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Request for Proposals 81-4-25

Assessment of Enabling Framework for Innovative Entrepreneurship in Bosnia and Herzegovina

Location: Bosnia and Herzegovina

Reporting to: Project Manager, Future Minds Lab Initiative

Type of Contract: Service - Company or other Qualified Legal Entity

Illustrative level of effort: 50 days

1. Introduction

The Sarajevo School of Science and Technology (SSST) invites qualified incorporated entities (consulting firms, research institutes, or consortia) to submit proposals for the implementation of a comprehensive Assessment of the Enabling Framework for Innovative Entrepreneurship in Bosnia and Herzegovina (BiH). The purpose of this assessment is to identify barriers and opportunities within the legal, institutional, and financial environment affecting entrepreneurship, and to recommend evidence-based policy and structural improvements to foster a more inclusive and dynamic entrepreneurial ecosystem.

2. Background

The Global Innovation Index for 2024 ranks BiH 37th among the 39 European nations.¹ This alarming statistic illustrates a consistent lack of investment in research and innovation by the country, negatively and significantly impacting the international competitiveness of the BiH industry. The adoption of technology, and investment in innovation, remain problem areas while BiH institutional performance in support of innovation is assessed especially poorly. All of these factors inhibit business performance and restrict companies' ability to create innovative products and services that can penetrate international markets. The ability of BiH businesses to take full advantage of opportunities presented by the twin green and digital transitions is likewise adversely affected, limiting emerging market and investment opportunities. Against this background, the FutureMinds Lab Initiative, funded under the auspices of the Sustainable Economic Development and Employment Promotion (SEDEP) Program - implemented by GIZ in BiH - works across two parallel streams to address challenges to a more innovative economy for BiH by creating the necessary market conditions and a steady supply of innovation, entrepreneurship and digital skills for the future.

Under the first programmatic stream, the Project will create an enabling space for innovation by first initiating and fostering mutually beneficial relationships between the innovator community and the private sector. This will entail the implementation of detailed needs assessments for key industries to identify points of entry for green innovation in the form of new products, services and/or processes. The

¹ <https://www.wipo.int/gii-ranking/en/bosnia-and-herzegovina/section/area-rankings>



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findings will be used to mobilize the innovator community to offer new solutions through hackathons that will generate viable product or service ideas, to be further developed and ultimately implemented in partner SMEs.

Under the Project's second programmatic stream, the Project will build capacities to power the innovation ecosystem through the sustainable development of green, digital and entrepreneurial skills. This will include developing entrepreneurship skills for emerging innovators through a targeted training and mentoring program, as well as three tailor-made service lines. In order to inform said activities, the Project is commissioning a study of the enabling framework and the barriers faced by innovative entrepreneurs in BiH.

3. Objective

The main objective of this assignment is to:

- Assess enabling environment for innovative entrepreneurship in BiH, including legal, institutional, financial, and educational components;
- Identify systemic constraints and coordination gaps among public, private, international, and civil society actors;
- Benchmark BiH's entrepreneurship environment against regional and EU frameworks;
- Provide concrete, actionable policy recommendations.

4. Tasks

The assignment will include but not be limited to the following components:

- **Policy and Regulatory Review:** Analyze relevant laws, regulations, and procedures affecting entrepreneurship (e.g., business registration, licensing, taxation) across all relevant levels in BiH.
- **Institutional Mapping:** Identify public and private stakeholders (ministries, chambers, incubators, etc.) and their roles in the ecosystem.
- **Financial Ecosystem Analysis:** Assess availability and accessibility of funding sources for startups and SMEs (loans, equity, grants, guarantees).
- **Human Capital and Education:** Evaluate the presence and effectiveness of entrepreneurship education, training programs, and workforce readiness.
- **Infrastructure and Services:** Assess the support services available to entrepreneurs, such as incubators, accelerators, and digital infrastructure.
- **Stakeholder Consultations:** Conduct interviews and focus groups with entrepreneurs, support organizations, and policymakers - no fewer than 20 stakeholders from across the ecosystem must be included in consultation.
- **Benchmarking:** Compare BiH with selected peer countries (Western Balkans and EU) using recognized indices and indicators.



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5. Deliverables

- 5.1 **Inception report**, with methodology and assessment tools to be utilized.
- 5.2 **Draft assessment report**, with results of assessment exercise and consultations, to be provided for review and approval by Project Team.
- 5.3 **Final assessment report**.

