

**REQUEST FOR PROPOSALS
RFP/ QBS / GEO-2013-002**

**THE MILLENNIUM CHALLENGE ACCOUNT-
GEORGIA**



**On Behalf of
THE GOVERNMENT OF GEORGIA**

Funded by

**THE UNITED STATES OF AMERICA
through
THE MILLENNIUM CHALLENGE CORPORATION**

**SELECTION OF PARTNER INSTITUTION(S) FOR
CAPACITY BUILDING AND ESTABLISHING
BACHELOR DEGREE PROGRAMS IN SCIENCE,
TECHNOLOGY, ENGINEERING AND MATH HIGHER
EDUCATION IN GEORGIA**

Date: February 7, 2013

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Letter of Invitation for Proposals

Re: Selection of Partner Institution(s) for Capacity Building and Establishing Bachelor Degree Programs in Science, Technology, Engineering and Math Higher Education in Georgia
RFP Ref: QBS / GEO-2013-002

1. The Millennium Challenge Account Georgia (“MCA-Georgia”) is seeking proposals from higher education institutions regarding proposed investments in science, technology, engineering, and math (“STEM”) higher education within the framework of developing a second grant with the Millennium Challenge Corporation (“MCC”). MCC is a U.S. Government economic development corporation created in 2004. The GoG has recently concluded a five-year, \$395 million grant agreement with MCC that improved the country's physical infrastructure and invested in small and medium enterprises in agricultural and rural development. On December 19, 2012, MCC’s Board of Directors re-selected Georgia as eligible for MCC assistance for a second grant.
2. An analysis of economic growth in Georgia conducted by the GoG in 2011 identified human capital as a binding constraint to continued growth. The GoG is developing an investment proposal for a package of investments in a) general education, including facility improvements in rural schools and teacher training, b) Technical and Vocational Education and Training, and c) the delivery of high quality, bachelor degree programs in priority fields, delivered in an optimal mix of English and Georgian languages. This solicitation is regarding the third component of the investment proposal.
3. The GoG intends to prepare and co-finance together with MCC an investment package that addresses the following medium- and long-term objectives:
 - a. Qualitative improvement of human capital quality at secondary and tertiary levels, specifically an improved Georgian labor force in priority areas related to the STEM disciplines, in response to private sector needs.
 - b. Provision of a steady supply of high quality technicians and professionals for companies operating in Georgia in order to boost company productivity and growth.
 - c. Increased employment opportunities and salaries for Georgians possessing market-driven skills.
 - d. Increased economic growth and reduced poverty in Georgia.

In February 2012, the GoG released an international request for expressions of interest to inform the design parameters and evaluation of the investment proposal for higher education. Following the review and evaluation of the submitted expressions of interest, the GoG, in coordination with MCC, selected a shortlist of responding higher education institutions. Following the democratic election of a new government in October 2012, the GoG reviewed the objectives of the higher

- education project and decided to expand them and to amend its contributions to the project. These material changes required the cancellation of the original process. This solicitation reflects the GoG’s amendments to the original process.
4. Through this solicitation, the GoG and MCC are seeking technical proposals and financial proposals (together “Proposals”) from eligible higher education institutions (“Respondents”) to deliver degree level programs that meet the objectives and requirements described below. Respondents should have at least 25 years of experience in providing English-language, accredited, bachelor degree programs delivering the Respondent’s degrees. Each Proposal must indicate that the Respondent has established a partnership with one or more programs at Georgian state-owned public universities (“Georgian Partner Institutions”). In addition to establishing a partnership with a Georgian Partner Institution, a Respondent may develop its Proposal in consortium with other higher education institutions that meet the eligibility requirements stated above. In such case, the Proposal must identify a lead Respondent. The Proposal must be aimed at developing and delivering bachelor degree program(s) in partnership with Georgian Partner Institutions offering the Respondent’s degree as well as the Georgian Partner Institution degree. The GoG and MCC intent is to select up to three Respondents to further develop the programs described in their Proposals during a Program Development Phase. The criteria for evaluation of the Proposals are outlined below. In the Program Development Phase, the selected Respondents would be asked to develop a full technical proposal outlining the implementation phases in response to a more detailed solicitation. Subject to approval of the compact, a limited amount of funding will be provided for the Program Development Phase. Ultimately, one or more Respondents may be selected to implement the components described below.
 5. The GoG will utilize a **Quality Based Selection** process to select up to three Respondents to further develop their Proposals during the Program Development Phase, the evaluation procedure for which is described in relevant sections of this RFP.
 6. This RFP includes the following sections:
 - Section 1 Instructions to Respondents**

This section provides information to help Respondents prepare their Proposals; it also provides information on the submission, opening, and evaluation of Proposals and on the selection of up to three Respondents to further develop their Proposals during the Program Development Phase by the GoG.
 - Section 2 Proposal Data Sheet (“PDS”)**

This section includes provisions that are specific to this selection process and that supplement Section 1, Instructions to Respondents.
 - Section 3 Qualification and Evaluation Criteria**

This section specifies the qualifications required of the Respondent, Georgian Partner Institutions, and other institutions

participating in consortia and the criteria to be used to evaluate the Proposal.

Section 4 Technical Proposal Submission Form

This section provides the Technical Proposal Submission Form which is to be completed by a Respondent and submitted via e-mail as part of a Proposal.

Section 5 Terms of Reference

This section includes the detailed Terms of Reference for this selection process that describe the nature of the educational programs.

7. A Pre-Proposal Meeting will be held at 12 p.m. (local time) on March 1, 2013 in Tbilisi, Georgia if so specified in the Proposal Data Sheet. Attendance is strongly advised for all prospective Respondents or their representatives but is not mandatory.
8. The closing time for receipt of Proposals is **March 22, 2013 at 6:00pm** local time in **Georgia (GMT +4)**. Proposals received after this time and date shall not be considered and will be returned unopened.
9. In order to receive further information or updates regarding this RfP please register your interest by sending electronic mail at the address shown below.

