievance routing. **Senior Technical Specialists (Impact Hubs):** deliver gender-smart modules; review investment packs for inclusion signals. **All mentors:** complete bias briefing; sign Code of Conduct. **Monitoring mechanisms** **Disaggregated indicators** across phases (sex of founders, role mix, retention, pilot participation). **Quality checks**: inter-rater alignment for panels; random spot-checks of feedback quality to women-led teams. **Monthly PMO/MEL reviews**: if participation, retention, or traction for women-led teams drops below thresholds, trigger corrective actions (targeted outreach, extra clinics, scheduling fixes). **Targets (initial, refined at mobilization)**

- **Pipeline and orientation:** aim for **40–50%** women-led or mixed-gender teams in the pipeline; **≥90%** orientation attendance across groups.
- **Mentor pool: ≥40%** women; at least one woman judge per panel.
- **Bootcamp practice:** each team completes interviews with a meaningful share of women end-users where relevant; each team logs **≥1** commercialization dialogue that includes women stakeholders.
- **Matchmaking: ≥2** relevant connections per team; at least one includes a counterpart serving women users/communities (where applicable).
- **Execution windows:** for applicable solutions, target **≥30%** women participation in pilots or end-user testing; by window close, women-led teams meet the general outcome targets (e.g., pilot/LOI/funding interest).

Section 3: Key personnel proposed			
	Name and Nationality	**Position to be Assumed in this Contract**	**Requirements as per Terms of reference**
3.1	Regina Summer, Swedish	Project Director/Team Leader	**Academic Background** Advanced degree in Environmental Policy, International Development, Innovation Management, or related field **Professional Experience** - At least 10 years of experience in strategic leadership roles managing large-scale development or innovation programs; - Proven track record in stakeholder engagement, resource mobilization, and high-level representation; - Deep understanding of eco-innovation ecosystems, policy frameworks, and sustainable development goals (SDGs); - Fluency in English (written and spoken) - Previous experience of working with international organizations, particularly in the focus countries will be an advantage

		Project Manager	**Academic Background** Bachelor's or Master's degree in Project Management, Business Administration, Development Studies, or a related field **Professional Experience** - Minimum 5 years of experience managing donor-funded projects or innovation-focused initiatives; - Strong organizational, budgeting, and stakeholder coordination skills; - Familiarity with eco-innovation, entrepreneurship, or sustainability programs is an advantage; - Fluency in English (written and spoken) - Previous experience of working in the focus countries will be an advantage
	Lasha Gorgoshidze, Georgian		
	Gabriela Rodríguez, Swedish/Mexican Sanna Rådelius, Swedish Melih Boyacı, Turkish Oana-Maria Călin, Romanian	Senior Technical Specialists	**Academic Background** Advanced degree in Environmental Studies, Innovation Management, Business Development, or related field **Professional Experience** - Minimum 7 years of experience in curriculum development, adult learning, or innovation training; - Demonstrated expertise in eco-innovation, green entrepreneurship, or sustainable development; - Excellent facilitation and communication skills; - Fluency in English (written and spoken) - Previous experience of working in the focus countries will be an advantage
	Anna Khomasuridze, Georgian	Junior Project Analyst	**Academic Background** Relevant degree in environmental sciences, entrepreneurship, or related field

		Professional Experience - At least 3 years of experience supporting startups or eco-innovation projects; - Proven skills in business model development, impact assessment, or access to finance; - Fluency in English (written and spoken).

3.2	**Qualifications of key personnel proposed** **Regina Summer** – Project Director/Team Leader (Swedish) Senior leader with 20+ years of international experience in eco-innovation, policy, and accelerator program design. Former senior official at Vinnova and Tillväxtverket, she has managed multi-million EUR innovation portfolios, represented Sweden at COP26/27, and delivered global capacity-building programs (Impact Pioneers, Sweden Innovation Days) across 25+ countries. **Lasha Gorgoshidze** – Project Manager (Georgian) Founder and Chair of Startup Georgia with 10+ years in entrepreneurship support. Directed national acceleration programs with USAID and Seedstars, incubated 100+ startups, and facilitated $10M+ in early-stage funding. Experienced mentor and lecturer on innovation, with strong networks across Georgian and regional startup ecosystems. **Gabriela Rodríguez** – Senior Technical Specialist (Mexican/Swedish) Program leader with 11+ years in curriculum design and innovation training. Has led major EU-funded Erasmus+ projects, and served as curriculum architect for women's eco-entrepreneurship programs (She Entrepreneurs, WONDERFUL, Youngpreneurs). Proven experience designing blended accelerator content and coaching founders from 20+ countries. **Sanna Rådelius** – Senior Technical Specialist (Swedish) Systems innovation strategist with 14+ years of experience in human-centered design and impact measurement. Led She Entrepreneurs and Global Executive Programme for the Swedish Institute, supporting women climate entrepreneurs and executives. Expert in curriculum design, impact measurement, and cross-border eco-innovation coaching. **Melih Boyacı** – Senior Technical Specialist (Turkish) Learning designer with 7+ years' experience creating accelerator curricula in Türkiye. Designed and facilitated programs with EIT Food, GIZ, Friedrich Naumann Foundation, and UN Global Compact, training 500+ social and eco-entrepreneurs. Specialist in applied bootcamp facilitation and digital pedagogy for startups. **Oana-Maria Călin** – Senior Technical Specialist (Romanian) Entrepreneurship trainer with 15+ years in EU-funded innovation and startup programs.

	Has mentored 100+ entrepreneurs under Horizon Europe, EIT, and Erasmus+ initiatives. Expertise in circular economy, agrifood, and climate entrepreneurship; strong record in curriculum development and mentoring women-led ventures. **Anna Khomasuridze** – Junior Project Analyst (Georgian) Emerging project manager with 3+ years' experience in eco-innovation support through Startup Georgia. Co-founded DG Systems (greenhouse tech startup), coordinated investor networking, and prepared research and reporting for EU partners. Provides analytical, reporting, and local coordination capacity. **For full CVs please see document "Composition and structure of the team proposed"**

Section 4: List of sub-contractors or suppliers	
4.1	• Impact Hub GmbH Company, Registration Number: FN 358967v, Address: Lindengasse 56 / 18–19, 1070 Vienna, Austria • LCC Via Travel, 66 Paliashvili Street, 0179 Tbilisi, Georgia

I, the undersigned, certify that I am duly authorized by Startup House to sign this Proposal and bind Startup House should UNOPS accept this Proposal:

Name   :   Fedor Coopmans
Title   :   Executive/General partner
Date   :   15.09.2025

Signature : _____