6. Timeline for delivery

Deliverable	Due Date
Inception Report	June 5, 2025
Draft Assessment Report	July 5, 2025
Final Assessment Report	July 15, 2025

7. Company Qualifications

Interested firms must demonstrate:

- At least 3 years of experience in similar assessments;
- Previous work in the Western Balkans or transition economies;
- Strong analytical, facilitation, and reporting skills.

The proposed assignment team (minimum of three experts) must include expertise in:

- Entrepreneurship and SME policy;
- Public policy and regulatory analysis;
- Economics or finance;
- Data collection and stakeholder engagement.

Demonstrated knowledge and awareness of local context of BiH (language skills and institutional knowledge) is mandatory.

8. Bidder requirements

Proposals must be submitted in English and should include:

1. Technical Proposal that will demonstrate:

- Understanding of the assignment with proposed methodology and work plan;
- Team composition and CVs;
- Past experience with similar projects.

2. Financial Proposal

- Detailed budget (in BAM or EUR), including professional fees, travel, per diem, and other costs – see Annex 1. Financial Proposal Form.



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9. Selection criteria

Criterion	Weight
Technical approach and methodology	30%
Relevant past performance and qualifications of the team	40%
Financial proposal (cost-effectiveness)	30%

10. Language of the Assignment

The assignment will be delivered in local language, but the successful service provider must be able to communicate effectively in English in order to access international data sources and comparative studies.

11. Submission Deadline

All interested candidates are to submit their bids with all supporting documents no later than **May 23, 2025, 23:59**. All bids are to be submitted electronically to the following email address: info@ssst.edu.ba, with the subject note: *81-4-25 Assessment of Enabling Framework for Innovative Entrepreneurship in Bosnia and Herzegovina*. **Any inquiries regarding the opportunity may be directed to the same address and subject line.**



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Annex 1. Financial Proposal Form – 81-4-25

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
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Bidders are required to prepare their financial proposals following the below format and submit it with the technical offer. Any financial information provided in the technical proposal shall lead to the Bidder's disqualification.

The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

Currency of the proposal: BAM

Table 1: Summary of Overall Prices

	Amount(s)
Professional Fees (from Table 2)	
Other Costs (from Table 3)	
Total Amount of Financial Proposal	

Table 2: Breakdown of Professional Fees

Name	Position	Fee Rate	No. of Days/months/ hours	Total Amount
		<i>A</i>	<i>B</i>	<i>C=A+B</i>
In-Country				
Home Based				
Subtotal Professional Fees:				

Table 3: Breakdown of Other Costs

Description	UOM	Quantity	Unit	Total Amount
Local transportation costs	Lump Sum			
Out-of-Pocket Expenses				
Other Costs: (please specify)				
Subtotal Other Costs:				



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Table 4: Breakdown of Price per Deliverable/Activity

Deliverable/ Activity description	Time (person days)	Professional Fees	Other Costs	Total
Deliverable 1				
Deliverable 2				
Deliverable 3				
.....				

Signature of authorized person:



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Zahtjev za ponude 81-4-25

Procjena okvira za podršku inovativnom preduzetništvu u Bosni i Hercegovini

Lokacija: Bosna i Hercegovina

Izveštava: Voditelju projekta, Inicijativa Future Minds Lab

Vrsta ugovora: Usluga - kompanija ili drugo kvalificirano pravno lice

Ilustrativni nivo napora: 50 dana

1. Uvod

Sarajevska škola za Nauku i Tehnologiju (SSST) poziva kvalifikovane registrovane subjekte (konsultantske firme, istraživačke institute ili konzorcije) da podnesu prijedloge za implementaciju sveobuhvatne procjene okvira za podršku inovativnom preduzetništvu u Bosni i Hercegovini (BiH). Svrha ove procjene je identifikacija prepreka i mogućnosti unutar pravnog, institucionalnog i finansijskog okruženja koje utiče na preduzetništvo, te preporuka politika zasnovanih na dokazima i strukturnih poboljšanja kako bi se podstakao inkluzivniji i dinamičniji preduzetnički ekosistem.