E-mail address: procurement@mcageorgia.ge

Yours sincerely,

George Zurabashvili

CEO

MCA-Georgia



Section 1 Instructions to Respondents

- (a) “Compact” means the Millennium Challenge Compact between the United States of America, acting through the Millennium Challenge Corporation, and the Government of Georgia, as may be amended from time to time.
- (b) “confirmation” means confirmation in writing.
- (c) “day” means a calendar day.
- (d) “Financial Proposal” has the meaning given the term in ITR Sub-Clause 3.6.
- (e) “Georgian Partner Institution” has the meaning given the term in the Letter of Invitation for Proposals.
- (f) “Government” or “GoG” means the Government of Georgia.
- (g) “Institution” means each Respondent, Georgian Partner Institution, and other institutions participating in consortia.
- (h) “Instructions to Respondents” or “ITR” means Section 1 of this RFP, including any amendments, which provides Respondents with all information needed to prepare their Proposals.
- (i) “in writing” means communicated in written form (e.g., by mail, e-mail, or facsimile) delivered with proof of receipt.
- (j) “MCA Entity” means Millennium Challenge Account – Georgia, the accountable entity responsible for implementing the Compact.
- (k) “MCC” means the Millennium Challenge Corporation, a United States Government corporation, acting on behalf of the United States Government.
- (l) “PDS” means the Proposal Data Sheet, in Section 2 of this RFP, used to reflect specific conditions.
- (m) “Personnel” means professionals and support staff provided by the Respondent and its partners that are selected to provide the educational programs or any part thereof.
- (n) “Pre-Proposal Meeting” means the pre-proposal meeting specified in the **PDS**, if any.
- (o) “Proposal” means the Technical Proposal and the Financial Proposal for the provision of the

educational programs submitted by a Respondent in response to this RFP.

- (p) “Proposed Development Team” has the meaning given the term in TOR Section V.A.3.1.
- (q) “Proposed Institutional Leadership Team” has the meaning given the term in TOR Section V.A.3.2.
- (r) “QBS” means Quality-Based Selection method.
- (s) “Respondent” has the meaning given the term in the Letter of Invitation for Proposals.
- (t) “RFP” means this Request for Proposals, including any amendments that may be made, prepared by MCA-Georgia for the selection of the Institution.
- (u) “Technical Proposal” has the meaning given the term in ITR Sub-Clause 3.5.
- (v) “Technical Proposal Submission Form” has the meaning given the term in ITR Sub-Clause 3.5.
- (w) “Terms of Reference” or “TOR” means the document included in this RFP as Section 5 which explains the nature of the educational programs.
- (x) “TIP” has the meaning given the term in ITR Sub-Clause 1.7.4.

1. Introduction

- 1.1 MCA-Georgia will select up to three Respondents to further develop the programs described in their Proposals during a Program Development Phase in accordance with the selection method specified in the **Proposal Data Sheet (PDS)**.
- 1.2 Respondents are invited to submit a Technical Proposal and a Financial Proposal as specified in the **PDS**. The Proposal will be the basis for determining which Respondents will participate in the Program Development Phase.
- 1.3 Respondents should familiarize themselves with local conditions and take them into account in preparing their Proposals. Respondents are encouraged to attend a Pre-Proposal Meeting if one is specified in the **PDS**. Attending any Pre-Proposal Meeting is strongly advised, but not mandatory. Attending any Pre-Proposal Meeting shall not be taken into account for the purpose of evaluation of Proposals.
- 1.4 Respondents shall bear all costs associated with the preparation and submission of their Proposals and negotiations prior to commencement of the Program Development Phase.

- 1.5 MCA-Georgia is not bound to accept any Proposal, and reserves the right to annul the selection process at any time, without thereby incurring any liability to any Institution.

Fraud and Corruption

- 1.6 MCC requires that all beneficiaries of MCC funding, including the GoG and any bidders, suppliers, contractors, and institutions under any MCC-funded agreements observe the highest standards of ethics during the execution of such agreements. In pursuance of this policy, MCA-Georgia:
 - (a) will reject a Proposal if it determines that the Respondent, or any Institution has, directly or through an agent, engaged in Fraud and Corruption in competing for the partnership;
 - (b) has the right to sanction a Respondent or any Institution including declaring the Respondent or any Institution ineligible, either indefinitely or for a stated period of time, to be awarded an MCC-funded agreement if at any time it determines that the Respondent or any Institution has, directly or through an agent, engaged in Fraud and Corruption in competing for, or in executing such an agreement; and
 - (c) has the right to require that any selected Institution permit MCA-Georgia, MCC, or any designee of MCC, to inspect its accounts, records and other documents relating to the submission of a Proposal or performance of its partnership obligations, and to have such accounts and records audited by auditors appointed by MCC or by MCA-Georgia with the approval of MCC.

In addition, MCC has the right to cancel any MCC funding allocated to the GoG or any Institution if it determines at any time that representatives of a beneficiary of the MCC funding engaged in Fraud and Corruption during the selection process or in the performance of its partnership obligations, without the GoG or the beneficiary having taken timely and appropriate action satisfactory to MCC to remedy the situation.

MCC may also invoke, on its own behalf, any of the rights identified for the GoG in ITR Sub-Clause 1.6(a)-(c) above.

Eligibility

- 1.7 Institutions and their Personnel shall satisfy the

eligibility criteria set forth below, as applicable.

Ineligibility and
Debarment

- 1.7.1 Institutions and their Personnel shall not be any person or entity under a declaration of ineligibility for Fraud and Corruption in accordance with ITR Sub-Clause 1.6, or that have been declared ineligible for participation in a selection process in accordance with the procedures set out in the MCC Program Selection process Guidance paper entitled “*Excluded Parties Verification Procedures in MCA Entity Program Procurement*” that can be found on MCC’s website at www.mcc.gov. This would also remove from eligibility for participation in a selection process any Institution that is organized in or has its principal place of business or a significant portion of its operations in any country that is subject to sanction or restriction by law or policy of the United States. As of the date of this RFP, those countries are ***Cuba, Iran, Sudan and Syria***. However, the countries subject to these sanctions and restrictions are subject to change from time to time and it is necessary to refer to the web sites identified in the guidance paper referenced above for the most current listing of sanctioned and restricted countries.

Institutions and their Personnel not otherwise made ineligible for a reason described in the immediately preceding paragraph shall be excluded if:

- (a) as a matter of law or official regulation, the Government prohibits commercial relations with the country of such Institution or their Personnel;
- (b) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Government prohibits any import of goods from the country of such Institution or their Personnel or any payments to persons or entities in such country; or
- (c) such Institution or their Personnel are otherwise deemed ineligible by MCC pursuant to any policy or guidance that may, from time to time, be in effect as posted on the MCC website at www.mcc.gov.

Qualification and
Eligibility of Institutions

- 1.7.2 Institutions must satisfy the legal, financial and litigation criteria requirements stated in Paragraphs 3.1 to 3.3 of Section 3 of this RFP.
- 1.7.3 Institutions must also satisfy the eligibility criteria set

forth in this RFP and as contained in the “MCC Program Selection Process Guidelines” governing MCC-funded selection process under the Compact.

Trafficking in Persons

- 1.7.4 MCC has a zero tolerance policy with regard to trafficking in persons. Trafficking in persons (**TIP**) is the crime of using force, fraud, and/or coercion to exploit another person. Human trafficking can take the form of domestic servitude, peonage, forced labour, sexual servitude, bonded labour, and the use of child soldiers. This practice deprives people of their human rights and freedoms, increases global health risks, fuels growing networks of organized crime, and can sustain levels of poverty and impede development. MCC is committed to working with partner countries to ensure appropriate steps are taken to prevent, mitigate, and monitor TIP risks in the countries it partners with and projects it funds.
- 1.7.5 Each Respondent shall furnish information on commissions and gratuities, if any, paid or to be paid to agents relating to this RFP or its Proposal and during execution of the assignment if the Respondent is awarded the Contract.
- 1.7.6 Additional information on MCC’s requirements aimed at combating TIP can be found in Part 15 of MCC’s Program Procurement Guidelines.

Only one Proposal

- 1.8 Respondents may only submit one Technical and Financial Proposal. If a Respondent submits or participates in more than one Proposal, all such Proposals shall be disqualified. However, this does not limit the participation of Georgian Partner Institutions, as well as individual experts, in only one Proposal.

Compact Terms and Conditions

- 1.9 MCC and the GoG intend to enter into a Compact to help facilitate poverty reduction through economic growth in Georgia. No party other than the GoG shall derive any rights from the Compact or have any claim to the proceeds of MCC funding.

2. Clarification and Amendment of RFP Document

- 2.1 Respondents may request a clarification of the RFP up to the number of days indicated in the **PDS** before the Proposal submission date. Any request for clarification must be sent by e-mail to MCA-Georgia at the address indicated in the **PDS**. MCA-Georgia will respond by e-mail and will send a written response (including an explanation of the query, but without identifying the source of inquiry) to all Respondents by the date

specified in the **PDS**.

- 2.2 Should MCA-Georgia deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure under ITR Sub-Clause 2.4.
 - 2.3 At any time prior to the deadline for submission of Proposals, MCA-Georgia may, for any reason and at its sole discretion, amend the RFP by issuing an amendment following the procedure under ITR Sub-Clause 2.4.
 - 2.4 Any amendment issued under ITR Sub-Clauses 2.2 or 2.3 shall (a) become a part of the RFP and (b) be communicated in writing to all Respondents.
 - 2.5 To give Respondents reasonable time in which to take an amendment into account in preparing their Proposals, MCA-Georgia may, at its discretion, extend the deadline for the submission of Proposals
3. Preparation of Proposals
- 3.1 The Proposal, as well as all related correspondence exchanged by the Respondents and the MCA-Georgia, shall be written in English.
 - 3.2 In preparing their Proposal, Respondents are expected to examine in detail the documents comprising the RFP. Material deficiencies in providing the information requested may result in rejection of a Proposal.
 - 3.3 [RESERVED]
 - 3.4 A Proposal shall consist of the following elements:
 - (a) Technical Proposal Submission Form (in the form provided in Section 4 of this RFP and including annexes)
 - (b) Technical Proposal (as defined in ITR Sub-Clause 3.5), and
 - (c) Financial Proposal. (as defined in ITR Sub-Clause 3.6).

The Proposal shall not exceed 60 pages, per component, not including annexes. A page is considered to be one printed side of A4 or US letter-size paper.

Section 1: Instructions to Respondents

Technical Proposal
Submission Form and
Technical Proposal
Format and Content

- 3.5 Respondents are required to submit a technical proposal, which shall provide the information indicated the Terms of Reference (the “Technical Proposal”). The Technical Proposal should be submitted along with the form provided in Section 4 (the “Technical Proposal Submission Form”).
- (a) The Technical Proposal shall include a description of the approach, methodology and work plan for the educational programs covering the following subjects: technical approach and methodology, work plan, and organization and staffing schedule. Guidance on the content of this section of the Technical Proposal is provided in the Terms of Reference.
 - (b) CVs of the Respondent’s Proposed Development Team and the Proposed Institutional Leadership Team signed by respective persons and/or by the authorized representative shall be included as an annex to the Technical Proposal Submission Form.

Financial Proposal
Format and Content

- 3.6 The Respondent’s financial proposal shall provide the information indicated in the Terms of Reference (the “Financial Proposal”). The Financial Proposal shall list all costs associated with the delivery of the Respondent’s programs as described in the Technical Proposal. All activities and items described in the Technical Proposal shall be assumed to be included in the cost described in the Financial Proposal. Further guidance on the content of the Technical Proposal is provided in the Terms of Reference.

Taxes

- 3.7 Except as may be exempt pursuant to the Compact, a Respondent and other Institutions, and their respective Personnel shall be subject to certain Taxes (as defined in the Compact) under applicable law (now or hereafter in effect). The Respondent and other Institutions and their respective Personnel shall pay all such Taxes. The terms and conditions of the tax exemption under the Compact regarding the treatment of funding provided by MCC will be finalized between MCC and the GoG. The GoG shall have no obligation to pay or compensate the Respondent, other Institutions, or their respective Personnel for any existing or future Taxes, duties, levies, contributions or other similar charges.

