

**Project to Strengthen Innovation and
Entrepreneurship by Establishing Quito
Innovation Center(2020-2026 / USD 9 million)**

Basic plan

August 2021

KOICA 

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I. Project Overview

1. Project overview report

Category		Content
Key review items	PCP and Preliminary Feasibility study	<input type="checkbox"/> PCP from related agency: O <input type="checkbox"/> Official document from recipient agency: O <input type="checkbox"/> Preliminary feasibility study: (O)
	Project modification	<input checked="" type="checkbox"/> Project content modification status: N/A (new project in 2020)
Project Overview	Project title (Korean)	<input checked="" type="checkbox"/> 에콰도르 키토시 혁신센터 건립을 통한 창업 및 기업혁신 지원체계 강화사업
	Project title (English)	<input checked="" type="checkbox"/> Project to Strengthen Innovation and Entrepreneurship by Establishing Quito Innovation Center
	Target Country/Region	<input checked="" type="checkbox"/> Ecuador/Quito
	Project Duration / Total Project Budget	<input checked="" type="checkbox"/> Category: New <input checked="" type="checkbox"/> Period: 2020-2026 <input checked="" type="checkbox"/> Total budget: USD 9 million
	Project Type	<input checked="" type="checkbox"/> Project (Bilateral Country)
	Project Area	<input checked="" type="checkbox"/> Industrial Energy
	Project Objective	<input checked="" type="checkbox"/> (Mid Term) Stable and self-standing operation of the Quito Innovation Center and creation of an innovative technology industry ecosystem in Quito <input checked="" type="checkbox"/> (Long Term) To promote start-ups and create jobs through improved quantity and quality of economic activities in the area of technological innovation in Quito
Beneficiaries	<input checked="" type="checkbox"/> Direct beneficiaries: 6,000 entrepreneurs, college students, government workers, and 1,000 enterprises annually <input checked="" type="checkbox"/> Indirect beneficiaries: 30,000 people and 5,000 businesses annually	
Policy Compliance	Recipient country Confirmation of demand	<input checked="" type="checkbox"/> Receipt of request : <ul style="list-style-type: none"> - Organization in charge of ODA in the Recipient Country: Ministry of Foreign Affairs of Ecuador - Date: Sep. 25, 2018 - Main content: Submission of new project for 2020 - Official document number : MREMH-DCIBMR-2018-0318-O

Category		Content	
	Feasibility study	<ul style="list-style-type: none"> ■ Date : Jan. 14-18, 2019 ■ Participation of private specialists: (O) / Number of private specialists participated: 3 	
	Partnership	<ul style="list-style-type: none"> ■ Date for pre-discussion: Jul. 16, 2018 ■ Partner Organization : CONQUITO <ul style="list-style-type: none"> - Mr. Jaime Albuja (Project Manager); Mr. Santiago Ruales (Innovation Project Director); Mr. Enrique Crespo (Innovation Project Manager) ■ Summary : To discuss candidate institution for “The Project to Strengthen Innovation Competitiveness by Establishing Yachay Innovation Center(2016-2018/USD 5 million)”, whose original partner institution is expected to be closed 	
-	Responsibilities of the government of the Republic of Korea	Construction of Innovation Center (remodeling)	<ul style="list-style-type: none"> ■ Budget: USD 5.555 million • Remodeling of the Main building of Quito Innovation Center (Total floor area: approx. 4,000 m²) - Co-working space, Data Lab, Training hall, library, conference rooms, auditoriums, Work areas, kitchens, cafeteria etc. • Design, Construction, Supervision, Construction Management
		Equipment support	<ul style="list-style-type: none"> ■ Budget: USD 900,000 • Installation of equipment for Data lap, office furniture and facilities • Training sessions for the management of Innovation Center equipment
		Establishment of an innovation center operation program and Capacity enhancement	<ul style="list-style-type: none"> ■ Budget: USD 2.324 million • Research and Analyze Operation of the Center & Demand of Operator and Users • Establish Organization and Management Program of the Center • Capacity Building for Operator/User and Develop program for innovative technology and service program • Consultation on demand analysis and management of public innovation research • Consultation on the creation of the cluster of Quito in innovative industry
		Project monitoring and performance management	<ul style="list-style-type: none"> ■ Budget: USD 221,000 • KOICA Project managing expenses (project M&E, Reserve budget)
	Responsibilities of the recipient country	<ul style="list-style-type: none"> ■ USD 100,000 for demand analysis and site survey of the Innovation Center ■ Budget for management of the Quito Innovation Center and managing personnel ■ Budget for the use of the land for the establishment and management of Quito Innovation Center ■ Tax exemption for equipment brought into the host country ■ Other project-related financial costs and resources exceeding project budgets will be responsibility of the recipient country 	
Performance management	Output	<ol style="list-style-type: none"> (1) Remodeling of the Innovation Center and provision of equipment (2) Design of the management and operational model of the Center, and support for the capacity building of the center team and users (3) Establish Public innovation lab and Consultation for its business model (4) Establish Roadmap for Innovation Technology Cluster 	

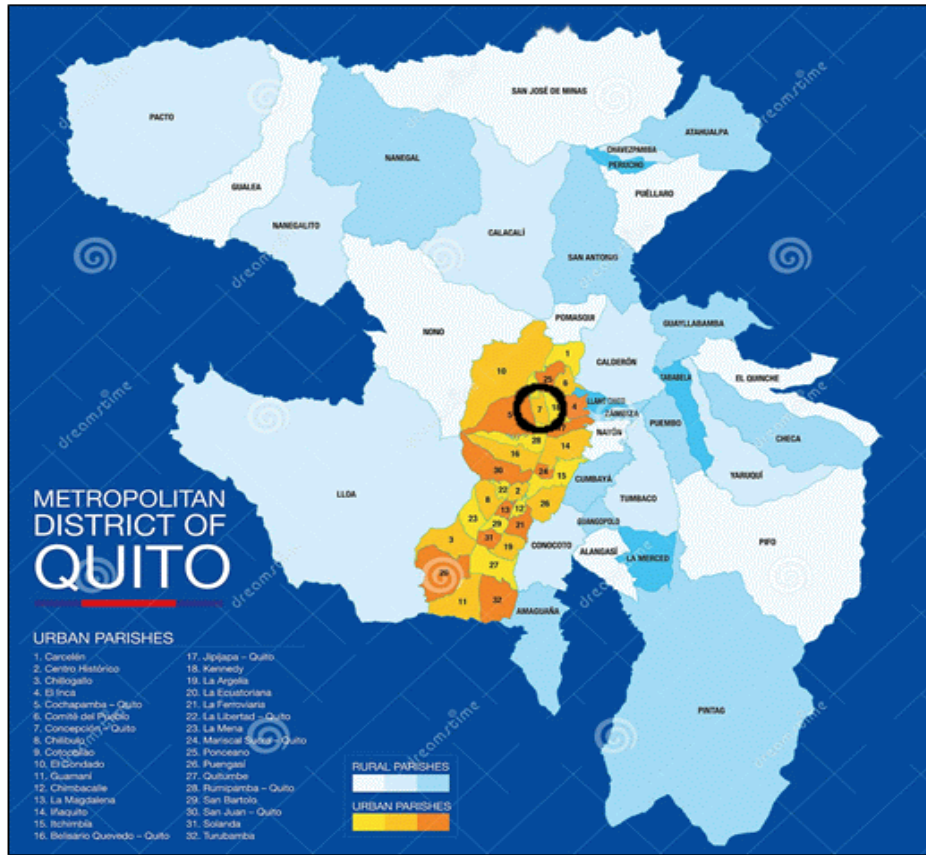
Category		Content																																																	
Outcome	Performance indicator and description	<input type="checkbox"/> Performance indicators (draft) and description (1) Self-reliable operation of the Quito Innovation Center and formation of Quito's innovation ecosystem for innovation and technology industry (2) Promote start-ups and create jobs through improved quantity and quality of economic activities in the area of technological innovation in Quito																																																	
		<table border="1"> <thead> <tr> <th rowspan="2">Performance Indicator</th> <th colspan="7">Performance and goals</th> <th rowspan="2">2026 Basis calculation for goals</th> <th rowspan="2">Measurement formula (or measurement method)</th> <th rowspan="2">Data collection method or data source</th> </tr> <tr> <th>20</th> <th>21</th> <th>22</th> <th>23</th> <th>24</th> <th>25</th> <th>26</th> </tr> </thead> <tbody> <tr> <td>Number of beneficiaries from the projects developed by the Center</td> <td>0</td> <td>500</td> <td>1500</td> <td>1500</td> <td>2000</td> <td>2000</td> <td>3000</td> <td>Actual number of beneficiaries directly affected by projects and solutions developed through the Quito Innovation Center</td> <td>Identify groups and people that apply to projects and solutions</td> <td>Annual report of the Innovation Center</td> </tr> <tr> <td>Number of new annual start up entrepreneurship of Quito Innovation Center service users</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>10</td> <td>10</td> <td>10</td> <td>Number of new start-ups among innovation center users</td> <td>Completion of business agreement with industry-academic association</td> <td>Annual report of the Innovation Center</td> </tr> </tbody> </table>										Performance Indicator	Performance and goals							2026 Basis calculation for goals	Measurement formula (or measurement method)	Data collection method or data source	20	21	22	23	24	25	26	Number of beneficiaries from the projects developed by the Center	0	500	1500	1500	2000	2000	3000	Actual number of beneficiaries directly affected by projects and solutions developed through the Quito Innovation Center	Identify groups and people that apply to projects and solutions	Annual report of the Innovation Center	Number of new annual start up entrepreneurship of Quito Innovation Center service users	0	0	0	0	10	10	10	Number of new start-ups among innovation center users	Completion of business agreement with industry-academic association	Annual report of the Innovation Center
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<i>*Specific Indicators can be changed after investigating the basic line</i>																																																			
		<input type="checkbox"/> Evaluation point: 2023 midline survey, 2026 final survey <input type="checkbox"/> Evaluation agent: KOICA, CONQUITO and external expert																																																	
Post-management plan		Follow-up management plan later through cooperation with Conquito																																																	
Binding / Non-binding		<input type="checkbox"/> Binding nature: Non-binding																																																	

2. Project Target Area Map



[Figure 1] Administrative map of Ecuador

- ▣ Target area: Quito, Ecuador
 - Population of Ecuador: 17 million (2019, Worldmeters)
 - Population of Quito: 2.7 million (2019, INEC)
- ▣ The target area is the passenger terminal building in Mariscal Sucre Airport in Bicentenario park in north of the Quito (Yellow part of the map below). The Quito Innovation center, which is planned to have a floor area of about 4,000 m², will be remodeled and equipped.
 - ※ Target area direction : Centro de Eventos Bincentenario, Av. Amazonas N79-39, Parque Bincentenario, Parroquia la Concepcion, Quito



【Quito map with population distribution (yellow part indicates the center of Quito)】



【Status of surrounding business site】

3. Implementation progress

- September 2018 PCP received (Sep. 25)
- January 2019 Preliminary study (Jan. 13-18)
- November 2019 Agreement signed between Conquito and the Quito Tourism Corporation on the permission to use the site and building
- March 2020 Cancellation of in-depth study by Korean experts due to COVID-19
- March-April 2020 In-depth study by a local consultant
- January-August 2020 Additional in-depth study by joint investment of the Conquito and UNDP
- September 2020 Record of Discussion(R/D) signed between KOICA-Conquito (Sep. 17)

II. Main Result of the In-depth Study

1. Summary of Investigations

A. Investigation period

- Due to the cancellation of the planned in-depth study (Mar. 2020), a local consultant was hired for local in-depth study which was carried out between March.17-April.16, 2020. The in-depth study report was supplemented through online conferences and written review of Korean experts
- Conquito, a recipient institute, and UNDP, a member of its board of directors, invested a total of \$55,000(\$32,000 and \$23,000 respectively) to hire a Spanish consulting firm (IDOM) to conduct a detailed survey on the industrial cluster-building component for 8 months. The findings are included in the current execution plan.