2. Kontekst

Globalni indeks inovacija za 2024. godinu rangira BiH na 37. mjesto među 39 evropskih zemalja.² Ova zabrinjavajuća statistika ukazuje na konstantan nedostatak ulaganja države u istraživanje i inovacije, što negativno i značajno utiče na međunarodnu konkurentnost industrije u BiH. Usvajanje tehnologije i ulaganje u inovacije i dalje predstavljaju problematična područja, dok se institucionalna podrška inovacijama u BiH ocjenjuje posebno loše. Svi ovi faktori ograničavaju poslovne performanse i smanjuju sposobnost kompanija da razviju inovativne proizvode i usluge koje bi se mogle plasirati na međunarodna tržišta. Takođe, sposobnost bh. preduzeća da u potpunosti iskoriste prilike koje nude zelena i digitalna tranzicija dodatno je narušena, čime se ograničavaju potencijalna tržišta i investicione mogućnosti. U tom kontekstu, Inicijativa FutureMinds Lab, koja se finansira u okviru Programa za održivi ekonomski razvoj i promociju zapošljavanja (SEDEP) – koji u BiH implementira GIZ – djeluje kroz dvije paralelne programske oblasti s ciljem rješavanja izazova na putu ka inovativnijoj ekonomiji Bosne i Hercegovine, kroz stvaranje odgovarajućih tržišnih uslova i kontinuirane ponude inovacija, preduzetničkih i digitalnih vještina za budućnost.

U okviru prve programske oblasti, Projekat će stvoriti poticajno okruženje za inovacije tako što će prvo inicirati i podsticati uzajamno korisne odnose između zajednice inovatora i privatnog sektora. To će uključivati provedbu detaljnih analiza potreba ključnih industrija s ciljem identifikacije ulaznih tačaka za zelene inovacije u vidu novih proizvoda, usluga i/ili procesa. Dobijeni nalazi će se koristiti za mobilizaciju zajednice inovatora kako bi ponudili nova rješenja putem hakatona, koji će generisati izvodljive ideje za proizvode ili usluge, koje će se dalje razvijati i na kraju implementirati u partnerskim malim i srednjim preduzećima (MSP).

² <https://www.wipo.int/gii-ranking/en/bosnia-and-herzegovina/section/area-rankings>



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U okviru druge programske oblasti, Projekat će jačati kapacitete za osnaživanje inovacijskog ekosistema kroz održivi razvoj zelenih, digitalnih i preduzetničkih vještina. To će uključivati razvoj preduzetničkih vještina za nove inovatore putem ciljanog programa obuka i mentorstva, kao i kroz tri posebno osmišljene linije usluga. Kako bi se ove aktivnosti utemeljile na relevantnim podacima, Projekat naručuje studiju o okviru za podršku i preprekama s kojima se suočavaju inovativni preduzetnici u BiH.

3. Cilj

Glavni cilj ovog zadatka:

- Procijeniti podsticajno okruženje za inovativno preduzetništvo u BiH, uključujući pravne, institucionalne, finansijske i obrazovne komponente;
- Identifikovati sistemski ograničenja i nedostatke u koordinaciji između javnih, privatnih, međunarodnih i aktera civilnog društva;
- Uporediti preduzetničko okruženje u BiH sa regionalnim i EU okvirima;
- Pružiti konkretne, primjenjive preporuke za javne politike.

4. Zadatak

Zadatak će uključivati, ali neće biti ograničen na sljedeće komponente:

- **Pregled politika i propisa:** Analizirati relevantne zakone, propise i procedure koji utiču na preduzetništvo (npr. registracija preduzeća, licenciranje, oporezivanje) na svim relevantnim nivoima u BiH.
- **Institucionalno mapiranje:** Identificirati javne i privatne zainteresirane strane (ministarstva, komore, inkubatore itd.) i njihove uloge u ekosistemu.
- **Analiza finansijskog ekosistema:** Procijeniti dostupnost i pristupačnost izvora finansiranja za startupove i mala i srednja preduzeća (kredit, kapital, grantovi, garancije).
- **Ljudski kapital i obrazovanje:** Procijeniti prisutnost i učinkovitost obrazovanja o poduzetništvu, programa obuke i spremnosti radne snage.
- **Infrastruktura i usluge:** Procijeniti usluge podrške dostupne preduzetnicima, kao što su inkubatori, akceleratori i digitalna infrastruktura.
- **Konsultacije sa zainteresovanim stranama:** Provesti intervju i fokus grupe sa preduzetnicima, organizacijama za podršku i kreatorima politika - u konsultacije mora biti uključeno najmanje 20 zainteresovanih strana iz cijelog ekosistema.
- **Benchmarking:** Uporediti BiH s odabranim sličnim zemljama (Zapadni Balkan i EU) koristeći priznate indekse i indikatore.

5. Ključni izvještaji

5.1 **Početni izvještaj**, sa korištenom metodologijom i alatima za procjenu.

5.2 **Nacrt izvještaja**, s rezultatima procjene i konsultacija, koji će biti dostavljeni na pregled i odobrenje Projektnom timu.