Section 1: Instructions to Respondents

- Currencies
- 3.8 Respondents must submit their Financial Proposals in the currency or currencies specified in the **PDS**.
4. Submission, Receipt, and Opening of Proposals
- 4.1 Proposals must be received by MCA-Georgia at the correct e-mail address and no later than the time and on the date specified in the **PDS**, or any extension of this date in accordance with ITR Sub-Clause 2.5. The Technical and Financial Proposals should be separated into two different documents and attached as such, clearly labelled. Any additional supporting documents may be attached as well, but must also be clearly labelled. Any Proposal received by MCA-Georgia after the deadline for submission shall be declared late, rejected and returned unopened.
5. Proposal Evaluation
- 5.1 From the time Proposals are opened to the time the Respondent(s) is notified, Institutions may not contact MCA-Georgia on any matter related to its Technical Proposal or Financial Proposal. Any effort by an Institution to influence MCA-Georgia or the evaluation panel members in the examination and evaluation of Proposals, and recommendation regarding MCA-Georgia's selection may result in the rejection of the relevant Respondent's Proposal.
- Evaluation of Technical Proposals
- 5.2 The technical evaluation panel shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, sub-criteria, and point system specified in Section 3. A Proposal shall be rejected at this stage if it does not receive a technical score greater than or equal to 75.
- Financial Proposals
- 5.3 As selection is based on quality (QBS), following the evaluation of Technical Proposals, the TEP will evaluate all Financial Proposals associated with Technical Proposals that have a technical score greater than or equal to 75. Financial Proposals will be evaluated on a pass/fail basis. A Proposal shall be rejected at this stage if it does not receive a "pass." If the Financial Proposal associated with the highest ranked Technical Proposal(s) is determined to have "passed," the Respondent may be invited to participate in Program Development Phase.
- 5.4 Costs included in the Financial Proposal shall be converted to a single currency for evaluation purposes using the selling rates of exchange, source and date

indicated in the PDS.

6. Program Development Phase
 - 6.1 Up to three Proposals receiving a technical score greater than or equal to 75 and receiving a “passing” score on the Financial Proposal may be invited to participate in the Program Development Phase.
 - 6.2 Respondents selected to participate in the Program Development Phase will receive up to \$300,000 of funding to complete development tasks as laid out in the Terms of Reference and through subsequent instructions from MCA-Georgia. The Program Development Phase will last no more than four months.
7. Respondent Selection
 - 7.1 After the selection of a Respondent(s) for the Program Development Phase, the MCA-Georgia shall publish on its website and at dgMarket the results of the selection process and the name of the selected partner(s). The same information shall be sent to all Respondents who have submitted Proposals.
8. Confidentiality
 - 8.1 Information relating to evaluation of Proposals shall not be disclosed to the Respondents who submitted the Proposals or to other persons not officially concerned with the process. The undue use by any Respondent or any other Institution of confidential information related to the process may result in the rejection of its Proposal and may subject the Respondent to the provisions of the GoG’s and MCC’s antifraud and corruption policies.
9. Bid Challenge System
 - 9.1 Any Respondent has the right to complaint and appeal, but must do so in the manner and format set forth below. MCA-Georgia shall entertain a bid challenge from any Respondent that claims to have suffered or that may suffer loss or injury due to a breach of a duty by the MCA-Georgia in the conduct of this procurement. Any bid challenge shall be submitted in writing (may be in electronic form) to MCA-Georgia within five working days of when the Respondent submitting the bid challenge became aware, or should have become aware, of the circumstances giving rise to the bid challenge. Unless the bid challenge is resolved by mutual agreement, the MCA-Georgia shall, within fifteen days after submission of the bid challenge, issue a written decision stating the reasons for the decision

and, if the bid challenge is upheld in whole or in part, indicating the corrective measures that are to be taken. The bid challenge shall be addressed to:

Millennium Challenge Account- Georgia

Dimitri Kemoklidze

Procurement Director

4 Sanapiro str.,

Tbilisi, 0105, Georgia

Telephone: +995591199996

Email: dkemoklidze@mcageorgia.ge

- 9.2 In certain cases, a Respondent, may seek review by MCC after it has exhausted all remedies with MCA-Georgia. MCC's review will be limited to claims that MCA-Georgia failed to entertain its bid challenge, or failed to issue a written decision on the bid challenge, or claims that MCA-Georgia violated the procedures set out in the solicitation documents. The appeal to MCC must be received in writing (may be in electronic form) within five working days of the date the consultant, supplier or consultant learned or should have learned of an adverse decision by MCA-Georgia or other basis of appeal to MCC. The appeal should be addressed to:

Millennium Challenge Corporation

Attention: Vice President for Compact Operations

(with a copy to the Vice President and General Counsel)

875 Fifteenth Street, N.W.

Washington, DC 20005

United States of America

Fax: (202) 521-3700

Email: VPOperations@mcc.gov (Vice President for Compact Operations)

VPGeneralCounsel@mcc.gov (Vice President and General Counsel)

Section 2 Proposal Data Sheet

ITR 1.2	<p>The name of the assignment is:</p> <p>SELECTION OF PARTNER INSTITUTION(S) FOR CAPACITY BUILDING AND ESTABLISHING BACHELOR DEGREE PROGRAMS IN SCIENCE, TECHNOLOGY, ENGINEERING AND MATH HIGHER EDUCATION IN GEORGIA</p>
ITR 1.3	<p>A Pre-Proposal Meeting will be held at 12 p.m. (local time) on March 1, 2013 in Tbilisi, Georgia. Attendance is strongly advised for all prospective Respondents or their representatives but is not mandatory.</p>
ITR 2.1	<p>Clarifications by Respondents may be requested by e-mail not later than 30 days prior to the deadline for submission of the Proposals, so that responses can be issued to all Institutions not later than 20 days prior to the deadline for submission of Proposals.</p> <p>E-mail : procurement@mcageorgia.ge</p>
ITR 3.8	<p>Respondents must submit Financial Proposals in: USD</p>
ITR 4.1	<p>Proposals must be submitted no later than 6:00pm Georgian time (GMT + 4:00) on March 22, 2013.</p> <p>Proposals must remain valid for one hundred and fifty (150) days after the deadline for the submission of Proposals. This should be confirmed through a letter of commitment signed by the president, chancellor, or equivalent officer of the Respondent and other Institution(s) if applicable.</p> <p>The address for the submission of Proposals is: procurement@mcageorgia.ge Technical Proposals will not be opened publicly.</p>

Section 3 Qualification and Evaluation Criteria

3.1 Legal Status

The Respondent and other Institutions (as applicable) shall attach to the Technical Proposal Submission Form a copy of its letter of incorporation, or other such document, indicating its legal status, as well as any other document showing that it intends to partner with, or it has established a partnership with, other Institution(s) who are submitting a joint Proposal.

3.2 Litigation Criteria.

The Respondent and other Institutions (as applicable) shall provide accurate information on any current or past litigation or arbitration resulting from agreements completed, terminated, or under execution by the Respondent and other Institutions (as applicable) over the last five (5) years. A consistent history of awards against the Respondent and other Institutions (as applicable) or existence of high value dispute, which may threaten the financial standing of the Respondent and other Institutions, may lead to the rejection of the Proposal.

3.3 Evaluation Criteria

Criteria, sub-criteria, and point system for the evaluation of Technical Proposals .		
	Criteria, sub-criteria	Points
	1. Institutional Academic Capability and Experience This criterion will be judged on the information provided in response to the TOR Section IV.A.1.	25
	2. Approach, Methodology, and Quality	
	Proposed approach and methodology, to be judged from information provided in response to the TOR Section IV.A.2.	30
	Innovative solutions to achieve the objectives of this RFP including opportunities to leverage Respondent, partner, and private sector contributions to ensure sustainability and ensure quality.	10
	Quality and staffing pattern of proposed faculty.	5
	Proposed approach and plan for encouraging the participation of women, minorities, low-income students, and other disadvantaged populations in STEM programs.	10
	Total Points for this criterion	55
	3. Proposed Project Development Team and Proposed Institutional Leadership Team This criterion will be judged on the information provided in response to the TOR Section IV.A.3.	
	Overall experience, education, and training.	10
	Demonstrated successful experience and past performance in accomplishment of similar capacity development of international projects and degree granted programs.	10

Section 4: Technical Proposal Submission Form

	Total Points for this criterion	20
	Total Points for the three (3) Criteria	100
Criteria and sub-criteria for the evaluation of Financial Proposals.		
	Criteria, sub-criteria	
	1. The overall Financial Proposal is reasonable. Indicative sub-criteria for determining financial reasonableness are:	Pass / Fail
	<ul style="list-style-type: none"> a. Equipment items requested and the costs of this equipment are consistent with market costs and program areas proposed and are based on a needs assessment of current equipment at Georgian public universities. b. Faculty costs are consistent with the educational quality needed for a Respondent’s STEM degree. c. Scholarship expenditures are consistent with total proposed student recruitment goals and with the proposed goals of recruiting women, minorities and low-income students. d. Operations and maintenance costs are consistent with reasonable operations and maintenance of the buildings and with reasonable operations, maintenance, and replacement of equipment. e. The allocation among cost categories is consistent with the academic programs being offered. f. In-country and home campus administrative costs are reasonable relative to the number of students and programs proposed. g. Demonstrated added value of financial contributions other than those of MCC and GoG 	

Section 4 Technical Proposal Submission Form

Note: Comments in brackets on the following pages serve to provide guidance for the preparation of the Technical Proposal and therefore should not appear on the Technical Proposal to be submitted.

Technical Proposal Submission Form

[Location, Date]

To: Mr. Dimitri Kemoklidze
Procurement Director, MCA-Georgia
Address
E-mail: procurement@mcageorgia.ge

Dear Sirs,

Re: Selection of Partner Institution(s) for Capacity Building and Establishing Bachelor Degree Programs in STEM Higher Education in Georgia
RFP Ref: RFP/QBS/GEO-2013-002

We, the undersigned, offer to provide educational programs for STEM Higher Education in Georgia in accordance with your Request for Proposal (RFP) dated [Insert Date] and our Proposal.

We are hereby submitting our Proposal, which includes this Technical Proposal (including this Technical Proposal Submission Form), and a Financial Proposal.

We are submitting our Proposal in partnership with:

[Insert a list with full name and address of each Georgian Partner Institution and other institutions participating in consortium (if applicable)].¹

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

We are attaching herewith information to support our eligibility in accordance with Section 3 of the RFP.

We hereby certify that we are not engaged in, facilitating, or allowing any of the prohibited activities described in Part 15 of the MCC Program Procurement Guidelines (Combating Trafficking in Persons) and that we will not engage in, facilitate, or allow any such prohibited activities for the duration of the Contract. Further, we hereby provide our assurance that the prohibited activities described in Part 15 of the MCC Program Procurement Guidelines will not be tolerated on the part of our employees, or any sub-consultants, or sub-consultant employees. Finally, we acknowledge that engaging in such activities is cause for suspension or termination of employment or of the Contract.

¹ [Delete in case no association is foreseen.]

If negotiations are held during the initial period of validity of the Proposal, we undertake to negotiate on the basis of the Proposed Development Team and the Proposed Institutional Leadership Team. Our Proposal is binding upon us and subject to the modifications resulting from negotiations.

We understand you are not bound to accept any Proposal that you may receive.

Yours sincerely,

Authorized Signatory

Name and title of Signatory

Name of Respondent

Address of Respondent

Annexes:

1. Letter(s) of Incorporation (or other documents indicating legal status).
2. Letter of commitment signed by the President, Chancellor or equivalent officer of the Respondent and each Georgian Partner Institution or other institutions participating in consortium if applicable.
3. Curriculum Vitae (CV) for Proposed Development Team and Proposed Institutional Leadership Team, and proposed faculty and staff, utilizing the form provided below.

Curriculum Vitae (CV) for Proposed Development Team and Proposed Intuitional Leadership Team, and Faculty and Staff

1. Proposed Position [Insert Position Title]
2. Name of Institution [Insert name of Institution proposing the staff]
3. Name of Personnel [Insert full name]
4. Date of Birth [Insert birth date]
5. Nationality [Insert Nationality]
6. Education [Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment].
7. Membership in Professional Associations
8. Other Training [Indicate appropriate postgraduate and other training]
9. Countries of Work Experience [List countries where staff has worked in the last ten years]
10. Languages [For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]
11. Employment Record [Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.]
From [year]: To [year]:
Employer:
Position(s) held:
12. Detailed Tasks Assigned [List all tasks to be performed under this assignment]
13. Work undertaken that best illustrates capability to handle the tasks assigned: [Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.]
Name of assignment or project:
Year:

Location:

Client:

Main project features:

Position held:

Activities performed:
14. References:

[List at least three individual references with substantial knowledge of the person's work. Include each reference's name, title, phone and e-mail contact information.] [MCA-Georgia reserves the right to contact other sources as well as to check references, in particular for performance on any relevant MCC-funded projects.]

15. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

I, the undersigned, hereby declare that I agree to participate with the [Institution] in the above-mentioned Request for Proposal. I further declare that I am able and willing to work:

1. for the period(s) foreseen in the specific Terms of Reference attached to the above referenced Request for Proposal for the position for which my CV has been included in the offer of the Institution and
2. within the initial implementation period of the partnership.

[Signature]

If this form has NOT been signed by the Proposed Development Team or Proposed Institutional Leadership Team, then in signing below the authorized representative of the Respondent is making the following declaration.

“In due consideration of my signing herewith below, if the Proposed Development Team and Proposed Institutional Leadership Team personnel has NOT signed this CV then I declare that the facts contained therein are, to the best of my knowledge and belief, a true and fair statement AND THAT I confirm that I have approached the said Proposed Development Team and Proposed Institutional Leadership Team personnel and obtained his/her assurance that he/she will maintain his/her availability for this partnership if the [Respondent] is selected as the partner within the Proposal validity period provided for in the RFP.”

Signature of Authorized Representative of the Institution
Day / month/ year

Section 5 Terms of Reference

Terms of Reference

Selection of Partner Institution(s) for Capacity Building and Establishing Bachelor Degree Programs in Science, Technology, Engineering, and Math Higher Education in Georgia

I. Background

MCA-Georgia is seeking Proposals from higher education institutions regarding proposed investments in STEM higher education (bachelor degree programs) within the framework of developing a second grant with MCC. MCC is a U.S. Government economic development corporation created in 2004. MCA-Georgia is the accountable entity for the proposed investment. The Government of Georgia (GoG) has recently concluded a five-year, \$395 million grant agreement with MCC that improved the country's physical infrastructure and invested in small and medium enterprises in agricultural and rural development.

On December 19, 2012, MCC's Board of Directors re-selected Georgia as eligible for MCC assistance for a second grant. An analysis of economic growth in Georgia conducted by the GoG in 2011 identified human capital as a binding constraint to continued growth.

The GoG is developing an investment proposal for a package of investments in a) general education, including facility improvements in rural schools and teacher training, b) professional education and workforce development, and 3) the delivery of high quality university programs in priority fields. This solicitation is regarding the third component of the investment proposal.

Georgia's economy is growing at a fast rate and has substantial linkages to the global economy which opens up new opportunities for further growth as well as subjecting Georgia to international competition. Given Georgia's open economic policies, there is a need to be competitive in the knowledge economy. Georgia also has industrial, infrastructure, and transport related growth which demands not only well educated graduates from universities, but people who are skilled in technical and vocational areas. In addition, despite their superior performance in school mathematics and science - a smaller share of young women than young men are applying to and graduating from post-secondary STEM programs, which deprives Georgia of the benefits of these higher performing students. Moreover, the GoG has noted that students from socially disadvantaged groups (ethnic minorities, rural students, students from poor families) underperform in STEM areas, which suggests that special efforts may be required to ensure their equitable participation in post-secondary STEM programs.

The GoG intends to prepare and co-finance together with MCC an investment package that addresses the following medium and long-term objectives:

- Qualitative improvement of human capital quality at secondary and tertiary levels, specifically an improved Georgian labor force in priority areas related to the STEM disciplines, in response to private sector needs.
- Capacity enhancement for Georgian public education sector and public institutions of higher education.

- Provision of a steady supply of high quality technicians and professionals for companies operating in Georgia in order to boost company productivity and growth.
- Increased employment opportunities and salaries for Georgians possessing market-driven skills.
- Increased economic growth and reduced poverty in Georgia.

II. Objective of this Solicitation

Through this solicitation, MCA-Georgia is seeking Proposals from Respondents, alone or in consortia, in partnership with Georgian Partner Institutions, to develop and deliver degree level programs that meet the objectives and requirements described below. One or more Respondents may be selected to implement the programs. Funding will be available to undertake detailed development work and to prepare the proposed programs as described below.

III. Overview

The purpose of the proposed investment is to: i) build capacity within Georgian public universities to deliver high quality STEM education; and ii) to deliver high-quality STEM bachelor degrees from accredited foreign institutions in Georgia. Proposals should contain distinct technical and financial descriptions that will be evaluated independently and according to the criteria outlined in section 3 of this RFP.

STEM Bachelor Degree

Respondents should have at least 25 years of experience in providing English-language, accredited, bachelor degree programs delivering the Respondent's degrees. Degree programs offered in Georgia in response to this RfP should meet the standards of quality instruction, academic rigor, and educational effectiveness of the Respondent. Proposals should focus on STEM (Science, Technology, Engineering, and Mathematics) program offerings. Indicative course programs include civil engineering, electrical engineering, agricultural engineering, and ICTs but other program offerings addressing skills needs and labor demand in Georgia are encouraged.

Respondents should propose to deliver programs whereby:

- Respondent establishes a partnership with one or more programs of Georgian public universities. Respondents should identify which programs at Georgian public universities may be qualified for a partnership resulting in a Respondent institution degree and should provide plans to strengthen the Georgian public universities' programs.
- The GoG envisions an "educational hub" being created as a separate entity to facilitate the delivery of bachelor-level STEM programs of study in Tbilisi, Georgia. This "hub" could accommodate various Respondent(s) and Georgian Partner Institution programs focused on the delivery of different (but related) programs of study and their use of common, shared facilities and functions. The facility could include administrative offices as well as teaching/learning facilities. It would, however, be operated by the Respondent (or the lead institution of a consortium), or by a management entity operating in a contractual arrangement with the Respondent and the GoG.
- This partnership should result in students receiving the Respondent's degree and a degree from the Georgian Partner Institution.

The Proposal should include pre-university preparatory/bridging courses in math, science, English language, and other subjects as necessary, as well as activities that support the recruitment and retention of women and socially/economically disadvantaged students.

Respondents are encouraged to indicate other potential complementary program/course offerings, such as graduate degrees, if these can be demonstrated to be delivered cost-effectively and respond to labor demand.

Proposed GoG and MCC Contributions

The GoG and MCC are developing an investment program to provide a financial package to overcome the entry barriers and affordability of high quality STEM higher education in Georgia:

1. The Proposal should identify the potential facilities at Georgian Partner Institutions that could be used jointly for the provision of educational programs. Investment requirements in these facilities should be estimated.
2. The GoG is offering a facility in Tbilisi that Respondents, alone or in consortia, could use for administrative, educational, and possibly other purposes. The facility would function as an “educational hub” that would allow multiple degree programs to maximize efficiencies in using resources as well as encourage collaboration among programs.
3. The GoG is committed to support the sustainability of this program through annual lump sum contributions to support educational operations expenses and financial aid programs to students over a twenty year period. The financial aid programs, which may be grant and/or loans, would be administered according to the terms of the financial aid plan developed by the selected Respondent in compliance with GoG policies, approved by GoG and MCC during the Program Development Phase. The GoG is contemplating approximately \$50 million in financial aid over the twenty year period. Annual lump sum contributions will be calculated based on student enrollment (up to 500 students per year). In addition, as part of the first MCC-Georgia Compact, the Georgian Regional Development Fund has invested \$32 million in Georgian small and medium enterprises. The GoG and MCC are considering dedicating the proceeds from this investment fund to support financial aid programs for students.
4. Subject to ongoing due diligence, approval by MCC’s Board of Directors, and the availability of funds, MCC is currently considering supporting bachelor degree programs by providing up to \$30 million for facilities improvement, equipment, scholarships, and program development. MCC funding would be limited to the five-year term of the Compact with the GoG.

Sustainability

The long-term sustainability of the programs is expected to be financed through tuition fees and other revenue streams identified by the Respondents. As outlined in section IV 2.1 the Respondent should outline a strategy for long-term financial sustainability. The Proposal should include but not be limited to mobilizing private sector resources, foundation support, as well as additional grant funding through research and other academic programs. Respondents are also encouraged to seek additional funding through public-private partnerships with industry to enhance program quality and financial sustainability.

Program Development Phase

Up to three Respondents may be selected to participate in a Program Development Phase and will receive up to \$300,000 each in funding to complete development tasks. This Program Development Phase will last no more than four months. Payments under this contract would be based upon deliverables.

In the response to this RFP, the Respondent should outline its Proposed Development Team, as indicated in section IV.A. 3, and the personnel and other costs of the Program Development Phase as indicated in IV.B.1. During the Program Development Phase, the Proposed Development Team will finalize its recommendations for program selection, management structure, facility investment plan, program development plan, student financial aid plan, and corporate governance for approval by GoG and MCC.

Specific requirements, work plans, and payment schedules for the Program Development Phase will be announced to the selected Respondents after the evaluation of this RFP. The form of contract for the Program Development Phase will be determined during negotiations to be conducted after selection for the Program Development Phase. Note that the Program Development Phase will remain a competitive process. Final program proposals must continue to meet the criteria established in this Request for Proposals. A final evaluation of final program proposals will be conducted by MCA-Georgia in consultation with MCC to determine if Respondents will be selected to implement programs. After final evaluation, none, some, or all of the Respondents may be selected to implement programs.

Funding for the Program Development Phase and final selection for program implementation are contingent upon MCA-Georgia and MCC approval and upon final Compact approval.

IV. Proposal Requirements

Required Information

A. Technical Proposal

1. Institutional Academic Capability and Experience

- 1.1) The Respondent should provide the most recent report from its accreditation agency and any relevant updates.
- 1.2) The Respondent should provide the details of any reviews, widely recognized rankings, or awards for relevant Respondent and other Institution(s) programs.
- 1.3) The Respondent should provide an explanation of how international education in general, and offering degrees in Georgia in particular, fit into the broader mission and goals of the Respondent and other Institution(s).
- 1.4) The Respondent should provide a summary of Respondent and other Institution(s) experience in international education, including experience in international operations such as offering degrees and other programs abroad. Include actions taken to recruit and retain women, minority, and other socially/economically disadvantaged students. Please detail the scope, duration, and outcomes of those operations. Discuss the overall quality of those programs. Note if those programs received reviews, rankings, or awards.
- 1.5) The Respondent should provide contact information for at least three references that can provide substantial input about type of work performed and confirm the quality of previous similar work and/or existing relevant programs. MCA-Georgia reserves the right to contact other sources as well to check references and past performance. For each reference list a contact individual, their title, address, phone and e-mail address.

2. Proposal Methodology, Approach, and Quality

- 2.1) The Respondent should outline a development plan for the years 2014-2034 (next 20 years) in terms of student body, faculty, average tuition fee level, and program development, addressing long-term financial sustainability. Specify how the Respondent would mobilize its own, private sector, or other resources to support the proposed programs. Specify any cost sharing between Respondent and other Institution(s) including proposed amounts and activities to be supported. In what way would these additional funds contribute to both quality and sustainability?
- 2.2) Specify proposed programs and facilities. Provide a condition assessment/status of existing facilities and equipment and a plan and budget for upgrades necessary for quality program delivery.
- 2.3) Student Learning and Curricula:
 - a) Establish a partnership with one or more existing programs within public universities in Georgia.
 - b) Degrees must be awarded from the Respondent. All programs should meet the standards of quality instruction, academic rigor, and educational effectiveness of the Respondent. Local degrees must be provided as well.
 - c) Specify the process and timeline for the proposed program to achieve accreditation by the Respondent's accreditors (including by the Accreditation Board for Engineering and Technology, Inc. ("ABET")), Specify majors/degrees proposed with indicative courses and the rationale for these choices based on knowledge of needs in Georgia. Curricula should be focused in STEM areas.
 - d) Specify how the curriculum content might be modified, without sacrificing quality, to be suited to the Georgian context.
 - e) Respondents are encouraged to indicate other potential complementary program/course offerings if these can be demonstrated to be delivered cost-effectively and respond to labor demand.
 - f) Estimate student admission numbers, by gender and degree program, and project how these will develop over 20 years. Provide a rationale for these projected enrollment levels based on the Respondent's knowledge of the Georgian context.
 - g) Indicate when start of admission and start of programs is envisaged. Preference will be given to Respondents who propose feasible plans for the earliest possible initiation of activities.
 - h) Outline the mix of in-class (normally-paced or intensive) faculty led courses, and online/technology-mediated courses. Online/technology mediated courses are welcome, but the primary mode of instruction should be through in-class faculty led courses.
 - i) Specify how academic advising and other academic support will operate. Specify how adequate and appropriate library, ICT, and other resources will be provided for students.
 - j) Specify any research programs for undergraduates.
 - k) Specify proposed "student life" programs.
 - l) Outline study abroad opportunities, particularly with the Respondent's home campus, how this program will be operated, and associated costs.
- 2.4) Student Recruitment, preparation, retention, and career advisement:
 - a) Student recruitment must take place according to rules and criteria equivalent to those in place at the Respondent.

- b) Describe how the student recruitment process will be conducted in Georgia. Specify how women, minorities, and economically or socially disadvantaged students will be encouraged to apply.
 - c) Specify if student recruitment will be done in other countries in the region, addressing: the ratio of Georgian to non-Georgian citizens; tuition for non-Georgian students; and the recruitment process for non-Georgian students.
 - d) Specify how any scholarship resources provided by MCC and GoG would be managed and allocated. Specify student scholarships and financial aid that could be available in addition to those provided by the GoG and MCC, with specific reference to needs-based scholarships.
 - e) Specify allocation of resources, and specifically of scholarship resources for preparatory/bridging programs.
 - f) Outline the program for assessing student applicants' academic preparation and how remedial and/or bridging programs may be used to address student deficiencies in math, science, English, or other subjects. Include activities to support the performance and retention of socially and economically disadvantaged students, as well as women.
 - g) Outline internship and service learning plans.
 - h) Describe the career development and job placement process and how graduates will become a part of an alumni network.
- 2.5) Governance and administration of the institution and project:
- a) Specify how the education hub could facilitate the delivery of STEM degree programs. Include Respondent's vision and goals for the organization, governance, management structure, administrative functions and financing arrangements of the educational hub during the Compact period and beyond. The modality, functions, roles and responsibilities of hub management/operation should be discussed in detail and associated cost estimates provided. Address how the hub would contribute to inter-institutional collaboration, including how the management structure of the hub would relate to academic programs offered.
 - b) Explain how the hub facility could be used for academic/teaching purposes. This could include delivery of their own courses as well shared delivery of courses with other hub universities; it could also include course articulation agreements and arrangements for accreditation recognition. Consideration should be given to how the hub could be used for applied research/R&D, outreach programs, engagement with the private and public sectors, etc. and how these and other proposed activities could provide revenue streams. Discuss potential advantages of the educational hub approach (including financial benefits e.g., from cost-sharing expenses) and potential risks, short- and long-term, associated with the hub model and how such risks could be addressed or mitigated.
 - c) Respondents may choose not to include the hub approach in their proposal, but they should address other modalities or arrangements for the governance and administration/management of the programs of study offered.
 - d) Specify how the governance structure and procedures of the proposed programs will be related to the governance of the Respondent's home campus.
 - e) Respondent must nominate and provide a CV for a home office project director who would manage the partnership on behalf of the Respondent.
- 2.6) Faculty: To ensure quality, Respondent faculty should play a central role in instruction. In case new faculty is recruited for the purposes of the proposed project,

- recruitment criteria must be equivalent to those of the Respondent. Provide the following specific information about proposed faculty:
- a) Provide information about the numbers, rank, specialization, and gender composition of faculty who will be from the Respondent, who will be hired internationally, and who will be hired locally in Georgia, including average salary levels. Project how the relative size and composition of each category may change over time.
 - b) Provide information about faculty recruitment criteria; specifically indicate faculty quality in terms of the subjects/courses they will teach.
 - c) Provide plans for recruiting needed faculty to come to Georgia. Provide CVs of Respondent faculty who would be representative of the caliber of faculty who would be recruited to teach in Georgia.
 - d) Provide plans for faculty development and sustainability.
- 2.7) Provide ratios of student to teaching faculty for key subject areas (major/degrees.)
 - 2.8) The Respondent should provide an analysis of Georgian Partner Institution (including facilities, professors, and staff as appropriate to the Proposal) capacity to engage in this partnership, keeping in mind that the program must be able to meet the Respondent's own standards for instructional quality, academic rigor, and educational effectiveness.
 - 2.9) Outline any proposed academic partnerships or other connections with the private sector, the public sector, and/or civil society and how these connections will be developed and implemented, in particular with private sector as an employer.

3. Proposed Development Team and Proposed Institutional Leadership Team

- 3.1) Respondents should provide the names and CVs of the proposed members of the team that will develop this project through to start of operations, including a home campus-based project director. Indicate which of the faculty and staff will also be involved in project implementation and the roles they will play (the "Proposed Development Team"). One team member should have experience with programs that promote access and retention for women, minorities, and socially/economically disadvantaged students.
- 3.2) Respondents should provide the names and CVs of the proposed members of the Georgia-based leadership team once operations begin, including the head of the leadership team from the Respondent's home campus, and Georgian Partner Institution(s) leadership of the proposed programs where appropriate (the "Proposed Institutional Leadership Team").

B. Financial Proposal

1. Subject to ongoing due diligence, approval by MCC's Board of Directors and the availability of funds, MCC is considering a total investment in bachelor degree programs of up to \$30 million to the higher education component. MCC funding would be limited to the term of the five-year Compact. MCC is considering supporting facilities rehabilitation, purchase of equipment, program development, and scholarships. The Respondent may also identify funding from their institution, private sector partnership funding, Georgian Partner Institution contributions, and other funds they estimate will be obtained from outside sources.

- Provide a detailed annual budget and description of how it would allocate the above-mentioned potential funds among: a) facilities improvements; b) new or upgraded equipment²; c) program development³; d) scholarships; and e) other proposed expenditures (including travel expenses). These budgets/descriptions should be disaggregated by academic program offering where possible.
2. The long-term sustainability of the programs is expected to be financed through tuition fees and other revenue streams identified by the Respondent. With the exception of contributions described in Section III of this ToR, neither the GoG nor MCC plan long-term subsidization of proposed programs. Respondents should provide a detailed and itemized annual operating budget⁴ for the programs once they have reached the target level of student enrollment.
 - The preliminary economic rate of return model for bachelor degree programs indicated that operating costs played a major role in the analysis and that a range of \$8,000-10,000 per student per year was likely to be the upper range of viability for bachelor degree programs, taking into account reasonable ranges of other variables such as capital costs, enrollment numbers, and growth rates. This budget should demonstrate the long-term financial sustainability of the programs without continued GoG or MCC support.
 3. For each program, provide a spreadsheet for one year's detailed and itemized annual operating budget for the first year in which programs have reached the target level of student enrollment. Specifically include:
 - Target level of student enrollment.
 - All revenue sources, including an average tuition fee level.
 - Average operational cost per student.
 - Cost sharing between Respondents and other Institution(s) including proposed amounts and activities to be supported.

² Capital costs for necessary upgrades to partner equipment should be provided. These estimates should be based on an analysis of existing equipment in partner programs.

³Program development should be clearly divided into two phases: i) mobilization of the program leading up to the initiation of program delivery; iii) ongoing costs in program development during operations – such as local faculty development and curriculum development.

⁴ In this case “operating budget” refers to all costs incurred by the Respondent and should include operations and maintenance of the campus and equipment, upgrade and replacement costs of equipment, faculty salaries, etc.