B. Major activities

- Through the in-depth study, 1. Needs analysis for the site survey, the space composition of Innovation centers, industrial clusters, and public innovation research laboratories, were conducted. Detailed activities and budget allocation for the four components of the project, ▲ Construction (design and remodeling) of the Innovation Center, ▲ Installment of equipment and materials of the Innovation Center, ▲ Plan for Innovation Center Program and Training of the related staffs, ▲ Project monitoring and Performance Management, were established.

2. Major Changes compared to Preliminary Investigation

A. Major changes

- (Project site) The original plan to remodel the warehouse building in El Batan, Granados, was modified to remodel part of the former airport site in Bicentenario. The new project site meets the project objective for its accessibility to other infrastructures (international convention center, plan to develop a new innovation working cluster, transportation access) and with moving populations.
 - Upon receiving the official request for site change (July 29, 2019) and receiving the site analysis report (August 23, 2019), KOICA visited the new site with a local Construction Manager, along with the recipient institution in September. The site is considered to have a unique space taking into consideration the history of the Quito Innovation Center, as it has three pieces of historical heritage (wall painting, headstones, etc.) within the building, and the airport's passageways and interior signs that were operated until 2013 are well preserved.
- (Project title) The recipient institution has requested a change of project title to encompass not only start-up innovation for start-up support and incubation, but also technological innovation covering industry-academic and public institutions. As the existing business name reminds us of a start-up center based on investment in general with private companies, the project title will be changed to "Project to Strengthen Innovation and Technology by Establishing Quito Innovation Center".
- (Ministerial collaboration structure) Although the existing project began with discussions with the Quito Economic Promotion Corporation (CONQUITO), a subsidiary of the Municipality of Quito, there were limitations of connecting national policies, mutual cooperation, nationwide spread of performance, and exchange and cooperation with other

local governments. In order to supplement this, this in-depth study established a cooperative system which included SENESCYT.

- (Area configuration for Innovation Center) The recipient institution requested that the lab equipment be added to strengthen digital data construction and management capabilities, excluding prototypes and equipment, when constructing the space program of the Quito Innovation Center.
- (Project details) In the same context as the change of business name, according to the shift in business direction of the recipient institution, the contents of the project have been partially adjusted by focusing on technological innovation and creation of an industrial cluster in Quito.
 - (Analyzing industrial cluster needs) We subdivided the six industrial clusters of Quito that we want to refine through the project, which are classified as ▲ technology and knowledge provision services, ▲ bio-future industry, ▲ smart city, ▲ well-being industry for consumer health, ▲ sustainable urban creation project under the principle of net environment, and ▲ logistics system automation. Subsequent projects will provide detailed feasibility reviews and specific advice for each cluster creation.
 - (Public innovation research labs) Establishment of an analysis of research demand in the public innovation sector and lab operating model for bottom-up type public service proposals and realizations.

3. Main Consultation Details of Record of Discussion(R/D)

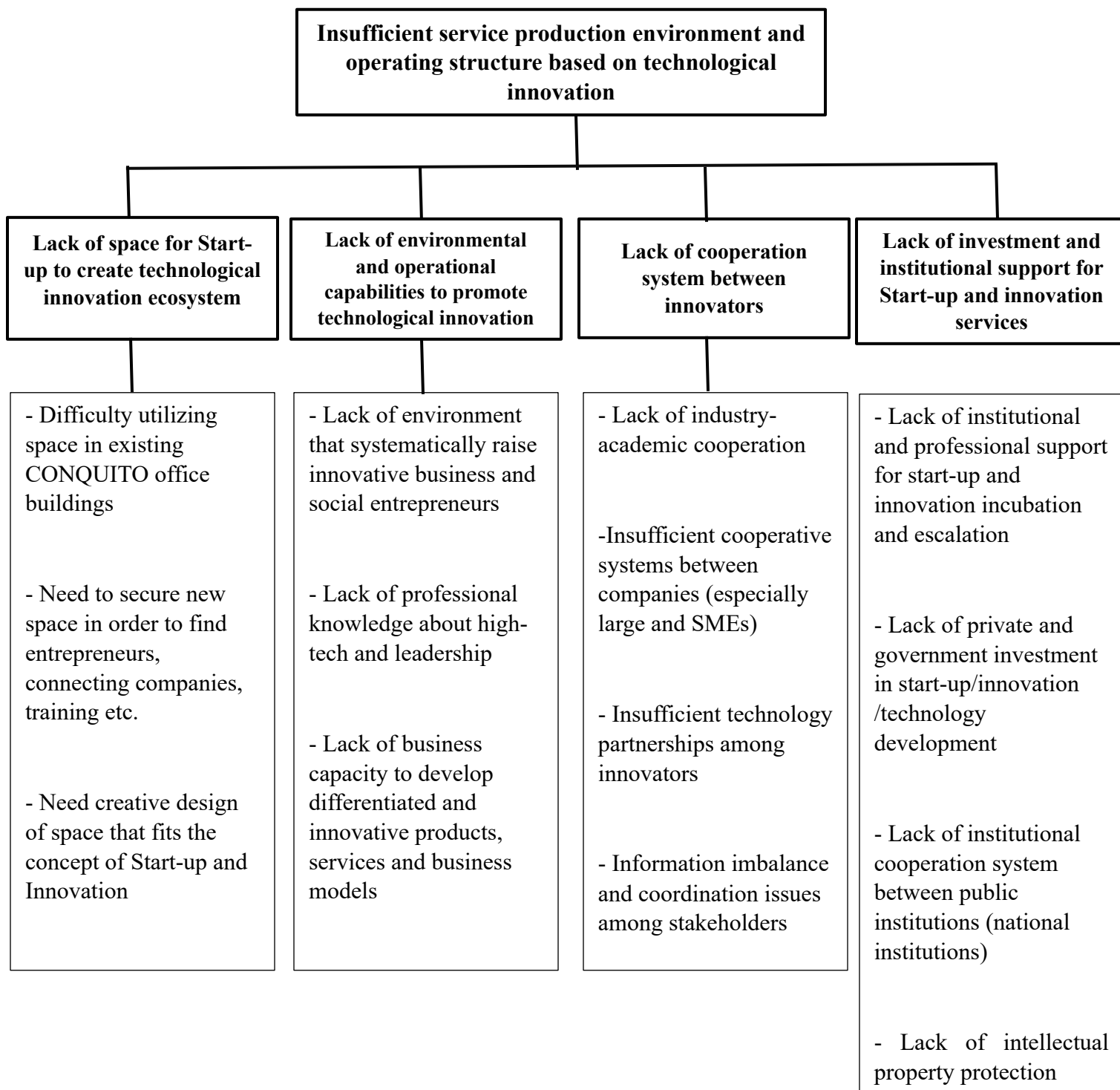
Korea	Ecuador
<ul style="list-style-type: none"> ▪ Architecture of Quito Innovation Center (Remodeling) - Design, construction, and supervision of Innovation Center for remodeling project sites, conduct bidding, and dispatch of construction supervision personnel - Support, installation and use of equipment, including furniture and equipment in the center ▪ Development of operational model for Quito Innovation Center - Operation of capacity building programs for those related to the Innovation Center and stakeholders ▪ Developing and consulting research lab business models in the field of public innovation ▪ Advisory on the creation of Quito industrial cluster 	<ul style="list-style-type: none"> ▪ Planning, coordinating, and implementing projects, assigning manpower for financial stability, organizing and advising stakeholders and PMUs, providing relevant information, securing relevant accreditation form authorities, and suggesting related public policies ▪ Cover all taxes required for facility customs clearance and exemption for utility charges, port expenses, and insurance premiums at ports and securing permits, providing a list of necessary facilities and technical infrastructure, facility maintenance, use, storage, and other additional use. ▪ Nominating participants in training programs and sharing criteria for selection ▪ Cooperate with Korean experts and support their work ▪ Provision and reconfirmation of related administrative processing costs such as land contract, surveys, building permits, provision of security services, and provision of basic public services (water, electricity, sewage, telecommunications) ▪ Provide all necessary financial resources other than KOICA input resources

III. Project Implementation Plan

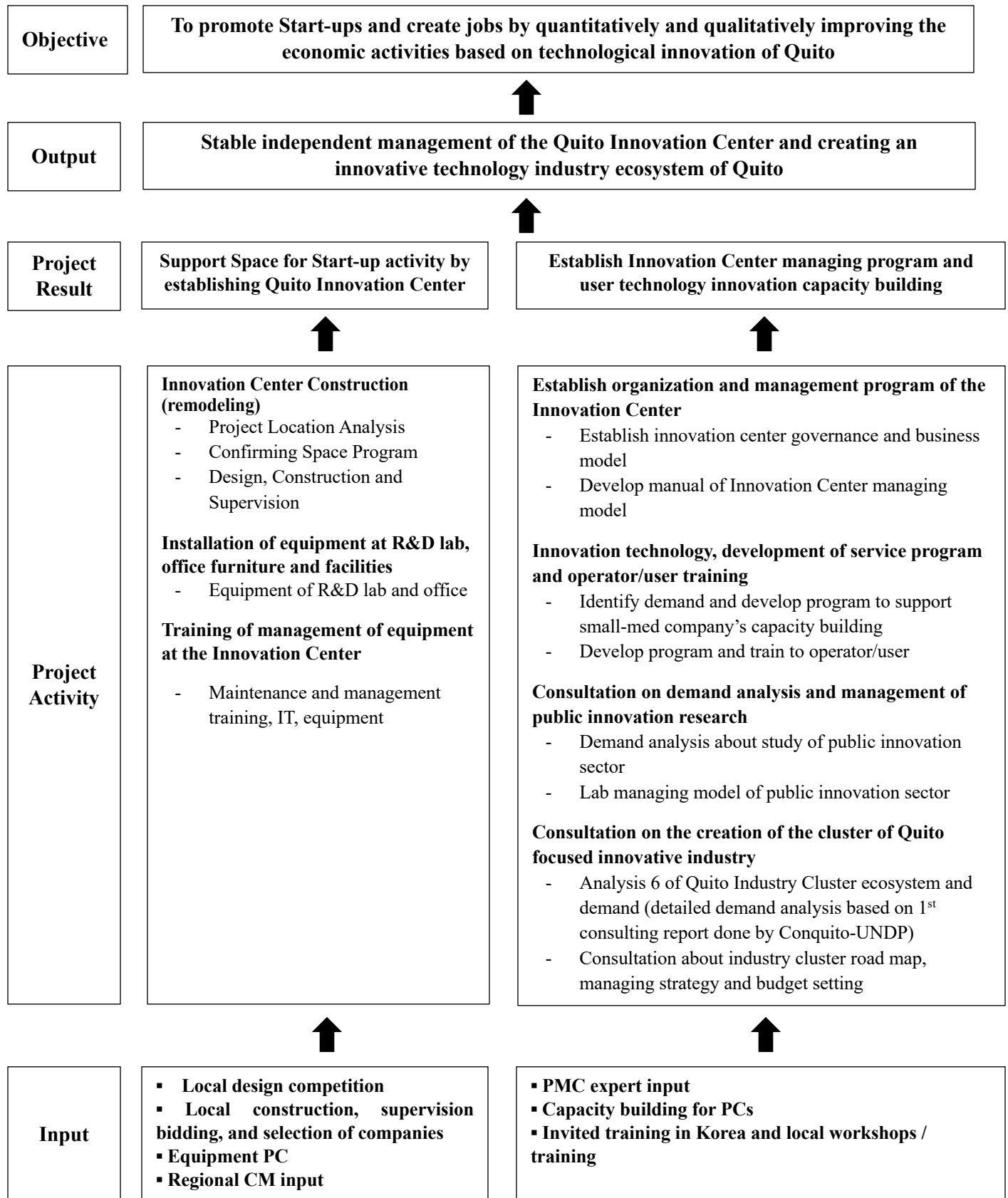
1. Definition of the Project

A. Problem/Demand and Outcome

1) Problem and Demand Analysis



2) Direction for Improvement



■ Establishment and management of Quito innovation Center

- **(Remodeling space and support equipment)** Establish Innovation Center after remodeling former Quito airport as a platform where it is easy to access and various innovative subjects can gather up to create synergy. Main managing equipment, furniture and operating device at data lab and maintenance operation training

■ Establish managing program of Quito Innovation Center and user's capacity building

- **(Establish Innovation Center organization and managing program)** Suggest managing strategy to improve the service and quality that is suitable to Latin America's culture, socioeconomic structure and its market, by analyzing the case of neighboring countries' role model (Colombia, Chile) and Korea's main innovation knowledge and know-how.
- **(Develop innovative technology and service program and training operator/user)** Capacity building such as training, know-how about technology-based start-up, and Center management to foster small and medium-sized enterprises
- **(Demand Analysis and Operational Advisory on Public Innovation Research)** Suggest public innovation lab managing model which is composed by voluntary subjects horizontally and studies how to facilitate efficient and effective user-centric public services

Case: UNDP Public Innovation Lab

- Starting from the PCP writing point, "Public Innovation laboratory", which aims to promote cooperation between companies, industry-academic relationships and the public sector, is included as an INPUT of our project in the project request of the beneficiary institution. Therefore, the project can be implemented by referring the case of UNDP's Public Innovation Lab establishment.
- Public Innovation Lab is the output of the program 'Public Service Innovation Lab', which is done to provide solution related to innovation at 72 countries around the world by UNDP, and could be customized to the environment of Quito based on the on-site experience and sector expertise that was achieved through similar projects from other country.

※ UNDP Public Innovation Lab is operated by Germany, Qatar, Italy and UNDP's own budget total amount of 78 million USD. Among Latin America, Colombia, Chile, Uruguay are operating Public Innovation Lab.

- **(Advisory for creating Quito focused Innovation Industry Cluster)** Establish mid-long-term roadmap and consulting to create Quito focused industry cluster by analyzing the situation of Quito's technological innovation ecosystem and its demand, and through workshops, interview with main stakeholders.

- Main content: Industry Cluster Roadmap, managing strategy and budget plan advisory, Consulting on the development of essential policies by sector to promote the 4th Industrial Revolution through technological innovation

3) Outcome

- **(Long-Term)** To promote Start-ups and create jobs by quantitatively and qualitatively improving the economic activities based on technological innovation at Quito
- **(Mid-Term)** Stable independent management of the Quito Innovation Center and creating an innovative technology industry ecosystem at Quito

B. Project Scope

1) Output

- a. **Output 1** Supporting start-up spaces by remodeling the Quito Innovation Center

- **1.1** Establish Quito Innovation Center

- **(Site range and space)** Bicentenario's former airport immigration terminal building and space, 1st floor above ground and 3rd floor above ground (part of the connecting terminal), and the innovation center will be remodeled within 4,000 square meters of floor area in the same way as the initial feasibility study.

Agreement for Permission to use project sites and buildings

- Institution of Agreement: Conquito, Quito Turismo
- Purpose of the agreement: Construction of the Quito Innovation Center on the site
- Agreement period: Valid for 10 years from the moment the project cost is paid to the KOICA Ecuador office

※ It will be automatically renewed and extended every 10 years. Termination of the agreement will only be possible if mutual consent is obtained.

- **Agreement clause**

(Article 1 (4)) Quito Turismo is authorized by Quito City Hall to use and manage the entire site and buildings (old airport buildings) to which the Innovation Center site belongs on April 1, 2013.

(Article 1(5) Quito Turismo has been granted the right to indefinite access to sites and buildings under the "Quito Ordinance 0086" from December 3, 2015.

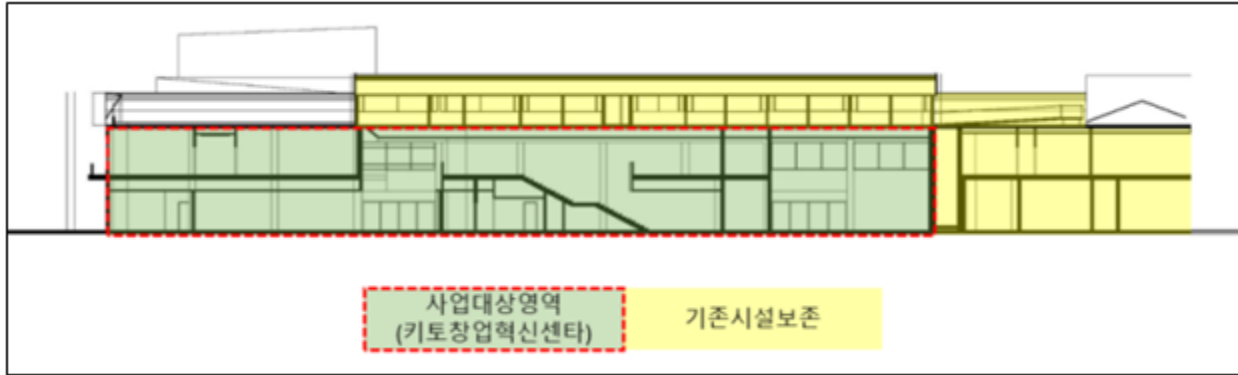
(Article 1(6) On April 7, 2017, in the "Quito Ordinance 0161" supplementing the "Quito Ordinance 0086", it is specified that cultural assets in the building should be preserved when using the building.

(Article 1 (2)) Conquito has permission for a total of 30,662.29 square meters (14,619.92 square meters on the 1st floor / 16,042.37 square meters on the 2nd floor) in a space used and managed by Quito Turismo for the construction of the Quito Innovation Center.

(Article 1-22) Quito Turismos has transferred the authority to use this space to Conquito for 10 years. 15 | 53

※ After the completion of the Quito Innovation Center, the company will issue a Comodato that guarantees the legal effectiveness of Conquito's revenue acquisition in order to manage and maintain the Center's operation.

- **(Site Area)** After conducting an on-site building survey, the area of the center will be adjusted and the space will be confirmed.






[Quito Innovation Center Cross Section A-A]



[Quito Innovation Center Cross Section B-B]

- **(Consideration)** Cultural assets to be preserved are installed within the Innovation Center site. All cultural assets should be included in the design, and the level of finishing materials should be medium and advanced considering the harmonization with the indoor atmosphere

Cultural assets that should be included	Detailed description
<p>Mural</p>	 <ul style="list-style-type: none"> ▪ Title: First flight to the Andes ▪ Author: Galo Galecio ▪ Type: Mural painted on the wall ▪ Year Produced: 1960
<p>Installation art</p>	 <ul style="list-style-type: none"> ▪ Title: No title ▪ Author: Jaime Andrade ▪ Type: Mural (Mixed mural) ▪ Year produced: 1960
<p>Cornerstone of Old airport</p>	 <ul style="list-style-type: none"> ▪ Title: No title ▪ Author: Oswaldo Vallejo ▪ Year produced: 1960 ▪ Description: A copper cornerstone produced when the airport was established, stored outside of the site and movable, the beneficiary institution wants to preserve the frame and place it inside the project site

○ (Selection of agency for design and construction)

The first step towards starting the process for design and construction of Quito’s Innovation Center is to hire a PMO (architect /civil engineer) that will be working with ConQuito and KOICA to generate products such as terms of reference, supervision and related topics.

Given ConQuito’s internal regulations regarding bidding processes, for the selection of the agency for design and construction, the following procedure shall be applied for both the design process and the construction of the project:

CONTRACTING THROUGH PUBLIC TENDER

Article 52.- Public Tender.- For this contracting procedure, the preparation of a need report will necessarily be required.

Article 53.- Contracting authorization. - The requirement to acquire goods, contract works and services, including consulting services, must be duly authorized by the highest authority or its delegate, who will provide for the formation of a Commission to carry out this contracting procedure.

Article 54.- Technical Commission. - The Technical Commission will be composed of the following members:

- A delegate of the Executive Directorate who will preside over it and will have the casting vote;
- A representative of the requesting area; and,
- A professional aligned to the purpose of the contract.

The purchasing department official will act as secretary of the Technical Commission.

A delegate from the Legal Coordination or whoever takes his place and from the Financial Coordination will be required, who will appear with voice but without vote.

The members of the Technical Commission will be CONQUITO officials. If the Corporation does not have on its payroll a professional related to the purpose of the hiring, it may hire one through the professional services figure to be part of the respective Technical Commission in a timely and specific manner; without prejudice to the fact that, if applicable, it may also count on the participation of specialized external consultancy.

The Technical Commission will meet on the day and time set with the attendance of at least 2 of its members, one of which will act as president. The vote of two will be obligatory and its pronouncement affirmative or negative; in the event of a tie, the matter will be resolved by the vote of the President. The proceedings and treatment of the session will be recorded in the minutes duly legalized by the members of the Commission and will be filed together with the file of the process.

The members of the Technical Commission, including the Secretary, may not act when there are personal interests or bidders present who are relatives within the fourth degree of consanguinity and second degree of affinity.

The functions that the Technical Commission will perform in addition to those established in these Regulations, the provisions of article 18 of the Regulations to the LOSNCP shall be observed.

Article 55.- Support subcommittees. - If required by the procedure, the respective Technical Commission will integrate subcommittees for the analysis of the technical offers presented in support of its analysis management, which must present the reports for knowledge and validation of the members of the Commission.

Article 56.- Sole supplier. - The acquisitions of those goods or services that are technically justified, only admit the contracting of a supplier, are excluded from this procedure.

Article 55.- Beginning of the pre-contractual procedure. - Once the purchase is authorized by the highest authority, the Technical Commission will elaborate the bases of the procedure where it will include the terms of reference or technical specifications sent by the requesting unit and all of which will be recorded in the "Minutes of Preparation and Review of the bases of the procedure".

Article 57.- Announcement. - The president of the Technical Commission shall order that the announcement of the public tender be made by the press, with at least one publication in one of the newspapers with the largest provincial or national circulation, summoning natural persons or legal entities that wish to participate; in the case of international suppliers, he may be invited through electronic means.

In addition, you must make the call through the CONQUITO website, the national offers must be presented in a sealed envelope physically or electronically, at the time, day and place specified in the call provided that the contract is executed. in Ecuador, international suppliers may submit their offer electronically.

The call and the bases of the procedure can be viewed on the Corporation's website.

The deadline for submitting bids may not be less than 10 days and a maximum of 15 days, a period that must be specified at the time the call is published.

Article 58.-Questions and clarifications. - The Technical Commission will answer all the questions made by the bidders in accordance with the schedule determined in the bases of the procedure and will formulate the necessary clarifications by email or in writing.

Modifications can be made to the bases of the procedure as a result of the answers or clarifications, however, they may not change the object of the contract or the referential budget, these modifications or clarifications will be recorded in a document called Questions and Answers Act that will be uploaded to the Corporation's website.

If there is an extension of the term for the presentation of offers, it must be justified and uploaded to the Corporation's website.

Article 59.-Reception of Offers and Analysis. - The Secretary of the Technical Commission will receive the offers in the place on the date and time indicated in the call. In case of presenting the offers outside the established terms, place, and deadlines, they will not be considered and will be returned immediately, stating the corresponding reason.

The Secretary of the Technical Commission will confer the corresponding receipt of the submitted offer, which will state the date and time of receipt.

If any situation of those mentioned in article 25 of these Regulations arises, the Technical Commission will request the Executive Directorate or its delegate to declare the procedure void and may later order its reopening or call a new contest.

The Technical Commission one hour later will proceed to the opening of the envelopes presented by the bidders in the place, day and time indicated for the effect in the call; if required, said opening will be made through a public act.

If a single offer is submitted, the process will continue. For this purpose, the Offer Opening Act will be prepared, which will be uploaded to the Corporation's website.

Article 60.- Validation of errors. - Once the bids are reviewed, if errors are presented in form, they may be validated by the bidders, as requested by the CONQUITO Technical Commission, within the term of 2 to 5 days, counted from the date of notification.

Said term will be set at the discretion of the Technical Commission in relation to the contracting procedure and the level of complexity and magnitude of the required contracting. The request for validation of errors will be notified to all bidders through physical or electronic means and for this purpose the Certificate of Validation of Errors will be drawn up.

Article 61.- Qualification of the offers. - In a term not exceeding 5 days from the date of validation, the Technical Commission will carry out the qualification of the offers presented, for this purpose the Evaluation and Qualification Act of the offers will be issued. Offers.

Article 62.- Final Report. - The Technical Commission will prepare the final report that contains a summary of the entire pre-contractual procedure, the qualification in accordance with the parameters established in the bases of the procedure, terms of reference or invitation and the express award recommendation or, failing that, the declaration of desert.

Article 63.- Awarding. - With the report presented by the Technical Commission on the most

advantageous offer for the interests of the Corporation, it will recommend to the Highest Authority, the award of the contract, who, by means of a motivated Resolution, will or will not award the contract within a maximum term of 5 days from the date of presentation of the Final Report.

The selection of the offer will be done considering the quality of the good or service, delivery time, installation, maintenance and repair services, suitability, and solvency of the offeror, guarantees, prices and the principles and criteria of evaluation of the offers provided in the bases of the procedure elaborated for the effect, in what corresponds.

The secretary of the Technical Commission, once the award has been resolved, will notify the interested parties immediately and will subsequently send the contracting file for the preparation of the contract to the Legal Coordination or whoever acts in its place.

STAFF MEMBERS OF CONQUITO THAT WILL SUPPORT THE SELECTION PROCESS

- Executive Direction
 - Executive Director
 - Advisor of the Executive Direction
- Financial Coordination
 - Financial Coordinator
- Administrative Coordination
 - Administrative Coordinator
 - Purchasing Department Officer
- Legal Coordination
 - Legal Coordinator
- Coordination of Science, Technology, and Innovation (requiring area)
 - Technical Staff
 - PMO (architect/civil engineer)

PROPOSED SCHEDULE

(Output 1-1) Development of recruitment process	Schedule (expected)
Prepare recruitment bases	Oct-21
Call for personnel selection	
Staff pick	
Technical test and interview	
Final selection	
Manage, supervise, control and execute the development of the project	
Outcome 2. Selection of a competent design company for the Innovation Center	
(Output 2-1) Design Bidding process	November - December 2021
Preparation of terms of reference	
Market study	
Budget Certification	
Process start authorization	
Preparation of specifications	
Questions Answers and Clarifications	
Receiving Offers	
Recognition	
Qualification of offers	
Award	
Contract signature	
(Output 2-2) Design contract	January - June 2022
Warranty delivery	
Advance delivery	
Development of the contract	
Product delivery	
Subscription of delivery certificate	
Balance payment	
Warranty return	
Output 3-3 Imprevistos	
Outcome 3. Selection of a competent construction company for the Innovation Center	
Output 3-1 Construction Bidding process	June - December 2022
Preparation of terms of reference	
Market study	
Budget Certification	
Process start authorization	
Preparation of specifications	
Questions Answers and Clarifications	
Receiving Offers	
Recognition	
Qualification of offers	
Award	

Contract signature	
Output 3-2 Construction contract	
Warranty delivery	<p>January - December 2023</p>
Advance delivery	
Development of the contract	
Product delivery	
Subscription of delivery certificate	
Balance payment	
Warranty return	

○ (Space program)

Category		area(m ²)	Others
Public	Cafeteria + Kitchen	180	
	Bleacher Seating		
	Shop		
Showroom/Exhibit	Permanent/Short - Term	400	
Multidisciplinary Work	Business Development	810	
	Coworking Area		
	Coworking Lounge		
Research	Research Offices	480	
	Meeting Room		
	Coworking Room		
Laboratories	Data Lab.	300	
	Project-base Workshop		
Learning Center	Library	350	
	Classrooms		
	Auditorium		
Administration	Director's Office	180	
	Administrative Offices		
	Meeting Room		
	Locker / Lounge		
Common / Utilities	Lobby, Reception, Corridor	1,000	
	Restroom, Janitor	100	
	Technical Area (Generator, Transformer, HVAC, Storage etc.)	200	
Total area of construction		4,000	

○ Example proposal of Quito Innovation Center space plan

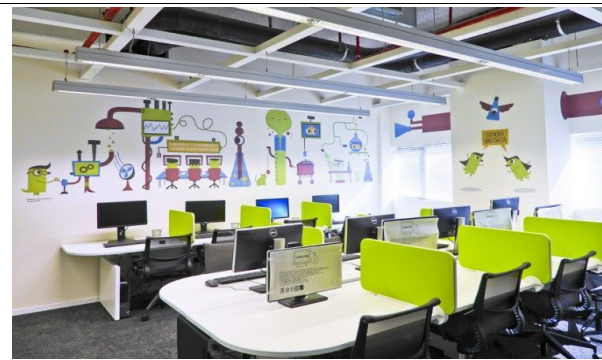
Example photos of each space of the Innovation Center (Provided by beneficiary institution)



Coworking Space



Auditorium



Data Lab



Meeting Room



Project Workshop



Library

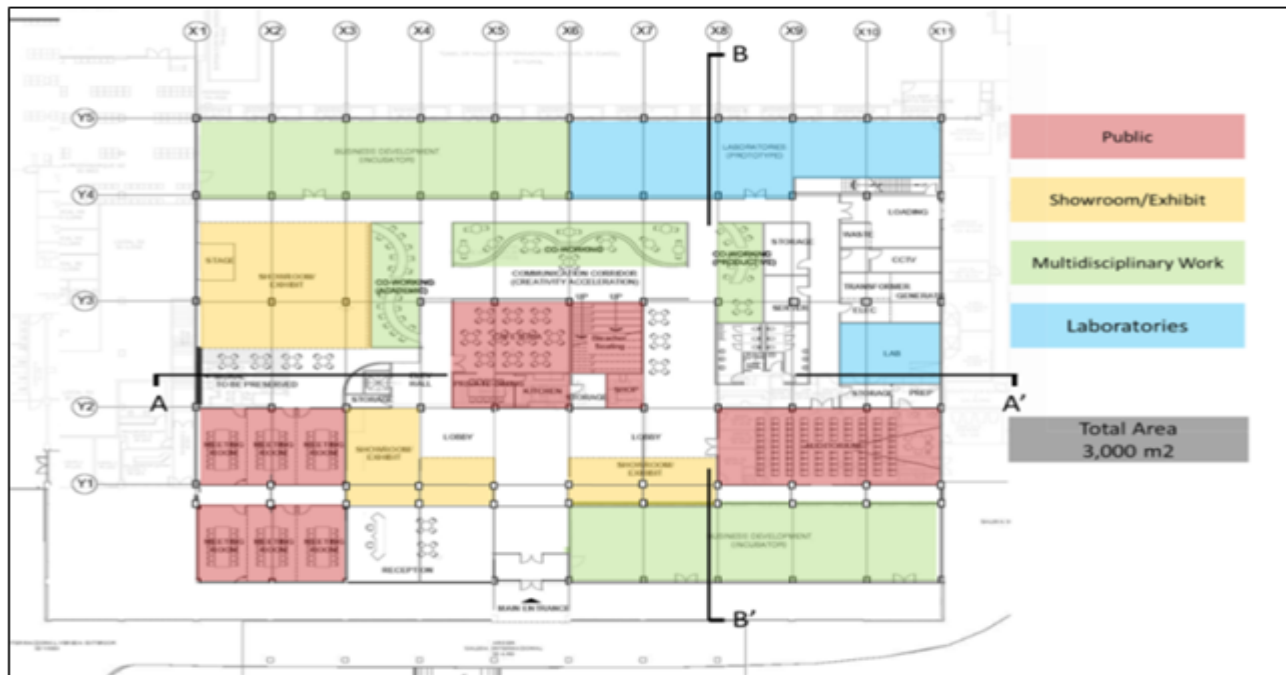


Administrative Office

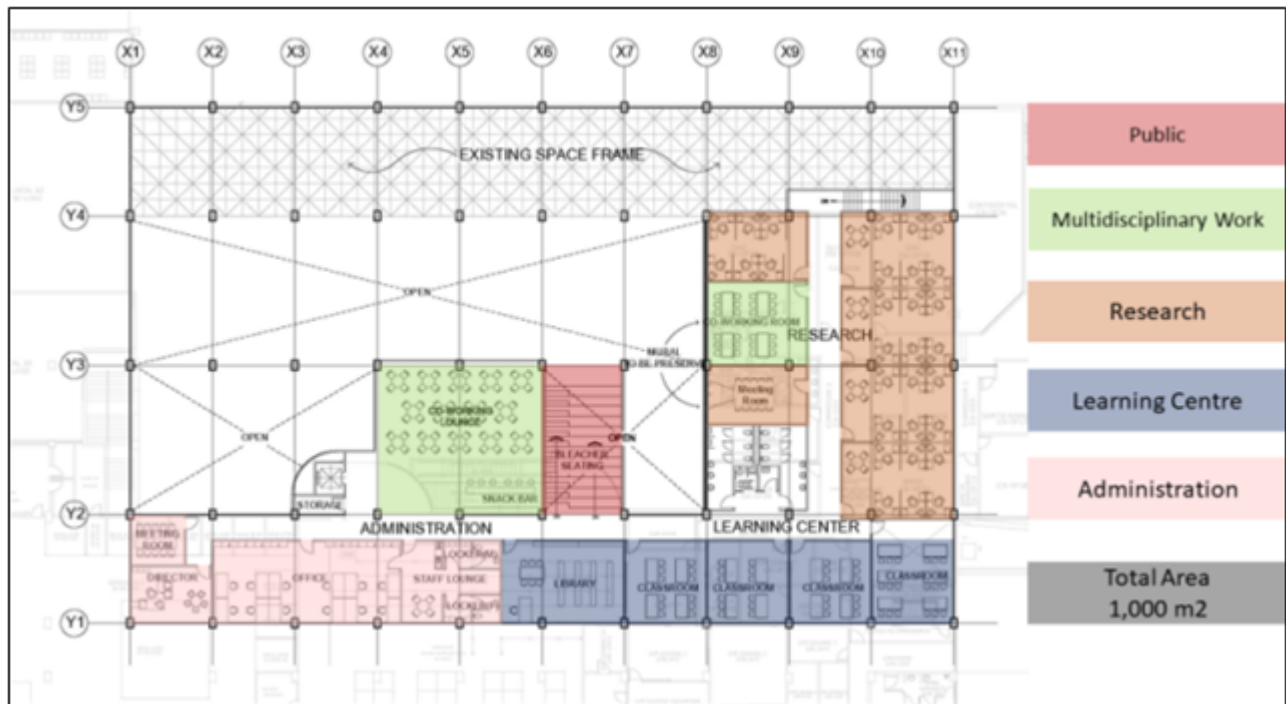


Director's Office

○ Layout of Space Configuration by each floor



[Floor plan of the Quito Innovation Center's 1st floor]



[Floor plan of the Quito Innovation Center's 2nd floor]

■ **1.2** Provision of equipment and operational training for Innovation Center management

- **(Purchase and installation of equipment)** Support stable management of IT platform an implement a capacity building training for operator and user by supplying and establishing IT infra equipment such as server, network, information security equipment etc.
- **(List of equipment)** The following list of equipment was collected through discussions with the beneficiary institution and local consultants of in-depth study, and the final list of equipment will be confirmed through a prior investigation by PMC. Supplies of equipment will be basically provided in local, but the procurement from Korea can be considered if necessary.
- ※ Need to confirm measure of procurement by preliminary investigation, when writing a bid proposal
- **(Operational training)** Support training about operating equipment to operators, to make beneficiary institution to handle problem and expand the system autonomously.

No	Category	Specification	Unit
1	Data Lab	RAM of 3TB	1
2		Hard drive capacity 1000TB	1
3		CPU cores	3
4		Cooling capacity 12 Tons	1
5		workstation	20
6		Open Source Software Cluster for big data	1
7		Servers rack	2
8	Furniture	Collaboration tables	4
9		Collaboration seating	32
10		Wall to wall white board	2
11		Lounge Seating	1
12		White board	15
13		Task seating	50
14		Benching systems	12
15		Conference tables	2
16		Conference room seating	20
17		Conference seating	100

18		Podium	2
19		Microwave	2
20		Refrigerator	2
21		Coffee machine	4
22		Closet	2
23		Shelves	10
24		Reception Desks	1
25	Technological equipment	Student chairs	100
26		Interactive white board	2
27		Interactive screens	2
28		Laptop	30
29		Video conference equipment	2
30		printer/scanner	3
31		Touch interactive LED display	4
32		Conference room camera	3
33		Projectors	5
34		Show room	1
35		TV big size	3
36		Power distribution units	3

[List of Equipment at Quito Innovation Center]

- b. **Output 2** Establish Quito Innovation Center managing program and user’s capacity building of innovation technology.

(1) Output 2.1 Establish sustainable Managing system of Quito Innovation Center

- **Activity 2.1.1** Analyze Demand for managing Quito Innovation Center and Capacity building
 - **(Analyze managing capacity and demand)** Demand Survey about managing capacity and managing measure of Innovation Center, analyze effective innovation managing measure based on case studies of other Latin America countries and Korea.
 - **(Training Program)** In order to create an environment that systematically nurtures innovative business and social entrepreneurs, identify the education demand so that it can expand its own education and training programs for various innovative entities such as prospective founders, entrepreneurs, existing companies, public and private academia, and research institutes.

■ **Activity 2.1.2** Establish Quito Innovation Center organization and managing program

○ **(Establish Innovation governance and business model)**

- Review the Innovation Center management model of Korea and Latin America and establish governance, including the organizational framework, roles and responsibilities of each participant, and decision-making mechanisms of the Innovation Center for initiatives that are feasible at Quito

- In addition, to generate revenue from the managing center, prepare base of Innovation Center managing by establishing business model, portfolio service design and managing and operating model. Create an environment where external management and funding experts, especially venture capitalists, are able to visit and advise frequently

○ **(Manual managing model)** Suggest long term directions of the Innovation Center, methods to support to standardize the works related to the regulations, organizations, personnel, budgets, corporate support, etc. and establish manual form systematic center management.

(2) Output 2.2 Promoting Innovative Technology and Start-up Capabilities of Various Innovation Agencies

■ **Activity 2.2.1** Develop innovative technology, service program and operator/user trainings

○ **(Develop program and training for operator)** Identify capacity of center's management team and operational and technological demand based on business demand and managing model. Standardize and manualize the customized program and curriculum for efficient effective center managing.

- **(Dispatch expert)** By dispatching Korean experts, management experience of Korean Innovation Center can be delivered, and capacity building of manager and operators can be achieved.

- **(Invited training to Korea)** By inviting operators of Quito Innovation Center to visit Korean institutes, they can learn about Korean policy and current status, which can later can be applied to the case of Quito. (Detailed agenda and places will be decided after discussion between experts and Conquito.

○ **(Develop program and training for user)** Identify the educational needs of industrial, academic, and research users, design a step-by-step/modular curriculum, standardize and manualize (Step 3: Beginner/Intermediate/Advanced).

- **(Local training / Workshop)** By local training of Korean expert, experience about development of Korean Innovative industry and Incubating can be shared and user's

capacity building. Conduct public workshops to make more private sector centers join.

(3) Output 2.3 Create an Innovation Technology and Start-up-Friendly Environment in Quito

- **Activity 2.3.1** Analyze demand to establish the public innovation lab
 - **(Expected role of public innovation lab)** ▲ Realize various ideas about public sector from citizens and retirees ▲ Train and create innovative public leaders through the interaction between the private and public sector ▲ Create abundant social-economical ecosystem
 - The reason that the Innovation lab is included in this project is that there is a need to change national, local policies and strategies in a Start-up friendly way in order to implement entrepreneur's innovative start-up activities easily. Also, a role as political public innovative accelerator and narrowing the gap of public services between each region is expected to be done at Quito public innovation lab, through this project.
- **Activity 2.3.2** Develop managing model of the public innovation lab
 - **(Advisory at developing of managing model)** Establish a managing model that could be helpful in strengthening innovative capacity building and setting innovation-friendly policies of Ecuador's public institutes by studying the work range of the public innovation lab, introducing public innovative portfolio, and composting organization. In addition, guidance of business model and its development for sustainable managing of public innovation lab is needed. Suitable model must be implemented by reviewing Korean government's innovation model, UN's public innovation lab model and other Latin America's models.
 - **(Local workshop of demand survey)** Local workshop for demand survey of Quito and Ecuador public service innovative ecosystem will be held and priority of the public sector innovation task based on local current status will be set.
 - **(Local workshop about innovation of public administration)** Workshop to promote the provision of good quality of public sector which affects the overall system of innovation and start-up will be held. Introduce other public innovation cases of Latin America, Korea and UN.
- **Activity 2.3.3.** Analyze demand to design Quito focused innovation industry cluster
 - **(Analyze ecosystem of Quito's 6 industry cluster demand)** Quito wants to identify the specific industry sector where they can acquire comparative advantage and a

focused innovative industry cluster by verifying Quito's potential capacity to create innovative industry cluster which is competitive at the international market.

- **(Analyze Quito's market ecosystem)** ▲Key majors of the engineering colleges near Quito and number of master's and doctorate student, ▲Competitive area of study, cases of international cooperation, ▲Technology driven businesses, ▲Areas with market size and potential, urgent necessities, strategic nurturing, strategic technology securing and human resources training, ▲Current status of support and amount of investment funds of venture capital, ▲ Case study and factor analysis of successful venture companies ▲ External factors such as the willingness of young people with technical skills to start a business

- **(Results of the analysis of Conquito)** Conquito has selected Quito's 6 future innovative industry cluster by hiring an external consulting agency and will focus on 3 clusters through joint feasibility review, and wants to integrate them as part of the program of Quito Innovation Center.※ Quito industry cluster was studied through RIS3 (Research and Innovation Smart Specialization Strategy) with Spanish consulting agency for 8 months (Jan – Aug, 2020)

- **(6 cluster sector)** ▲Technology and knowledge provision services, ▲Bio Future Industry, ▲Smart City, ▲Well-being Industry for Consumer Health, ▲Sustainable Urban Creation Project under the Principles of the Environmental System, ▲Automation of distribution Systems

■ **Activity 2.3.4.** Advisory for creating Quito focused Innovative Industry Cluster

○ **Advisory for RoadMap, Managing Strategy, Budget plan of innovative industry.**

- **(Dispatch Advisory of Experts)** In order to effectively develop roadmaps, managing strategies, and budgeting which are needed for the operation of industrial clusters, Korean experts who have experience in developing and operating industrial clusters will be invited to help establish strategies.

- **(Consulting about developing necessary policy to promote 4th Industrial Revolution)** Consulting on essential policies and policy implementation models to promote the commercialization of innovative technologies in the 3 integrated cluster areas among the above 6 industry clusters, and consulting on actual operational direction and problems.

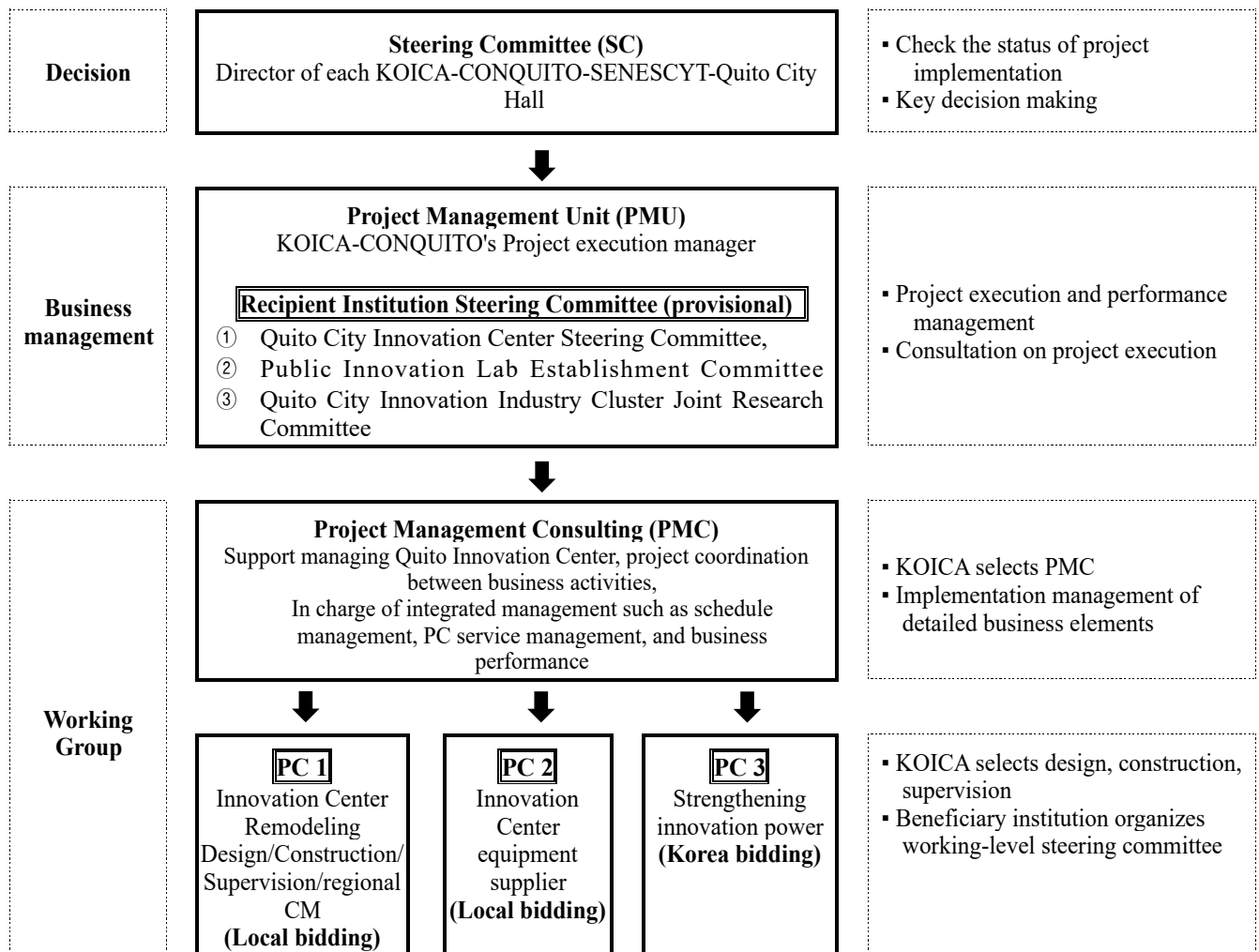
□ List of Outputs and Stakeholders Share

Output	KOICA	CONQUITO	Expected Output
1.1 Establish Quito Innovation Center	<ul style="list-style-type: none"> Confirm Space Program Remodel Innovation Center Select agency for design, construction, and supervision 	<ul style="list-style-type: none"> Secure the site for the Innovation Center Confirm Space Program Participate the selection Committee for design, construction and supervision 	<ul style="list-style-type: none"> Space Program Designed Plan Innovation Center Completion Report Final construction / supervision report CM Final completion report
1.2 Provision of equipment and operational training`	<ul style="list-style-type: none"> Confirm equipment list Bid and agency selection Purchase and installation of equipment Invest inspection expert Equipment operation training 	<ul style="list-style-type: none"> Confirm equipment list Confirm of installation of equipment Support for training recipient selection 	<ul style="list-style-type: none"> (PMC) Demand survey report and list of equipment (PMC) PC request for equipment (PC) Equipment installation report (PMC) Equipment inspection result report (PC) Confirmation report of equipment training
2.1 Establish sustainable Managing system of Quito Innovation Center	<ul style="list-style-type: none"> Demand survey of organization and managing system of Innovation Center Establish governance and business model of Innovation Center Establish management model of Innovation Center 	<ul style="list-style-type: none"> Cooperate in the demand survey of organization and management system of Innovation Center Quito Innovation Center Operation Organization and employee composition Quito Innovation Center management committee composition 	<ul style="list-style-type: none"> (PMC) Innovation Center Operation Demand Survey Report (PMC) Innovation Center Operating Model PC Proposal Request (PC) Innovation Center Governance and Business Model Report (PC) Innovation Center Operation Model Manual
2.2 Promoting Innovative Technology and Start-up Capabilities of Various Innovation Agencies	<ul style="list-style-type: none"> Innovation training demand survey and develop of capacity building Development and training of programs for operators/users 	<ul style="list-style-type: none"> Cooperate in demand survey of training program development Training recipient selection 	<ul style="list-style-type: none"> (PMC) Capacity building education demand survey results report (PMC) Training PC Proposal Request (PC) Capacity building (education) program report Training results and satisfaction survey report for operators/users Invitational Training Result Report
2.3 Create an Innovation Technology and Start-up-Friendly Environment in Quito	<ul style="list-style-type: none"> Demand Survey about administration innovation services Develop public innovation laboratory business model 	<ul style="list-style-type: none"> Cooperate in managing local workshop Cooperate stakeholders in the public innovation laboratory (industry/academy/relationship) participation 	<ul style="list-style-type: none"> (PMC) Report on the Demand Survey of Public Innovation Laboratories (PMC) Public Innovation Laboratory PC Proposal Request (PC) Report on the results of the local workshop on public innovation research (PC) Report on the establishment of a public innovation laboratory operation model

	<ul style="list-style-type: none"> Analyze the ecosystem of Quito market and advise the creation of cluster of key innovative industry Consulting essential policies and models for implementing policies 	<ul style="list-style-type: none"> Quito Innovation Industry Cluster Joint Research Committee composition Joint Design and Validation of Innovative Industry Clusters Cooperate on interviews and data provision for market analysis 	<ul style="list-style-type: none"> (PMC) Innovation Industry Cluster Demand Survey Report (PMC) Innovation Industry Cluster PC Proposal Request (PC) Innovation industry Cluster managing Strategy and Advisory Results Report
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2. Project execution system

A. Schematic of project execution system



B. Roles and Responsibilities (R&R)

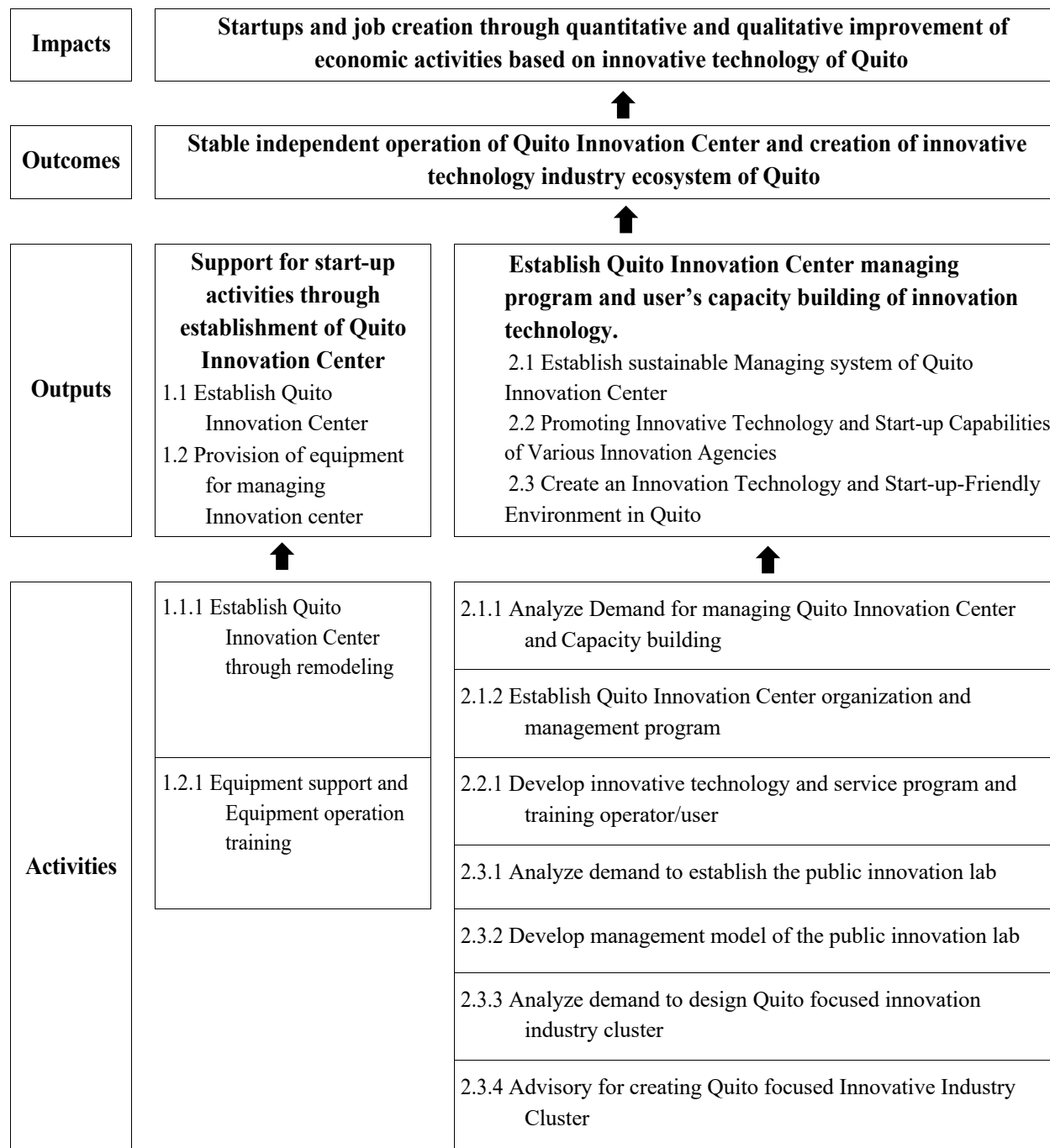
Organization	Role	
KOICA Headquarters	<ul style="list-style-type: none"> ▪ Support in PMC selection, regional CM selection/dispatch and contract management 	
KOICA Office	<ul style="list-style-type: none"> ▪ General project management such as project schedule and performance management ▪ Conduct feasibility study with local company for design and construction ▪ Quito Innovation center supervision company selection and PMC contract management ▪ Select supplier of equipment for the Quito Innovation Center 	
Steering Committee (SC)	<ul style="list-style-type: none"> ▪ (Configuration) Head of KOICA-CONQUITO-SENESCYT-Quito Municipality or representative ▪ (Role) Decision-making on Project-related matters and regular inspection of the status of implementation 	
Project Management Unit (PMU)	<ul style="list-style-type: none"> ▪ (Configuration) KOICA-CONQUITO Project Manager ▪ (Role) Project management and progress check <ul style="list-style-type: none"> - Mutual consultation and resolution of obstacles that arise during project implementation - Administrative support for business progress - Support for institutional/political implementation of the project - Communication, coordination and control with relevant organizations ▪ (Organization of detailed steering committee) <ul style="list-style-type: none"> - Quito Innovation Center Steering Committee - Public Innovation Lab Establishment Committee - Quito Innovation Industry Cluster Joint Research Committee 	
CONQUITO	<ul style="list-style-type: none"> ▪ Quito Innovation Center management and operation management ▪ Quito Innovation center remodeling local design, construction ▪ Organization of Recipient Institution Steering Committee essential for project operation ▪ Communication, coordination and control with the cooperative network 	
Project execution (WG)	PMC	<ul style="list-style-type: none"> ▪ Establishment of Quito Innovation Center operation plan, establishment of public innovation laboratory, demand analysis and PC (Innovation Capacity Reinforcement) task scope setting for the creation of a cluster of key nurturing industries in Quito ▪ Innovation center PC contract work support <ul style="list-style-type: none"> - Preparation of PC equipment proposal request form and management of contract execution status - Completion of request form for PC proposal for strengthening innovation capacity and management of contract execution status ▪ Responsible for integrated management of Quito Innovation Center operation support, work coordination between business activities, schedule management, and business performance <ul style="list-style-type: none"> - Project schedule management and business performance improvement through work/schedule coordination with innovation center design/construction/supervision companies and innovation center equipment and materials suppliers

	PC1 Innovation Center remodeling	▪ (Design) Innovation center remodeling site survey and drafting of basic and detailed design drawings including architecture, structure, machinery, electricity, communication, firefighting, etc.
		▪ (Construction) Innovation center remodeling work
		▪ (Supervision) Supervision of the remodeling construction site
		▪ (Regional CM) General management of construction related work
	PC2 equipment	▪ Equipment purchase, transportation, installation and operator / user training
	PC3 Reinforcement of innovation capacity	▪ (Managing Program) Establishment and operation of innovation center governance and business model
		▪ (Training) Innovative technology and service program development and operator/user training
▪ (Public Innovation Lab) Establishment of operation model for public innovation laboratory		
	▪ (Cluster) Industrial cluster roadmap, operational strategy establishment and budgeting advice, and essential policy development consulting to promote the 4th industrial revolution	

3. Project logic model and output details

A. Project logical frame

○ Project Logical Frame



○ PDM (Project Design Matrix)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Impacts</p> <p>To strengthen the Quito innovation ecosystem and create technology-based start-ups and jobs through quantitative and qualitative improvement of innovative activities</p>			<p>Legislation of a law related to entrepreneurship and innovation</p>
<p>Outcomes</p> <p>1. Self-reliable operation of the Quito Innovation Center 2. Formation of Quito's innovation ecosystem for innovation and technology industry</p>	<p>① Number of annual beneficiaries of the center's development program ② Number of annual visitors to the center ③ Number of annual newly start-ups</p>	<p>▪ Annual Operation report of CIQ</p>	<p>① Timely secured the project sites (space) for the construction of the innovation center ② Collaboration with private and academic sector</p>
<p>Outputs</p> <p>1. Support space for start-up activities by establishing the Innovation Center 1.1 Establishment of the Innovation Center 1.2 Establishment of equipment for the operation of the Innovation Center</p> <hr/> <p>2. Design of the management and operational model, and support to the capacity building of the center team and users 2.1 Establishing sustainable operation system of the Innovation Center 2.2 Improving Innovation technology and start-up capabilities of various innovative entities 2.3 Establishing innovative technology and start-up-friendly environment of Quito</p>	<p>1.1-1 Construction of the Center 1.2-1 Installation of equipment and operational training</p> <hr/> <p>2.1-1 Establish an organizational operational model of Innovation Center 2.2-1 Number of innovation technology and service program developments 2.2-2 Number of beneficiaries of operator/user training 2.3-1 Development of a public innovation laboratory business model 2.3-2 Innovation industry cluster roadmap, operational strategy and budgeting of Quito</p>	<p>▪ CM's final construction report ▪ Result report of the inspection by PMC ▪ Annual Operation report of CIQ</p> <hr/> <p>▪ Result report of the operational model of the center by PC ▪ Result report of the innovation technology and service program development by PC ▪ Result report of the operator/user training by PC ▪ Result report of the development of a business model for public innovation laboratory by PC ▪ Result report of cluster operational strategy consulting and advice by PC</p>	<p>③ Organization of dedicated personnel to support the execution of the project and prevent from a frequent replacement of personnel ④ Maturity and willingness of the ecosystem to set up clusters ⑤ A stable political situation in Ecuador maintained during the project period for continuous implementation ⑥ No natural disasters that cause project disruption</p>
<p>Activities</p>	<p>Inputs</p>		

1.1.1 Establishment of the Innovation Center through a remodeling		
1.2.1 Provision of equipment and operational training	<ul style="list-style-type: none"> ■ KOICA - Business budget: 9 million dollars - Business period: 2020-2026 	
2.1.1 Demand survey for the operation of center and capacity building	<ul style="list-style-type: none"> ■ Recipient Institution (CONQUITO) - Budget: \$100,000 - Site and building: 4,000m² 	
2.1.2 Formulation of management and operational model of the center		
2.2.1 Develop innovative technology and service programs and provide training for operators/users		
2.3.1 Demand survey for the establishment of public innovation laboratory		
2.3.2 Develop operational model of public innovation laboratory		
2.3.3 Demand survey for designing Quito's innovative clusters		
2.3.4 Advice for establishing Quito's innovative clusters		

B. POD

1. Project Overview

Project name (period/scale)	Project to Strengthen Innovation and Entrepreneurship by Establishing Quito Innovation Center (2020-2026 / USD 9 million)
Outcome / Project Output	(Outcome) Self-reliable operation of the Quito Innovation Center and Formation of Quito's innovation ecosystem for innovation and technology industry 1 (Output) Support space for start-up activities by establishing the Innovation Center 2 (Output) Establishment of innovation center operation program and capacity building of user innovative technology capabilities

2. Summary of product quality standards

Identification number	Project output	Budget	Quality Approval Criteria	Quality check point
1.1	Construction of the Quito Innovation Center	5,555,000	<ul style="list-style-type: none"> • Completion of Innovation center remodeling 	<ul style="list-style-type: none"> • (Ongoing) construction rate • (Completion) Within 1 month of completion
1.2	Installation of equipment and operational training	900,000	<ul style="list-style-type: none"> • Equipment installation complete and normal operation 100% • Equipment installation and operation training completed 	<ul style="list-style-type: none"> • (Completion) Within 1 month of completion of equipment installation
2.1.1	Demand survey for the operation of center and capacity building	456,380	<ul style="list-style-type: none"> • (PMC) Innovation Center Equipment PC Request, Innovation Center Operation Model PC Request, Completed PC request form for training for operators/users 	<ul style="list-style-type: none"> • Within 1 month of completing the demand survey
2.1.2	Formulation of management and operational model of the center	390,725	<ul style="list-style-type: none"> • (PC) Innovation Center Completed operation model manual establishment • (PC) concept, business and management model portfolio service development completed 	<ul style="list-style-type: none"> • Within 1 month after the establishment of the operation plan • Within 1 month of concept, business and management model development
2.2.1	Develop innovative technology and service programs and provide training for operators/users	390,725	<ul style="list-style-type: none"> • Completed development of training program for operators/users • More than 80% of educational achievement and trainee satisfaction • More than 80% of training 	<ul style="list-style-type: none"> • Within 1 month of submitting the PC training result report • Local training result report

			achievement, training and workshop satisfaction • More than 30% of female trainees	
2.3.1	Demand survey for the establishment of public innovation laboratory	152,127	• (PMC) Completed PC proposal request form related to innovation service in public administration laboratory	• Within 1 month of completing the demand survey
2.3.2	Develop operational model of public innovation laboratory	390,725	• (PC) Public innovation laboratory operation model development completed	• Within 1 month of operating model development
2.3.3	Demand survey for designing Quito's innovative clusters	152,127	• (PMC) Completed innovative industry cluster operation strategy establishment PC request • (PMC) Selection and integration of innovative industry clusters	• Within 1 month of completing the demand survey
2.3.4	Advice for establishing Quito's innovative clusters	390,725	• (PC) short-term and mid-term operation strategy development completed	• Within 1 month of selection of innovative industry cluster • Within 1 month of completing strategy development
3	Project management and reserve expenses	221,466		
Total budget		9,000,000		

※ Some of the above quality Criteria are examples and will be confirmed through PMC in the future (including RFP and POD preparation for PC work in PMC tasks)

※ 2.1.1~2.3.4 describes the results of activities, not outputs in the PDM. After selecting the PMC, it is necessary to update the output with POD/OD.

4. Budget and schedule

A. Budget (Unit: USD)

- Based on the output, it is expected that the construction of the innovation center will cost \$5,555,000, equipment and materials will cost \$900,000, the establishment of the innovation center operation program and education support will cost \$2,323,534, and the KOICA project management budget will be of \$221,000.
- Based on components, approximately \$5,550,000 for construction, \$900,000 for equipment, \$761,000 for PMC, \$1,563,000 for innovation capacity enhancement (PC), and \$221,466 for reserve budget.

B. Schedule

Activity	2020		2021				2022				2023				2024				2025				2026				
	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
PMC selection																											
Kick-off Meeting																											
Selected as a local competency-enhancing PC																											
final report																											
1.1 Establishment of innovation center through remodeling																											
1.1.1. Design																											
1.1.2. Construction and supervision																											
1.2. Equipment support and operation training																											
1.2.1. Procurement and installation of equipment																											
1.2.2. Equipment operation training																											
2. Establishment of innovation center operation program and educational support																											
2.1.1 Demand survey for the operation of center and capacity																											
2.1.2 Formulation of management and operational model of the center																											
2.2.1 Develop innovative technology and service programs and provide training for operators/users																											

5. Procurement management

A. Project Management Consulting [PMC]

- Bidding method: General competitive bidding (order from headquarters)
- Selection method: Contract by negotiation (comprehensive evaluation of technology and price)
 - ※ Companies with a total score of 85 or higher are eligible, and the technology (90%) and price score (10%) are combined. Selected as a preferred bidder for the highest score in the overall evaluation score
- Qualifications: Anyone who is registered as a KOICA procurement company and attended the bidding briefing session
- Major tasks

Task content	Working term	Budget (KRW)	Selection plan	
			Korea	Local
<ul style="list-style-type: none"> • Integrated project management - Project integrated operation and implementation status monitoring (▲Quito Innovation Center construction, ▲Establishment of operation plan for Quito Innovation Center, ▲Establishment and operation of Quito Public Innovation Lab, ▲Establishment and advisory on the innovation industry cluster to be nurtured in Quito), coordination between project contents, schedule and output (OD) management, etc. - Performance management (baseline survey, project monitoring, mid/end evaluation) - Strengthening inter-communication between stakeholders through the participation of SC and the Project Management Unit (PMU) (SENESCYT, Quito Municipality, PC, Conquito Committee, etc.) - Weekly/monthly/annual report on project progress status, etc. 				
<ul style="list-style-type: none"> • Quito Innovation Center establishment, operation and training support - A study on demand analysis to establish the operation model of the Quito Innovation Center - Demand survey for innovation center education programs and program development to support growth of SMEs - Equipment PC request of Quito Innovation Center, selection of KOICA PC (company for equipment) and manage service implementation (strategy establishment/budgeting/consulting) - Create a request for the Quito Innovation Center education PC, select KOICA's PC (Innovative capacity building Company) and manage service implementation (program development and training for operators/users) - Support for the operation of the Quito Innovation Center 	'21.2Q ~ '26.1Q		O	X

<ul style="list-style-type: none"> • Investigation and advice for the establishment of a Public Innovation Lab - Public Innovation Lab Demand Analysis research - Public Innovation Lab PC proposal request form, KOICA PC selection and service implementation (operation/local workshop) management - Advisory on public innovation laboratory operation 				
<ul style="list-style-type: none"> • Investigation and advice for the design of cluster of Quito focused innovative industries - Research on the status and demand analysis of the Quito technology and innovation ecosystem - Innovative industry cluster design PC request, KOICA PC selection and service implementation (strategy establishment/budgeting/consulting) management 				

※ After the selection of the preferred bidder, if necessary, it is necessary to modify the case and input plan (number of people, days).

B. Project Executioner [Innovation Capacity Building]

- Bidding method: General competitive bidding (order from headquarters)
- Selection method: Contract by negotiation (comprehensive evaluation of technology and price)
 - Companies with a total score of 85 or higher are eligible, and the technology (90%) and price score (10%) are combined. Selected as a preferred bidder for the highest score in the overall evaluation score
- Qualifications: Anyone who is registered as a KOICA procurement company and attended the bidding briefing session
- Considerations
 - The scope of the in-depth task will be selected according to the request for proposal prepared by the PMC
- Major tasks

Task content	Working Term	budget (KRW)	selection plan	
			Korea	Local
<ul style="list-style-type: none"> • Integrated business management - Integrated project operation and implementation status monitoring, coordination between project contents, schedule and output (OD) management, etc. - Performance management (baseline survey, project monitoring, mid/end evaluation) - Strengthening inter-communication between Stakeholders (SENESCYT, Quito Municipality, PC, Conquito Steering Committee, etc.) - Weekly/monthly/annual report on project progress status, etc. 	'22.3Q ~ '26.1Q		O	X
<ul style="list-style-type: none"> • Establishment of the operation model of the Quito Innovation Center and training for operators/users - Establishment of organizational operation model for Quito Innovation Center - Establishment of governance and business model of Quito Innovation Center - Development and training of education programs for innovation center operators (dispatch of experts/invitational training to Korea) - Development and education of training programs for innovation center users (local training/workshop) 				
<ul style="list-style-type: none"> • Public Innovation Lab operation support and advice - Public Innovation Lab Operation Innovation Local Workshop - Development of public service innovation solutions - Discovery and implementation of public service pilot projects 				

<ul style="list-style-type: none"> • Advice on the design of a cluster of Quito focused innovative industries - Innovative industry cluster roadmap, short and mid-term operation strategy establishment and budget formation - Necessary policy development and realization consulting for the promotion of the 4th industrial revolution 				
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C. **Project Executioner [Design, Supervision, Construction of Innovation Center]**

- **Bidding method:** General local competitive bidding
- **Selection method:** Contract by evaluation (comprehensive evaluation of technical expertise, technology, and price)
 - Companies with a score of 80 or higher in the technical evaluation (quantitative and qualitative evaluation) are classified as eligible
 - Among the eligible companies, a comprehensive evaluation is conducted based on technical (60%) technology (30%) and price (10%), and the high scorer is selected as the preferred bidder
 - Conclusion of a contract by evaluation within the expected price with the preferred bidder (comprehensive evaluation of technical, technology and price). Conclusion of a contract by negotiation with the preferred bidder within the execution limit
- **Example price calculation method**
 - Design/Supervision: produce a market study and terms of reference
 - Construction: produce a market study and terms of reference
- **Qualifications:** A company that can perform construction work in accordance with Ecuadorian laws and regulations and participated in the bidding briefing session at KOICA Ecuador Office
 - ⊗ The design/supervision/construction is planned through a local company, and the management is planned to be done through KOICA regional CM
- **Considerations**
 - The office orders services separately for design/supervision and construction and seeks help from local CM companies. Remodeling will be carried out under CM management, filling out a proposal request form

○ Quito Innovation Center Space Program (Plan)

Division		Area (m ²)	note
Public facilities	Cafeteria + Kitchen	180	
	Bleacher Seating		
	Shop		
Showroom/ Exhibit	Permanent/Short - Term	400	
Multidisciplinary Work	Business Development	810	
	Coworking Area		
	Coworking Lounge		
Research	Research Offices	480	
	Meeting Room		
	Coworking Room		
Laboratories	Data Lab.	300	
	Project-base Workshop		
Learning Center	Library	350	
	Classrooms		
	Auditorium		
Administration	Director's Office	180	
	Administrative Offices		
	Meeting Room		
	Locker / Lounge		
Common / Utilities	Lobby, Reception, Corridor	1,000	
	Restroom, Janitor	100	
	Technical Area (Generator, Transformer, HVAC, Storage etc)	200	
Total building area		4,000	

D. Project Implementer [Procurement of Equipment and Materials for Innovation Center]

- **Bidding method:** General competitive bidding (local order)
- **Selection method:** contract by negotiation (comprehensive evaluation of technology and price)
 - ※ Companies with a total technical score of 85 or higher are eligible, and the highest scorer of the overall evaluation score derived by adding up the technology (90%) and price score (10%) is selected as the preferred bidder
- **Qualifications:** Companies who attended the bidding briefing session at the KOICA office
- **Considerations**
 - Possess a history of ordering multiple equipment and construction experience
 - Possess professional manpower such as installation/inspection and maintenance
 - Have training plans and programs for equipment operation training
- **Main task scope**

Task content	service period	Budget (USD)	selection plan	
			Korea	local
<ul style="list-style-type: none"> ○ Implementation of innovation center equipment procurement and user operation training - Purchase of equipment (Korea or local) and transportation - Installation and user training at the innovation center 	'24.1Q~'25.1Q	900,000	X	O

6. Risk Management

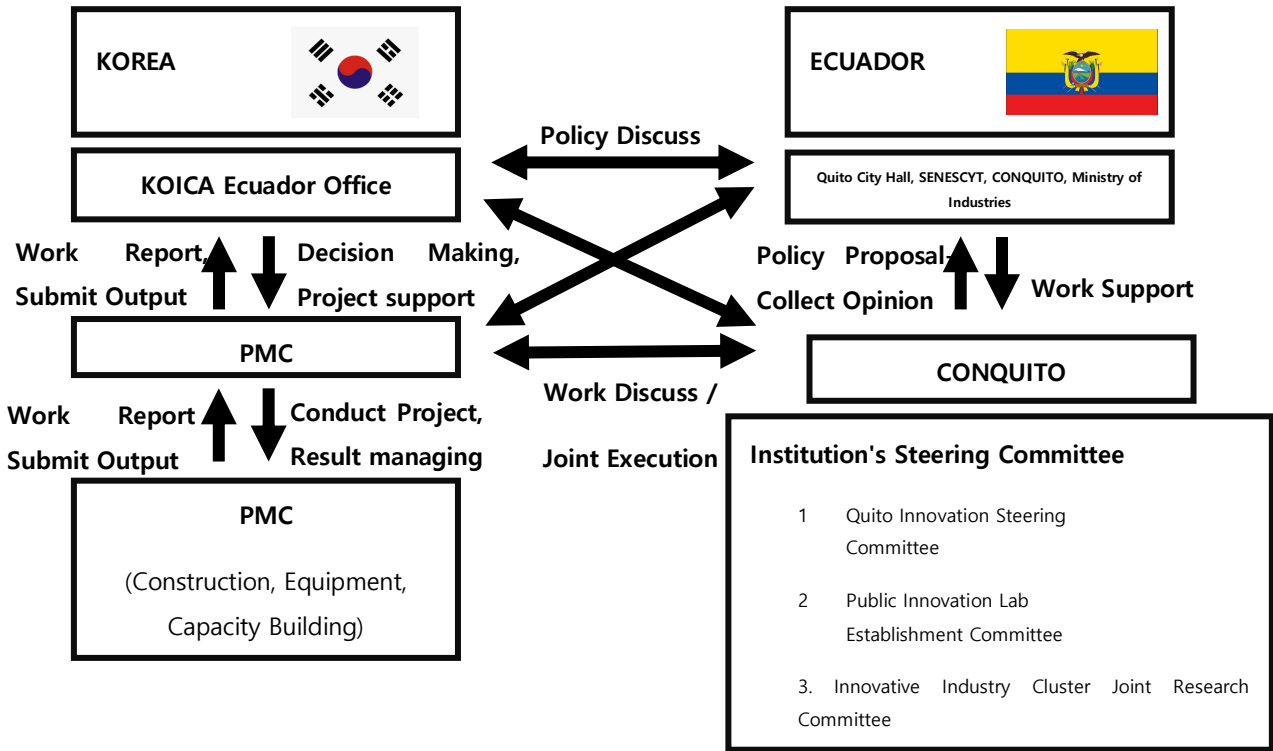
Division	Risk	Possibility	Influence	Countermeasures
Risk of Program	Change of site	Low	High	<ul style="list-style-type: none"> • After the feasibility study, the site and target building were changed once, but the possibility of future changes is low as it was reviewed through the site feasibility analysis report of the recipient institution.
	Construction law and regulation	Low	Middle	<ul style="list-style-type: none"> • After discussing with Quito city hall Ministry of Tourism, research related law and regulation and apply from the process of research and design.

	Regarding the right to use the site and buildings	Low	High	<ul style="list-style-type: none"> The contract has been concluded, as Conquito received the right to use the site and the building.
	Change of space program	Low	Middle	<ul style="list-style-type: none"> The office planned a space program in cooperation with Conquito by putting in local experts. If it is necessary to change the space program through the architectural planning survey, will discuss with the Conquito and come up with a final plan.
	Delay in selecting a designer	Low	Middle	<ul style="list-style-type: none"> Promote and encourage participation in the KOICA project by examining the presence of competent designers in Ecuador
	Infrastructure related	Low	Middle	<ul style="list-style-type: none"> Infrastructure already exists due to the establishment of a center through remodeling within an existing building, but necessary to investigate the current status and check whether additional construction is required at the design stage.
	Delay in selecting a construction company	Low	Middle	<ul style="list-style-type: none"> Thorough preparation of a bidding plan in accordance with local conditions
	Problems in the contract with the construction company	Low	Middle	<ul style="list-style-type: none"> CM identifies and manages risk factors in advance
	Delay in construction period	Middle	Middle	<ul style="list-style-type: none"> On-site management through CM Risk management based on Ecuador's existing construction experience
	Lack of construction budget	Middle	Middle	<ul style="list-style-type: none"> Bidding by reflecting the inflation rate Response by securing 10% of construction reserve budget
Institutional Risk	Securing budget for innovation center operation	Middle	High	<ul style="list-style-type: none"> Profits generated from the operation of the innovation center will be diverted to the budget
	Insufficient ability to operate innovation center	Low	Middle	<ul style="list-style-type: none"> Continuous training for operating personnel will be held
Risk of Stakeholder	Lack of experience in collaboration between universities and industry	Low	Low	<ul style="list-style-type: none"> Organize regular workshops with Conquito, SENESCYT and the University to provide periodic feedback on the University's vision and needs
	Demanding excessive compensation for collaborative	Low	Low	<ul style="list-style-type: none"> Establishment of communication channels between innovation centers and universities Provide training to students and professionals demonstrating the importance of scientific

	activities in academia			and technological innovation
	Non-cooperative attitudes in the private sector	Middle	Middle	<ul style="list-style-type: none"> • Write technical proposals which can meet the needs of industries and businesses • details of the role and benefits of private participants in cooperative activities;
	Lack of entrepreneur's project idea and competency	Middle	Middle	<ul style="list-style-type: none"> • Support students, researchers, and entrepreneurs to create higher-level, innovative projects that can participate the marketplace by promoting collaboration. • Establish a networking space where universities, companies, and entrepreneurs can collaborate to create new business opportunities • Initial funding through partner organizations for entrepreneurs with outstanding business plans
Project Environment related Risks	Rapid changes of Ecuador's Aid Policy	Low	High	<ul style="list-style-type: none"> • Risks beyond control (diplomatic resolution)
	Changes in tax free policies and construction laws, etc.	Low	High	<ul style="list-style-type: none"> • Risks beyond control
	Total replacement of manpower in Conquito due to regime change	Low	High	<ul style="list-style-type: none"> • Risks beyond control
	Political chaos	Low	High	<ul style="list-style-type: none"> • Risks beyond control
	Natural disaster, such as earthquakes, disasters, and viruses	Low	High	<ul style="list-style-type: none"> • Risks beyond control

7. Communication management

○ Communication system]



○ R&R (Roles and Responsibility)

Organization	Role
Steering Committee SC	<ul style="list-style-type: none"> • Host a meeting with the highest decision maker of the participating organizations • Share important schedules and decisions • Receive project progress report from PMC, determine necessary matters and give work instructions • Periodic inspection of the status of project implementation and efforts to resolve obstacles that may arise during project implementation • Support for institutional/political implementation of the project • Communication, coordination and control with relevant organizations • Suggestion of standards for overall project implementation

PMC	<ul style="list-style-type: none"> • Implementation management of detailed business elements • A working organization that checks the status of project implementation and supports to hold the coordination committee • Inspection of project progress (including performance) on a weekly/monthly basis • Hold a conciliation committee and implement major decisions
Construction (design)	<ul style="list-style-type: none"> • Innovation center remodeling design (PMC report)
Construction (construction)	<ul style="list-style-type: none"> • Remodeling of the Startup Innovation Center under the supervision of local CM and local supervision • Weekly/monthly reporting to offices and regional CMs (PMC report) <ul style="list-style-type: none"> - (Weekly Report) Report on the progress of construction rate of the week - (Monthly Report) Report on construction rate and monthly work progress
Construction (supervision)	<ul style="list-style-type: none"> • Perform resident supervision at the remodeling construction site <ul style="list-style-type: none"> - After conducting the supervision activities (interim and final supervision), the results of supervision will be reported to the office and local CM - Weekly and monthly reports (PMC report)
Equipment	<ul style="list-style-type: none"> • Purchase of equipment (at Korea or local) and transportation (PMC report) • Conduct user training (PMC report)
Innovation capacity building	<ul style="list-style-type: none"> • Training of establishment of innovation center operation model and operators/users (PMC report) • Public Innovation Lab operation support and advice (PMC report) • Advised on the design of Quito focused cluster of innovative industries (PMC report)
Recipient Institution Steering Committee	<ul style="list-style-type: none"> • Quito Innovation Center Steering Committee <ul style="list-style-type: none"> - Communication, coordination and control with relevant organizations - Support for institutional/political implementation of the project • Public Innovation Lab Establishment Committee <ul style="list-style-type: none"> - Communication, coordination and control with relevant organizations - Support for institutional/political implementation of the project • Innovative Industry Cluster Joint Research Committee <ul style="list-style-type: none"> - Communication, coordination and control with relevant organizations - Support for institutional/political implementation of the project