5.3 **Završni izvještaj**.



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6. Rokovi za dostavu

Izvještaji	Rok za isporuku
Početni izvještaj	5.juni 2025
Nacrt izvještaja	5.juli 2025
Finalni izvještaj	15.juli 2025

7. Kvalifikacije kompanije

Zainteresovane kompanije moraju imati:

- Najmanje 3 godine iskustva u sličnim procjenama;
- Prethodni rad na Zapadnom Balkanu ili u tranzicijskim ekonomijama;
- Snažne analitičke, moderatorske i vještine izvještavanja.

Predloženi tim za zadatak (najmanje tri stručnjaka) mora uključivati stručnjake iz oblasti:

- Preduzetništvo i politike primjenjive na mala i srednja preduzeća;
- Analiza javnih politika i propisa;
- Ekonomija ili finansije;
- Prikupljanje podataka i angažman zainteresovanih strana.

Dokazano znanje i svijest o lokalnom kontekstu BiH (jezičke vještine i institucionalno znanje) je obavezno.

8. Zahtjevi za ponuđače

Prijedlozi moraju biti dostavljeni na engleskom jeziku i trebaju sadržavati:

1. Tehnički prijedlog koji će pokazati:

- Razumijevanje zadatka s predloženom metodologijom i planom rada;
- Sastav tima i biografije (CV-evi);
- Prethodno iskustvo na sličnim projektima.

2. Finansijski prijedlog

- Detaljan budžet (u KM ili EUR), uključujući profesionalne honorare, putne troškove, dnevnice i ostale troškove – pogledajte Aneks 1. Obrazac finansijskog prijedloga.

9. Kriterij za odabir

Kriterij	Težina
Tehnički pristup i metodologija	30%
Relevantno prethodno iskustvo i kvalifikacije tima	40%
Finansijski prijedlog (isplativost)	30%



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10. Jezik zadatka

Zadatak će biti isporučen na lokalnom jeziku, ali uspješni pružatelj usluga mora biti u stanju efikasno komunicirati i na engleskom jeziku kako bi mogao koristiti međunarodne izvore podataka i komparativne studije.

11. Rok za podnošenje

Svi zainteresovani kandidati trebaju dostaviti svoje ponude sa svom pratećom dokumentacijom najkasnije do **23. maja 2025. godine, 23:59 sati**. Sve ponude se dostavljaju elektronskim putem na sljedeću email adresu: *info@ssst.edu.ba*, sa naznakom u predmetu: *81-4-25 Assessment of Enabling Framework for Innovative Entrepreneurship in Bosnia and Herzegovina*. **Sva pitanja u vezi s ovom prilikom mogu se uputiti na istu adresu, uz navođenje teme iz naslova poruke.**



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Aneks 1. Obrazac finansijskog prijedloga – 81-4-25

Ime ponuđača	[ime ponuđača]	Datum:	Odaberi datum
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Ponuđači su obavezni pripremiti svoje finansijske prijedloge prema dole navedenom formatu i dostaviti ih zajedno sa tehničkom ponudom. Svaka finansijska informacija koja bude pružena u tehničkoj ponudi rezultirat će diskvalifikacijom ponuđača.

Finansijski prijedlog treba biti usklađen sa zahtjevima iz Projektnog zadatka i tehničkom ponudom ponuđača.

Valuta ponude: KM

Tabela 1: Sažetak ukupnih cijena

	Iznos(i)
Profesionalne naknade (iz Tabele 2)	
Ostali troškovi (iz Tabele 3)	
Ukupni iznos finansijskog prijedloga	

Tabela 2: Raspodjela profesionalnih naknada

Ime	Pozicija	Tarifa	Broja dana/mjeseci/sati	Ukupni iznos
		<i>A</i>	<i>B</i>	<i>C=A+B</i>
U zemlji				
Kod kuće				
Podzbir profesionalnih naknada:				

Tabela 3: Raspodjela drugih troškova

Opis	Mjera jedinice	Količina	Jedinična cijena	Ukupni iznos
Troškovi lokalnog transporta	Paušalni iznos			
Troškovi "iz džepa"				
Ostali troškovi: (molimo navedite)				
Podzbir drugih troškova:				



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Tabela 4: Raspodjela cijene po isporuci/aktivnosti

Isporuka/Opis aktivnosti	Vrijeme (osoba/dani)	Profesionalne naknade	Ostali troškovi	Ukupno
Isporuka 1				
Isporuka 2				
Isporuka 3				
.....				

Potpis ovlaštene osobe: