



REQUEST FOR PROPOSAL (RFP)

Title: Development and implementation of change management mentorship program in Model Schools to facilitate the development 21st century skills of students

RFP Reference No.: RfP25/03005

Project: **Transforming education in Moldova through Model Schools**

Country: Republic of Moldova

SECTION 1: LETTER OF INVITATION

United Nations Development Programme, through its “**Transforming education in Moldova through Model Schools**” Project hereby invites prospective proposers to submit a proposal in accordance with the General Conditions of Contract and the Terms of Reference as set out in this Request for Proposal (RFP). To enable you to submit a proposal, please read the following attached documents carefully.

- Section 1: This Letter of Invitation
- Section 2: Instruction to Proposers
- Section 3: Data Sheet
- Section 4: Evaluation Criteria
- Section 5: Terms of Reference
- Section 6: Conditions of Contract and Contract Forms
- Section 7: Proposal Forms
 - Form A: Proposal Confirmation
 - Form B: Checklist
 - Form C: Technical Proposal Submission
 - Form D: Proposer Information
 - Form E: Joint Venture/Consortium/Association Information
 - Form F: Eligibility and Qualification
 - Form G: Format for Technical Proposal
 - Form H: Format for CV of proposed key personnel
 - Form I: Statement of Exclusivity and Availability
 - Form J: Financial Proposal Submission
 - Form K: Format for Financial Proposal

If you are interested in submitting a proposal in response to this RFP, please prepare your proposal in accordance with the requirements and procedure as set out in this RFP and submit it by the deadline for submission of proposals set out in Section 3: Data Sheet.

Should you be interested to submit a proposal, please log in to the Quantum NextGenERP supplier portal and subscribe to this tender following the instructions in the system user guide. Please search for the tender using search filters, namely **Negotiation ID: UNDP-MDA-00684**. Once subscribed to the tender, you will be able to receive notifications in case of amendments of the tender document and requirements.

Please indicate whether you intend to submit a bid by creating a draft response without submitting directly in the Quantum NextGenERP supplier portal.

Offers must be submitted directly in the Quantum NextGenERP supplier portal following this link: <http://supplier.quantum.partneragencies.org/> using the profile you may have in the portal (please log in using your username and password). In case you have never registered before, follow the **Supplier Portal Registration Link**: <https://estm.fa.em2.oraclecloud.com/fscmUI/redwood/supplier-registration/register-supplier/register-supplier-verification>.

Please note that the access link to the Supplier registered profile is sent from Oracle within up to 3 days. In case you have not received the access link after 3 days since registration, you should address for support to UNDP at the email address: sc.md@undp.org. In case you encounter errors with registration (e.g. system states Supplier already is registered), you should address for support to UNDP at the email address: sc.md@undp.org.

Computer firewall could block *oracle* or *undp.org* extension and Suppliers might not receive the Oracle notifications. Please turn down any firewalls on your computers to ensure receipt of email notification.

Do not create a new profile if you already have one. Use the forgotten password feature in case you do not remember the password or the username from previous registration.



Empowered lives.
Resilient nations.

Should you require further clarifications on the application through the Quantum online portal, kindly contact the Procurement Unit at sc.md@undp.org. Please pay attention that the proposal shall be submitted online through the Quantum system and any proposal sent to the above email shall be disqualified.

Should you require further clarifications on the Request for Proposal, Terms of Reference or other requirements, kindly communicate using the messaging functionality in the portal.

Deadline for Submission of Offers (Date and Time), which is visible in the online procurement system will be final. System will not accept submission of any proposal after that date and time. It is the responsibility of the bidder to make sure that the proposal is submitted prior to this deadline for submission.

Bidders are advised to upload proposal documents and to submit their offer a day prior or well before the date and time indicated under the deadline for submission of Offers. Do not wait until last minute. If Bidder faces any issue during submitting offers at the last minutes prior to the deadline for submission, UNDP may not be able to assist on such a short notice and will not be held liable in such instance. UNDP will not accept any offer that is not submitted directly through the System.

We look forward to receiving your proposal.

UNDP Moldova

SECTION 2: INSTRUCTIONS TO PROPOSERS

GENERAL	
<p>1. Scope</p>	<p>Proposers are invited to submit a proposal for the services specified in Section 5: Terms of Reference, in accordance with this Request for Proposal (RFP). A summary of the scope of the proposal is included in Section 3: Data Sheet.</p> <p>Proposers shall adhere to all the requirements of this RFP, including any amendment made in writing by UNDP. This RFP is conducted in accordance with Policies and Procedures of UNDP which can be accessed at UNDP Programme and Operations Policies and Procedures/Procurement.</p> <p>As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (www.ungm.org). The Bidder may still submit a bid even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.</p>
<p>2. Interpretation of the RFP</p>	<p>Any proposal submitted will be regarded as an offer by the proposer and does not constitute or imply the acceptance of the proposal by UNDP. UNDP is under no obligation to award a contract to any proposer as a result of this RFP.</p>
<p>3. Supplier Code of Conduct, Fraud, Corruption, Gifts and Hospitality</p>	<p>All proposers must read the United Nations Supplier Code of Conduct and acknowledge that it provides the minimum standards expected of suppliers to the UN. The Code of Conduct, which includes principles on labour, human rights, environment and ethical conduct may be found at: https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct</p> <p>Moreover, suppliers should note that certain provisions of the Code of Conduct will be binding on the supplier in the event that the supplier is awarded a contract, pursuant to the terms and conditions of any such contract.</p> <p>UNDP strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNDP vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNDP's Anti-Fraud Policy can be found at UNDP Policy against fraud and other corrupt practices.</p> <p>Bidders/vendors shall not offer gifts or hospitality of any kind to UNDP staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p>In pursuance of this policy, UNDP:</p> <ul style="list-style-type: none"> (a) Shall reject a proposal if it determines that the selected proposer has engaged in any corrupt or fraudulent practices in competing for the contract in question; (b) Further to the UNDP's vendor sanctions policy, shall declare a vendor ineligible, either indefinitely or for a stated period, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNDP contract.
<p>4. Eligible proposers</p>	<p>Proposers shall have the legal capacity to enter into a binding contract with UNDP.</p> <p>A proposer, and all parties constituting the proposer, may have the nationality of any country with the exception of the nationalities, if any, listed in Section 3: Data Sheet. A proposer shall be deemed to have the nationality of a country if the proposer is a citizen or is constituted, incorporated, or registered and operates in conformity with the provisions of the laws of that country.</p>

	<p>All proposers found to have a conflict of interest shall be disqualified. Proposers may be considered to have a conflict of interest if they are or have been associated in the past, with a firm or any of its affiliates that have been engaged by UNDP to provide consulting services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation and other documents to be used for the procurement of the services required in the present procurement process; were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP and/or are found to be in conflict for any other reason, as may be established by, or at the discretion of UNDP.</p> <p>In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNDP, and seek UNDP's confirmation on whether or not such a conflict exists.</p> <p>Similarly, the Bidders must disclose in their proposal their knowledge of the following:</p> <ol style="list-style-type: none"> a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices. <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</p> <p>The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNDP's further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.</p> <p>Proposers shall not be eligible to submit a proposal if at the time of proposal submission:</p> <ul style="list-style-type: none"> • is included in the Ineligibility List, hosted by UNGM, that aggregates information disclosed by Agencies, Funds or Programs of the UN System; • is included in the Consolidated United Nations Security Council Sanctions List, including the UN Security Council Resolution 1267/1989 list; • is included in the World Bank Corporate Procurement Listing of Non-Responsible Vendors and World Bank Listing of Ineligible Firms and Individuals.
<p>5. Proprietary information</p>	<p>The RFP documents and any Terms of Reference or information issued or furnished by UNDP are issued solely for the purpose of enabling a proposal to be completed and may not be used for any other purpose. The RFP documents and any additional information provided to proposers shall remain the property of UNDP. All documents which may form part of the proposal will become the property of UNDP, who will not be required to return them to your firm.</p>
<p>6. Publicity</p>	<p>During the RFP process, a proposer is not permitted to create any publicity in connection with the RFP.</p>
<p>SOLICITATION DOCUMENTS</p>	
<p>7. Clarification of solicitation documents</p>	<p>Proposers may request clarifications on any of the RFP documents no later than the date indicated in Section 3: Data Sheet. Any request for clarification must be sent in writing in the manner indicated in Section 3: Data Sheet. Explanations or interpretations provided by personnel other than the named contact person will not be considered binding or official.</p> <p>UNDP will provide the responses to clarifications through the method specified in Section</p>

	<p>3: Data Sheet.</p> <p>UNDP shall endeavour to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNDP to extend the submission date of the proposals, unless UNDP deems that such an extension is justified and necessary.</p>
8. Amendment of solicitation documents	<p>At any time prior to the deadline for proposal submission, UNDP may for any reason, such as in response to a clarification requested by a proposer, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective proposers.</p> <p>If the amendment is substantial, UNDP may extend the deadline for submission of proposals to give the proposers reasonable time to incorporate the amendment into their proposal.</p>
PREPARATION OF PROPOSALS	
9. Cost of preparation of proposal	<p>The proposer shall bear all costs related to the preparation and/or submission of the proposal, regardless of whether its proposal is selected or not. UNDP shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.</p>
10. Language	<p>The proposal, as well as any and all related correspondence exchanged by the proposer and UNDP, shall be written in the language(s) specified in Section 3: Data Sheet.</p>
11. Documents establishing eligibility and qualifications of the proposer	<p>The proposer shall furnish documentary evidence of its status as an eligible and qualified vendor, using the forms provided in Section 7 and providing the documents required in those forms. In order to award a contract to a proposer, its qualifications must be documented to UNDP's satisfaction.</p>
11.a Documents comprising the proposal	<p>The proposal bid shall comprise of the following documents and related forms which details are provided in Section 3: Data Sheet:</p> <ul style="list-style-type: none"> ▪ Documents Establishing the Eligibility and Qualifications of the Bidder; ▪ Technical Proposal; ▪ Financial Proposal; ▪ Proposal Security, if required by DS; ▪ Any attachments and/or appendices to the Proposal.
12. Technical proposal format and content	<p>The proposer is required to submit a technical proposal using the forms provided in Section 7 and taking into consideration the requirements in the RFP.</p> <p>The technical proposal shall not include any price or financial information. A technical proposal containing material financial information may be declared non-responsive.</p>
13. Financial proposal	<p>The financial proposal shall be prepared using the form provided in Section 7 and taking into consideration the requirements in the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs.</p> <p>Any output and activities described in the technical proposal but not priced in the financial proposal, shall be assumed to be included in the prices of other activities or items as well as in the final total price.</p> <p>Prices and other financial information must not be disclosed in any other place except in the financial proposal.</p>
14. Currencies	<p>All prices shall be quoted in the currency or currencies indicated in Section 3: Data Sheet. Where proposals are quoted in different currencies, for the purposes of comparison of all proposals:</p> <ul style="list-style-type: none"> • UNDP will convert the currency quoted in the proposal into the UNDP preferred currency, in accordance with the UN Operational Rate of Exchange.

	<ul style="list-style-type: none"> • In the event that UNDP selects a proposal for award that is quoted in a currency different from the preferred currency in Section 3: Data Sheet, UNDP shall reserve the right to award the contract in the currency of UNDP’s preference, using the conversion method specified above. • In case of contract award to a local company, payments will be made in Moldovan Leu based on UN Operational Rate of Exchange valid on the date of money transfer, as per the “payment terms and conditions” stipulated in this solicitation document: https://treasury.un.org/operationalrates/OperationalRates.php. • UNDP shall not be kept liable for any fluctuations of the exchange market during contract implementation, the Contractor being legally responsible to register any loss/gain of currency exchange resulting from payments against the Contract in accordance with the national legislation.
<p>15. Duties and taxes</p>	<p>Article II, Section 7, of the Convention on the Privileges and Immunities provides, inter alia, that the United Nations, including UNDP as a subsidiary organ, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs restrictions, duties, and charges of a similar nature in respect of articles imported or exported for its official use. All proposals shall be submitted net of any direct taxes and any other taxes and duties, unless otherwise specified in Section 3: Data Sheet</p>
<p>16. Proposal validity period</p>	<p>Proposals shall remain valid for the period specified in Section 3: Data Sheet, commencing on the deadline for submission of proposals. A proposal valid for a shorter period may be rejected by UNDP and rendered non-responsive.</p> <p>During the proposal validity period, the proposer shall maintain its original proposal without any change, including the availability of the key personnel, the proposed rates and the total price.</p> <p>In exceptional circumstances, prior to the expiration of the proposal validity period, UNDP may request proposers to extend the period of validity of their proposals. The request and the responses shall be made in writing and shall be considered integral to the proposal.</p> <p>If the proposer agrees to extend the validity of its proposal, it shall be done without any change to the original proposal but will be required to extend the validity of the proposal security, if required, for the period of the extension, and in compliance with Article 17 (Proposal security) in all respects.</p> <p>The proposer has the right to refuse to extend the validity of its proposal without forfeiting the proposal security, if required, in which case, the proposal shall not be further evaluated.</p>
<p>17. Proposal security</p>	<p>A proposal security, if required by Section 3: Data Sheet, shall be provided in the amount and form indicated in the Section 3: Data Sheet. The proposal security shall be valid for a minimum of thirty (30) days after the final date of validity of the proposal.</p> <p>The proposal security shall be included along with the proposal. If a proposal security is required by the RFP but is not found in the proposal, the offer shall be rejected.</p> <p>If the proposal security amount, or its validity period, is found to be less than is required by UNDP, UNDP shall reject the proposal.</p> <p>In the event an electronic submission is allowed in Section 3: Data Sheet, proposers shall include a copy of the proposal security in their proposal and the original of the proposal security must be sent via courier or hand delivery as per the instructions in Section 3: Data Sheet.</p> <p>Unsuccessful proposers’ proposal securities will be discharged/returned as promptly as possible but no later than thirty (30) days after the expiration of the period of proposal validity prescribed by UNDP pursuant to Article 16 (Proposal Validity Period).</p> <p>The Proposal security may be forfeited by UNDP, and the proposal rejected, in the event</p>

	<p>of any, or combination, of the following conditions:</p> <ul style="list-style-type: none"> • If the proposer withdraws its offer during the period of the proposal validity specified in Section 3: Data Sheet, or; • In the event the successful Proposer fails: <ul style="list-style-type: none"> ○ to sign the contract after UNDP has issued an award; or ○ to furnish the performance security, insurances, or other documents that UNDP may require as a condition precedent to the effectivity of the contract that may be awarded to the proposer.
<p>18. Joint Venture, Consortium or Association</p>	<p>If the proposer is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the proposal, each such legal entity will confirm in their joint proposal that:</p> <ul style="list-style-type: none"> • they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, and this will be evidenced by a duly notarised agreement among the legal entities, which will be submitted along with the proposal; and • if they are awarded the contract, the contract shall be entered into by and between UNDP and the designated lead entity, who will be acting for and on behalf of all the member entities comprising the joint venture. <p>After the deadline for submission of proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNDP.</p> <p>If a JV, Consortium or Association’s proposal is the proposal selected for award, UNDP will award the contract to the joint venture, in the name of its designated lead entity. The lead entity will sign the contract for and on behalf of all other member entities.</p> <p>The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Article 19 (Only one Proposal) herein in respect of submitting only one proposal.</p> <p>The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entities in the joint venture in delivering the requirements of the RFP, both in the proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNDP.</p> <p>A JV, Consortium or Association, in presenting its track record and experience, should clearly differentiate between:</p> <ul style="list-style-type: none"> • Those that were undertaken together by the JV, Consortium or Association; and • Those that were undertaken by the individual entities of the JV, Consortium or Association. <p>Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.</p>
<p>19. Only one proposal</p>	<p>The proposer (including the individual members of any Joint Venture) shall submit only one proposal, either in its own name or as part of a Joint Venture.</p> <p>Proposals submitted by two (2) or more proposers shall all be rejected if they are found to have any of the following:</p>

	<ul style="list-style-type: none"> • they have at least one controlling partner, director or shareholder in common; or • any one of them receive or have received any direct or indirect subsidy from the other/s; or • they have the same legal representative for purposes of this RFP; or • they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the proposal of another proposer regarding this RFP process; • they are subcontractors to each other's proposal, or a subcontractor to one proposal also submits another proposal under its name as lead proposer; or some key personnel proposed to be in the team of one proposer participates in more than one proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one proposal.
<p>20. Alternative proposals</p>	<p>Unless otherwise specified in Section 3: Data Sheet, alternative proposals shall not be considered. If submission of alternative proposals is allowed in Section 3: Data Sheet, a proposer may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. Where the conditions for its acceptance are met, or justifications are clearly established, UNDP reserves the right to award a contract based on an alternative proposal.</p> <p>If multiple/alternative proposals are being submitted, proposer must create an alternate response directly in the system and upload all attachments relevant to the alternate proposal separately together with the alternate response...</p>
<p>21. Pre-proposal conference</p>	<p>When appropriate, a pre-proposal conference will be conducted at the date, time and location and according to any instructions specified in Section 3: Data Sheet.</p> <p>If it is stated in Section 3: Data Sheet that the pre-proposal conference is mandatory, a Proposer which does not attend the pre-proposal conference shall become ineligible to submit a proposal under this RFP.</p> <p>If it is stated in Section 3: Data Sheet that the pre-proposal conference is not mandatory, non-attendance shall not result in disqualification of an interested proposer.</p> <p>UNDP will not issue any formal answers to questions from proposers regarding the RFP or proposal process during the pre-proposal conference. All questions shall be submitted in accordance with Article 38 (Clarification of Proposals).</p> <p>The pre-proposal conference shall be conducted for the purpose of providing background information only. Without limiting Article 24 (Proposers responsibility) proposers shall not rely upon any information, statement or representation made at the pre-proposal conference unless that information, statement or representation is confirmed by UNDP in writing.</p> <p>Minutes of the pre-proposal conference will be disseminated as specified in Section 3: Data Sheet. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the minutes of the proposer's conference or issued/posted as an amendment to RFP.</p>
<p>22. Site inspection</p>	<p>When appropriate, a site inspection will be conducted at the date, time and location and according to any instructions specified in Section 3: Data Sheet.</p> <p>If it is stated in Section 3: Data Sheet that the site inspection is mandatory, a proposer which does not attend the site inspection shall become ineligible to submit a proposal under this RFP.</p> <p>If it is stated in Section 3: Data Sheet that the site inspection is not mandatory, non-attendance, shall not result in disqualification of an interested proposer.</p>

	<p>Proposers participating in a site inspection shall be responsible for making and obtaining any visa arrangements that may be required for the proposers to participate in a site inspection.</p> <p>Prior to attending a site inspection, proposers shall execute an indemnity and a waiver releasing UNDP in respect of any liability that may arise from:</p> <ul style="list-style-type: none"> (i) loss of or damage to any real or personal property; (ii) personal injury, disease or illness to, or death of, any person; (iii) financial loss or expense, arising out of the carrying out of that site inspection; and (iv) transportation by UNDP to the site (if provided) as a result of any accidents or malicious acts by third parties. <p>UNDP will not issue any formal answers to questions from proposers regarding the RFP or solicitation process during a site inspection. All questions shall be submitted in accordance with Article 7 (Clarification of solicitation documents).</p> <p>A site inspection will be conducted for the purpose of providing background information only. Without limiting Article 24 (Proposers Responsibility), proposers shall not rely upon any information, statement or representation made at a site inspection unless that information, statement or representation is confirmed by UNDP in writing.</p>
<p>23. Errors or omissions</p>	<p>Proposers shall immediately notify UNDP in writing of any ambiguities, errors, omissions, discrepancies, inconsistencies or other faults in any part of the RFP, with full details of those ambiguities, errors, omissions, discrepancies, inconsistencies or other faults.</p> <p>Proposers shall not benefit from such ambiguities, errors, omissions, discrepancies, inconsistencies or other faults.</p>
<p>24. Proposers responsibility to inform themselves</p>	<p>Proposers shall be responsible for informing themselves in preparing their proposal. In this regard, proposers shall ensure that they:</p> <ul style="list-style-type: none"> • examine and fully inform themselves in relation to all aspects of the RFP, including the Contract and all other documents included or referred to in this RFP; • review the RFP to ensure that they have a complete copy of all documents; • obtain and examine all other information relevant to the project and the scope of the requirements available on reasonable enquiry; • verify all relevant representations, statements and information, including those contained or referred to in the RFP or made orally during any clarification meeting or site inspection or any discussion with UNDP, its employees or agents; • attend any pre-proposal conference if it is mandatory under this RFP; • fully inform and satisfy themselves as to requirements of any relevant authorities and laws that apply, or may in the future apply, to the supply of the services; and • form their own assessment of the nature and extent of the services required as included in Section 5: Terms of Reference and properly account for all requirements in their proposal. <p>Proposers acknowledge that UNDP, its directors, employees and agents make no representations or warranties (express or implied) as to the accuracy, currency or completeness of this RFP or any other information provided to the proposers.</p>
<p>25. No material change(s) in circumstances</p>	<p>The proposer shall inform UNDP of any change(s) of circumstances arising during the RFP process, including but not limited to:</p> <ul style="list-style-type: none"> • a change affecting any declaration, accreditation, license or approval; • major re-organisational changes, company re-structuring, a take-over, buy-out or similar event(s) affecting the operation and/or financing of the proposer or its major sub-contractors; • a change to any information on which UNDP may rely in assessing proposals.

SUBMISSION AND OPENING OF PROPOSALS	
26. Instruction for proposal submission	<p>The proposer shall submit a complete proposal in the format and comprising the documents and forms in accordance with requirements in Section 3: Data Sheet. The proposal shall be delivered according to the method specified in Section 3: Data Sheet.</p> <p>The proposal shall be submitted? by the proposer or person(s) duly authorized to commit the proposer. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the proposing entity, or, if requested, a Power of Attorney, accompanying the proposal.</p> <p>Proposers must be aware that the mere act of submission of a proposal, in and of itself, implies that the proposer fully accepts the UNDP General Conditions of Contract.</p>
26A. Online submission	<p>1.1 Electronic submission through online portal shall be governed as follows:</p> <p style="padding-left: 40px;">Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in Data Sheet;</p> <p style="padding-left: 40px;">The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled.</p> <p style="padding-left: 40px;">The Financial Proposal file must be uploaded separately only in the commercial section of the RFP in the system.</p> <p style="padding-left: 40px;">Documents which are required to be in original form (e.g., Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in Data Sheet.</p> <p>Detailed instructions on how to submit, modify or cancel a bid in the online portal are provided in the system Bidder User Guide made available in the procurement notice site and in the portal.</p>
27. Deadline for Submission of Proposals and Late Proposals	<p>Complete proposals must be received by UNDP in the manner, and no later than the date and time, specified in Section 3: Data Sheet. If any doubt exists as to the time zone in which the Proposal should be submitted, refer to http://www.timeanddate.com/worldclock/. It shall be the sole responsibility of the proposers to ensure that their proposal is received by the closing date and time. UNDP shall accept no responsibility for proposals that arrive late due to any technical issues and shall only recognise the actual date and time that the proposal was received by UNDP.</p> <p>UNDP may, at its discretion, extend this deadline for the submission of proposals by amending the solicitation documents in accordance with Article 8 (Amendment of solicitation documents). In this case, all rights and obligations of UNDP and proposers subject to the previous deadline will thereafter be subject to the new deadline as extended.</p>
28. Withdrawal, substitution and modification of proposals	<p>A proposer may withdraw or modify its proposal after it has been submitted at any time prior to the deadline for submission directly in the system following the instructions provided in the user guide.</p> <p>However, after the deadline for proposal submission, the proposals shall remain valid and open for acceptance by UNDP for the entire proposal validity period, as may be extended.</p>
29. Storage of proposals	<p>Proposals received are kept confidential and unopened in the system as part security protocols built in the system until the proposal opening date stated in Section 3: Data Sheet.</p>
30. Proposal opening	<p>There is no mandatory public bid opening for RFPs however UNDP may at its discretion sent a public bid opening report from the system only to suppliers who successfully</p>

	submitted a proposal. The report will include only the names of the companies but not the financial proposal.
31. Late proposals	<p>Any proposal received by UNDP after the deadline for submission of proposals will be destroyed unless the proposer requests that it be returned and assumes the responsibility and expenses for the re-possession of the returned proposal documents.</p> <p>In exceptional circumstances, late proposals may be accepted if it is determined that the submission was sent in ample time prior to the proposal closing and the delay could not be reasonably foreseen by the proposer or were due to force majeure.</p>
EVALUATION OF PROPOSALS	
32. Confidentiality	<p>Information relating to the examination, evaluation, and comparison of proposals, and the recommendation of contract award, shall not be disclosed to proposers or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>Any effort by a proposer or anyone on behalf of the proposer to influence UNDP in the examination, evaluation and comparison of the proposals or contract award decisions may, at UNDP's decision, result in the rejection of its proposal and may subsequently be subject to the application of prevailing UNDP's vendor sanctions procedures.</p>
33. Evaluation of proposals	<p>UNDP shall evaluate a proposal using only the methodologies and criteria defined in this RFP. No other criteria or methodology shall be permitted.</p> <p>UNDP shall conduct the evaluation solely on the basis of the submitted technical and financial proposals.</p> <p>Evaluation of proposals shall be undertaken in the following steps:</p> <ol style="list-style-type: none"> a) Preliminary examination b) Evaluation of minimum eligibility and qualification (if pre-qualification is not done) c) Evaluation of technical proposals d) Evaluation of financial proposals.
34. Preliminary examination	<p>UNDP shall examine the proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the proposals are generally in order, among other indicators that may be used at this stage. UNDP reserves the right to reject any proposal at this stage.</p>
35. Evaluation of eligibility and qualification	<p>Eligibility and qualification of the proposer will be evaluated against the minimum eligibility and qualification requirements specified in Section 4: Evaluation Criteria and in Article 4 (Eligible proposers).</p> <p>In general terms, vendors that meet the following criteria may be considered qualified:</p> <ol style="list-style-type: none"> a) They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNDP's ineligible vendors' list; b) They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments, c) They have the necessary similar experience, technical expertise, production capacity, quality certifications, quality assurance procedures and other resources applicable to the supply of goods and/or services required; d) They are able to comply fully with the UNDP General Terms and Conditions of Contract; e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and f) They have a record of timely and satisfactory performance with their clients.

<p>36. Evaluation of technical and financial proposals</p>	<p>The evaluation team shall review and evaluate the technical proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in Section 4: Evaluation Criteria. A proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in Section 3: Data Sheet. When necessary, and if stated in the Data Sheet, UNDP may invite technically responsive proposers for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the proposal document where required.</p> <p>When necessary, and if stated in the Section 3: Data Sheet, UNDP may invite technically responsive bidders for a presentation related to their technical Proposals. The conditions for the presentation shall be provided in the bid document where required.</p> <p>In the second stage, only the financial proposals of those proposers who achieve the minimum technical score will be opened for evaluation.</p> <p>The evaluation method that applies for this RFP shall be as indicated in Section 3: Data Sheet, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Proposers; or (b) the combined scoring method which will be based on a combination of the technical and financial score.</p> <p>When the Data Sheet specifies a combined scoring method, the formula for the rating of the proposals will be as follows:</p> <div style="border: 1px solid black; padding: 10px; margin: 10px 0;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p style="text-align: center;">TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p style="text-align: center;">FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p style="text-align: center;">Combined Score = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p> </div>
<p>37. Post-qualification/Due Diligence</p>	<p>UNDP reserves the right to undertake a post-qualification assessment, aimed at determining, to its satisfaction, the validity of the information provided by the proposer. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:</p> <ol style="list-style-type: none"> a) Verification of accuracy, correctness and authenticity of information provided by the proposer; b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team; c) <u>Inquiry and reference checking with Government entities with jurisdiction on the proposer, or with previous clients, or any other entity that may have done business with the proposer;</u> d) Inquiry and reference checking with previous clients on the performance on on-going or completed contracts, including physical inspections of previous works, as deemed necessary; e) Physical inspection of the proposer’s offices, branches or other places where business transpires, with or without notice to the proposer; f) Other means that UNDP may deem appropriate, at any stage within the

	<p>selection process, prior to awarding the contract.</p>
<p>38. Clarification of proposals</p>	<p>UNDP may request clarification or further information in writing from the proposers at any time during the evaluation process. The proposers' responses shall not contain any changes regarding the substance or price of the proposal, except to confirm the correction of arithmetic errors discovered by UNDP in the evaluation of the proposals, in accordance with Instructions to Proposers Article 23 (Errors or omissions).</p> <p>UNDP may use such information in interpreting and evaluating the relevant proposal but is under no obligation to take it into account.</p> <p>Any unsolicited clarification submitted by a proposer in respect to its proposal which is not a response to a request by UNDP, shall not be considered during the review and evaluation of the proposals.</p>
<p>39. Responsiveness of proposal</p>	<p>UNDP's determination of a proposal's responsiveness is to be based on the contents of the proposal itself. A substantially responsive proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission. A material deviation, reservation, or omission is one that:</p> <ul style="list-style-type: none"> a) affects in any substantial way the scope, quality, or performance of the services specified in the contract; or b) limits in any substantial way, inconsistent with the solicitation documents, UNDP's rights or the proposer's obligations under the contract; or c) if rectified would unfairly affect the competitive position of other proposers presenting substantially responsive proposals. <p>If a proposal is not substantially responsive, it shall be rejected by UNDP and may not subsequently be made responsive by the proposer by correction of the material deviation, reservation, or omission.</p>
<p>40. Nonconformities, reparable errors and omission</p>	<p>Provided that a proposal is substantially responsive, UNDP may waive any non-conformities or omissions in the proposal that, in the opinion of UNDP, do not constitute a material deviation. These are a matter of form and not of substance and can be corrected or waived without being prejudicial to other proposers.</p> <p>Provided that a proposal is substantially responsive UNDP may request the proposer to submit the necessary information or documentation, within a reasonable period, to rectify nonmaterial nonconformities or omissions in the proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the proposal. Failure of the proposer to comply with the request may result in the rejection of its proposal.</p> <p>For financial proposals that have been opened, UNDP shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> a) if there is a discrepancy between the unit price and the line-item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of UNDP there is an obvious misplacement of the decimal point in the unit price; in which case, the line item total as quoted shall govern and the unit price shall be corrected; b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail, and the total shall be corrected; and c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail. <p>If the proposer does not accept the correction of errors, its proposal shall be rejected, and its proposal security may be forfeited.</p>

41. Right to accept any proposal and to reject any or all proposals	UNDP reserves the right to accept or reject any proposals, and to annul the proposal process and reject all proposals at any time prior to contract award, without thereby incurring any liability to the affected proposer or proposers or any obligation to inform the affected proposer or proposers of the grounds for UNDP's action. UNDP shall not be obliged to award the contract to the lowest priced offer.
AWARD OF CONTRACT	
42. Award criteria	Prior to expiration of the proposal validity, UNDP shall award the Contract to the qualified proposer based on the award criteria indicated in Section 3: Data Sheet.
43. Right to vary requirement at time of award	At the time the Contract is awarded, UNDP reserves the right to increase or decrease the quantity of services originally specified by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions and the solicitation document.
44. Notification of award	Prior to the expiration of the period of proposal validity, UNDP will notify the successful proposer in writing by email, fax or post, that its proposal has been accepted. Please note that the proposer, if not already registered at the appropriate level in UNGM, will be required to complete the vendor registration process on the UNGM prior to the signature and finalization of the contract.
45. Debriefing	In the event that a proposer is unsuccessful, the proposer may request a debriefing from UNDP. The purpose of the debriefing is to discuss the strengths and weaknesses of the proposer's submission, in order to assist the proposer in improving its future proposals for UNDP procurement opportunities. The content of other proposals and how they compare to the proposer's submission shall not be discussed.
46. Publication of contract award	UNDP will publish the contract award on UNDP Procurement Notices website https://procurement-notices.undp.org/view_awards.cfm which is linked to the United Nations Global Marketplace , with the RFP Reference number, the information of the awarded proposer's company name, contract amount or LTA and the date of the contract.
47. Contract Signature	Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNDP. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Bid Security, if any, and on which event, UNDP may award the Contract to the Second highest rated or call for new Bids.
48. Contract Type and General Terms and Conditions	The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in Data Sheet, can be accessed at http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
49. Performance security	<p>The successful Proposer, if so specified in Section 3: Data Sheet shall furnish a Performance Security in the amount and form specified herein: https://popp.undp.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&action=default, within the specified number of days after receipt of the Contract from UNDP. Banks issuing performance securities must be acceptable to the UNDP comptroller, i.e. banks certified by the central bank of the country to operate as a commercial bank. The Performance Security form is available here. UNDP shall promptly discharge the proposal securities of the unsuccessful proposers pursuant to Article 17 (Proposal security).</p> <p>Failure of the successful proposer to submit the above-mentioned Performance Security or sign the Contract shall constitute sufficient grounds for the annulment of the award and forfeiture of the proposal security. In that event UNDP may award the contract to the next lowest ranked proposer.</p>

<p>50. Bank guarantee for advance payment</p>	<p>Except when the interests of UNDP so require, it is UNDP’s standard practice not to make advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per Section 3: Data Sheet, and if specified there, the proposer shall submit a Bank Guarantee in the full amount of the advance payment using this bank guarantee form available at : https://popp.undp.org/ layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&action=default. Banks issuing bank guarantees must be acceptable to the UNDP comptroller, i.e. banks certified by the central bank of the country to operate as a commercial bank.</p>
<p>51. Liquidated Damages</p>	<p>If specified in Section 3: Data Sheet, UNDP shall apply Liquidated Damages for the damages and/or risks caused to UNDP resulting from the Contractor’s delays or breach of its obligations as per the Contract. The payment or deduction of such liquidated damages shall not relieve the Contractor from any of its other obligations or liabilities pursuant to any current contract or purchase order.</p>
<p>52. Proposal protest</p>	<p>Any proposer that believes to have been unjustly treated in connection with this proposal process or any contract that may be awarded as a result of such proposal process may submit a complaint to UNDP.</p> <p>The following link provides further details regarding UNDP vendor protest procedures: http://www.undp.org/content/undp/en/home/procurement/business/protest-and-sanctions.html</p>
<p>53. Other Provisions</p>	<p>In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar goods and/or services, UNDP shall be entitled to the same lower price. The UNDP General Terms and Conditions shall have precedence.</p> <p>UNDP is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNDP General Terms and Conditions shall have precedence.</p> <p>The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15 http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&referer</p>

SECTION 3: DATA SHEET (DS)

Ref. Article in Section 2	Description	Specific Instructions / Requirements
1.	Scope	The reference number of this Request for Proposal (RFP) is RfP25/03005 The competition goal is to contract a specialized and experienced company (hereinafter “the Company”) to develop and to implement a change management mentorship program in Model Schools to facilitate the development of 21 st century skills of students, <i>as further described in Section 5 of this RFP.</i>
2.	Eligible proposers	Proposers from all countries are eligible to participate in this proposal process.
3.	Clarification of solicitation documents	Any request for clarification of solicitation documents must be sent directly in the system through Quantum message functionality . ATTENTION: PROPOSALS (OR ANY PART OF IT) SHALL NOT BE SUBMITTED IN THE ABOVE MANNER Deadline for submitting requests for clarifications / questions: 5 (five) working days before the submission deadline supplemental information to the RFP and responses / clarifications to queries will be posted directly in the system.
4.	Language	All proposals, information, documents, and correspondence exchanged between UNDP and the proposers in relation to this solicitation process shall be in English
5.	Partial proposals	Not allowed
6.	Currencies	Prices shall be quoted only in the currency indicated in the system: <ul style="list-style-type: none"> • MDL (Moldovan Leu) for local suppliers and • USD (US Dollars) for international suppliers For evaluation purposes, financial proposals shall be recalculated at UN Operational Rate of Exchange on the submission deadline: https://treasury.un.org/operationalrates/OperationalRates.php In case of contract award to a local company, payments will be made in Moldovan Leu based on UN Operational Rate of Exchange valid on the date of money transfer, as per the “payment terms and conditions” stipulated in this solicitation document: https://treasury.un.org/operationalrates/OperationalRates.php UNDP shall not be kept liable for any fluctuations of the exchange market during contract implementation, the Contractor being legally responsible to register any loss/gain of currency exchange resulting from payments against the Contract in accordance with the national legislation.
7.	Duties and taxes	All prices shall: Be exclusive of VAT and other applicable indirect taxes.
8.	Proposal validity period	90 days
9.	Proposal security	Not Required

Ref. Article in Section 2	Description	Specific Instructions / Requirements
10.	Alternative proposals	Shall not be considered.
11.	Pre-proposal conference	Will not be conducted
12.	Site inspection	A site inspection will not be held.
13.	Instructions for proposal submission	<p>Bidders must submit their proposal directly in the online system.</p> <ul style="list-style-type: none"> ▪ File Format: PDF files only ▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. ▪ All files must be free of viruses and not corrupted. ▪ It is recommended that bidders organize and name the files according to the requirements and structure of the bid to facilitate their review. <p>The bidder should receive an email acknowledging email receipt from the system.</p>
14.	Deadline for proposal submission	Deadline for proposal submission is indicated in the portal . In case of discrepancies between the deadline in the system and deadline indicated elsewhere, the one in the system prevails.
15.	Proposal Opening	Public proposal opening will NOT be held
16.	Evaluation of technical and financial proposals	<p>Evaluation will be based on:</p> <p><input checked="" type="checkbox"/> Combined scoring method using a distribution of 70%-30%.</p> <p>Technical proposal - financial proposal</p> <p>To be substantially compliant, Proposers must obtain a minimum threshold of 70% of maximum points from technical evaluation.</p>
17.	Right to vary requirement at time of award	<p>The maximum percentage by which quantities may be increased is 25 %</p> <p>The maximum percentage by which quantities may be decreased is 25 %</p>
18.	Contract award to one or more proposer	<p>UNDP will award a contract to:</p> <p>One Bidder Only</p>
19.	Type of contract to be awarded	<p>Contract Face Sheet</p> <p>http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</p> <p>See Section 6: for sample contract.</p>
20.	Expected date for commencement of contract	01 April 2025
21.	Conditions of contract to apply	<p>UNDP General Terms and Conditions for contracts (goods and/or services)</p> <p>See Section 6.</p>
22.	Performance Security	Not Required

Ref. Article in Section 2	Description	Specific Instructions / Requirements
23..	Advance payment	Not Allowed
24.	Liquidated damages	Will be imposed as follows: Percentage of contract price per week of delay: 2.5 % up to a maximum of 10% of the Contract value, after which UNDP may terminate the contract.
25.	Other information related to the RFP	<p>Please attach the following documents with your Bid:</p> <ul style="list-style-type: none"> ▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including list of relevant institutions the Company has been cooperating with, including the topic and year must be presented together with the application package. ▪ Certificate of Business Registration ▪ List of Shareholders and Other Entities Financially Interested in the Firm owning 5% or more of the stocks and other interests, or its equivalent if Bidder is not a corporation including the Certificate from State Register ▪ Official Letter of Appointment as local representative, if Bidder is submitting a Bid on behalf of an entity located outside the country ▪ Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Bidder is updated with its tax payment obligations, or Certificate of Tax exemption, if any such privilege is enjoyed by the Bidder ▪ Quality Certificate (e.g., ISO, etc.) and/or other similar certificates, accreditations, awards, and citations received by the Bidder, if any ▪ Latest Financial Statements (Income Statements and Balance Sheets) including Auditor’s Reports (for international companies) or registered Financial Report at the Statistical Bureau (for local companies) for the past 3 (three) years for the Bidder (2021-2023) ▪ Statement of Satisfactory Performance from the Top three (3) Clients in terms of Contract Value in the past three years ▪ A copy of preliminary Agreement in case of Consortium ▪ Detailed description of the Methodology approach, and Implementation Plan (sequence of actions) for the services required in the ToR, with clear distribution of roles and responsibilities of the proposed key personnel ▪ Copies of contracts to prove that Offeror meets the similar experience requirement (stated under Section 4: Evaluation Criteria) ▪ CVs and Statements of Exclusivity and Availability (signed by the envisaged person) of the Key personnel (mentioned under Section 4: Evaluation Criteria and Section 5: Terms of Reference), clearly stipulating the relevant experience which meets the listed requirements ▪ Dully filled in Proposal Forms A-K (as per Section 7: Proposal Forms). Forms A-I, representing the Technical Proposal, shall be submitted directly in the system in the “Technical section” of the requirements ▪ Forms J and K, representing the Financial Proposal shall be submitted directly in the system only in the “Commercial section” of the requirements. Please, ensure that no other documents are disclosing your financial proposal apart from Forms J and K. Non-compliance with this instruction may result in rejection of the proposal received

SECTION 4: EVALUATION CRITERIA

Preliminary Examination Criteria

All criteria will be evaluated on a Pass/Fail basis and checked during Preliminary Examination.

Criteria	Documents to establish compliance
Completeness of the Proposal	All documents requested in Section 2: Instruction to Proposers have been provided and are complete.
Proposer accepts UNDP General Conditions of Contract as specified in Section 6.	Duly signed and stamped Form C: Technical Proposal Submission has been provided.
Proposal Validity	Duly signed and stamped Form C: Technical Proposal Submission has been provided.
Proposal Security with compliant validity period	Duly signed and stamped Form C: Technical Proposal Submission has been provided
Appropriate signatures	Proposal Forms have been duly signed and stamped.
Power of Attorney [if applicable]	Certified Letter of Appointment and/or power of attorney authorizing the representative of the Bidder to sign bids has been provided.

Minimum Eligibility and Qualification Criteria

Minimum eligibility and qualification criteria will be evaluated on a Pass/Fail basis.

If the Proposal is submitted as a Joint Venture, Consortium or Association, **all Parties cumulatively should meet requirement.**

The offers will be evaluated based on their compliance with the general requirements specified below:

Eligibility Criteria	Documents to establish compliance
Legal Status: Proposer is a legally registered entity	Form D: Proposer Information
Diversity, Inclusion and Belonging: Proposer belongs to a diverse supplier group, including micro, small or medium sized enterprise, women or youth owned business or other civil society organization.	Form D: Proposer Information
Eligibility: Vendor is not suspended, nor otherwise identified as ineligible by any UN Organization, the World Bank Group or any other International Organisation in accordance with Section 2 Article 4.	Form C: Technical Proposal Submission
Conflict of Interest: No conflicts of interest in accordance with Section 2 Article 4.	Form C: Technical Proposal Submission
Bankruptcy: The Proposer has not declared bankruptcy, is not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future	Form C: Technical Proposal Submission

Qualification Criteria	Documents to establish compliance
History of non-performing contracts: Non-performance of a contract did not occur as a result of contractor default within the last 3 years.	Form F: Eligibility and Qualification

<p>Litigation History: No consistent history of court/arbitral award decisions against the Proposer for the last 3 years.</p>	<p>Form F: Eligibility and Qualification</p>
<p>Previous Experience</p>	
<p>Minimum 3 years of relevant experience in conducting in-service training programs for school managers</p> <p><i>(For JV/Consortium/Association, TEAM Lead company should meet requirement).</i></p>	<p>Form F: Eligibility and Qualification</p>
<p>Minimum 3 contracts in conducting change management and strategic planning programs in general and/or vocational education</p> <p><i>(For JV/Consortium/Association, TEAM Lead company should meet requirement).</i></p>	<p>Form F: Eligibility and Qualification</p>
<p>Minimum Key Personnel</p>	
<p>The Key personnel mandatory for the implementation of the contract:</p> <ul style="list-style-type: none"> • Project/Task Manager • Change Management Expert • School Development Expert • Professional Development/ Mentorship Expert <p><i>Please note: The above listed roles can be cumulated by certain team members, but not more than two roles per team member, clarifying in the Methodology the reasoning for such approach and distribution of tasks.</i></p> <p><i>(For JV/Consortium/Association, all Parties should meet requirement).</i></p>	<p>Attach required documents to Form H: Format for CV of proposed Key Personnel</p>
<p>Financial Standing</p>	
<p>Minimum average annual turnover of USD 75,000 for the last 3 years.</p> <p><i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i></p>	<p>Form F: Eligibility and Qualification</p>
<p>Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability.</p> <p><i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i></p>	<p>Form F: Eligibility and Qualification</p>

Technical Evaluation Criteria

Summary of technical proposal evaluation sections		Points obtainable
1	Proposer's qualification, capacity and experience	240
2	Proposed methodology, approach and implementation plan	410
3	Management structure and key personnel	350
Total		1000

Section 1. Proposer's qualification, capacity and experience		Points obtainable
1	Reputation of organisation and staff credibility / reliability / industry standing. Organization / Company profile – 25 points: <ul style="list-style-type: none"> The company is a well-known market player with a good standing – 25 pts The company is well-known but lacks a good standing in the field – 10 pts The company has poor reputation and lacks a good standing in the field - 0 pts 	25
2	General organisational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted. <ul style="list-style-type: none"> Age of the legal entity (3 years – 15 pts, 2,5 pts for each additional year, up to 20 pts) Project management support mechanism (no – 0 pts, yes – 10 pts) Project management controls (up to 15 pts) 	45
3	Relevance of specialised knowledge and experience: <ul style="list-style-type: none"> At least 3 (three) years of relevant experience in conducting in-service training programs for school managers (3 years – 35 pts, 5 pts for each additional year, up to 50 pts); At least 3 contracts in conducting trainings on change management and strategic planning in general and/or vocational education institutions (3 contracts – 35 points, 5 points for each additional contract, up to 50 points); Previous experience in conducting specialized support programs for implementation of school development plans (no experience – 0 pts, one assignment – 20 pts, each additional assignments – 5 pts, up to 40 pts); Previous proven experience of working with UNDP and other international development partners and capacity to properly manage a contract/subcontract under a donor funded effort is an advantage) (no experience – 0 pts, yes – 20 pts) 	160
4	Sustainable Criteria / Gender equality and diversity commitments: <ul style="list-style-type: none"> Overall gender balance in the team (5 pts); Appointment of women to managerial positions in the team (5 pts). 	10
Total Section 1		240

Section 2. Proposed methodology approach and implementation plan		Points obtainable
1	To what degree does the Proposer understand the task? (up to max 50 pts.): <ul style="list-style-type: none"> The Proposer has full understanding of the assignment. The proposed approach and methodology fully demonstrate responsiveness to the ToR – 41 pts. to 50 pts; The Proposer has satisfactory understanding of the assignment. The proposed approach and methodology correspond to the TOR but require some adjustments to properly address all the tasks – 11 pts. to 40 pts; 	50

	<ul style="list-style-type: none"> The Proposer has no and/or limited understanding of the assignment. The proposed approach and methodology don't correspond to the TOR and require major adjustments to properly address the tasks – 0 pts. to 10 pts. 	
2	<p>Have the important aspects of the task been addressed in sufficient detail? (up to max 60 pts):</p> <ul style="list-style-type: none"> The important aspects of the task have been addressed in sufficient detail in a manner which does not require any further clarification on the proposed methodology – 46 pts. to 60 pts; The important aspects of the task have been addressed in a manner which requires some clarification on the proposed methodology – 21 pts. to 45 pts; The important aspects of the task have not been addressed in sufficient detail and require major clarification on the proposed methodology – 0 pts. to 20 pts. 	60
3	<p>Are the different components of the project adequately weighted relative to one another? (up to max 60 pts.):</p> <ul style="list-style-type: none"> The different components of the assignment have been fully weighted relative to one another – 26 pts. to 60 pts; The different components of the assignment have been partially weighted relative to one another – 11 pts. to 25 pts; The different components of the assignment have not been weighted relative to one another – 0 pts. to 10 pts. 	60
4	<p>Is the adopted conceptual framework appropriate for the task? (up to max 90 pts):</p> <ul style="list-style-type: none"> The presented conceptual framework is appropriate for the assignment, all important aspects being fully described, and requirements addressed – 61 pts. to 90 pts; The presented conceptual framework requires some adjustments to fully incorporate all aspects and requirements of the assignment – 31 pts. to 60 pts; The presented conceptual framework requires major adjustments to address all the aspects and requirements of the assignment – 0 pts. to 30 pts. 	90
5	<p>Is the scope of the task well defined and does it correspond to the TOR? (up to max 80 pts.)</p> <ul style="list-style-type: none"> The scope of the task is well defined and fully corresponds to the ToR – 46 pts. to 80 pts; The scope of the task is well defined, yet does not fully correspond to the ToR – 11 pts. to 45 pts; The scope of the task is not well defined and does not correspond to the ToR – 0 pts. to 10 pts. 	80
6	<p>Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation of the project? (up to max 50 pts.)</p> <ul style="list-style-type: none"> The presentation is clear, well-structured with a defined and realistic sequence of activities, which promises efficient implementation of the assignment – 31 pts. to 50 pts; The presentation is clear, well-structured with a defined yet rather unrealistic sequence of activities – 11 pts. to 30 pts; The presentation is not well structured and doesn't present a clear sequence of activities – 0 pts. to 10 pts. 	50
7	<p>Were any quality assurance, risk mitigation measures procedures proposed? (no – 0 pts., yes – 20 pts.).</p>	20
Total section 2		410

Section 3. Management Structure and Key Personnel			Points obtainable
1	Project/Task Manager		120
	University degree in pedagogy, sociology, management, psychology or another related field (10 pts)	10	

	At least 5 years of progressive experience in planning, organizing and/or supervising/leading comprehensive professional development programs for school managers and/or school development programs (less than 5 years – 0 pts, 5 years – 25 pts, each additional year – 2,5 pts, up to 35 pts)	35	
	Experience as Project/Task Manager in at least 3 similar projects (less than 3 projects – 0 pts, 3 projects – 25 pts, each additional project – 5 pts, up to 40 pts)	0	
	Proven experience in mentorship/coaching programs for educational institutions (no experience – 0 pts, up to 4 projects – 15 pts, more than 4 projects – 20 pts)	20	
	Proficiency in Romanian, Russian and English languages (each language 5 pts, up to max of 15 pts)	15	
2	Change Management Expert		100
	University degree in pedagogy, sociology, management, psychology or another related field (10 pts)	10	
	At least 3 years of experience in conducting school development and/or change management training programs (less than 3 years – 0 pts, 3 years – 20 pts, each additional year – 2,5 pts, up to 30 pts)	30	
	Proven experience as Expert in at least 2 (two) projects related to development and implementation of change management programs (less than 2 projects – 0 pts, 2 projects – 20 pts, each additional project – 5 pts, up to 30 pts)	30	
	Experience in managing educational institutions is a strong advantage (no experience – 0 pts, up to 3 years – 10 pts, more than 3 years – 20 pts)	20	
	Proficiency in Romanian and Russian (each language 5 pts, up to max of 10 pts.)	10	
3	School Development Expert		70
	University degree in pedagogy, sociology, management, psychology or another related field (10 pts)	10	
	At least 3 contracts in conducting school development programs or/and professional development activities for school managers (less than 3 contracts – 0 pts, 3 contracts – 20 pts, each additional contract – 2,5 pts, up to 30 pts)	30	
	Experience in managing educational institutions is a strong advantage (no experience – 0 pts, up to 3 years – 10 pts, more than 3 years – 20 pts)	20	
	Proficiency in Romanian. Knowledge of Russian and/or English languages is an advantage (Romanian language 5 pts, each additional language – 2,5 pts. up to max of 10 pts.)	10	
4	Professional Development/Mentorship Expert		60
	University degree in pedagogy, sociology, management, psychology or another related field (10 pts)	10	
	At least 3 years in conducting professional development programs for school managers (less than 3 years – 0 pts, 3 years – 20 pts, each additional year – 2,5 pts, up to 25 pts)	25	
	Proven qualifications/experience in mentorship of peer teachers or managers in education (no experience – 0 pts, one training on mentorship – 10 pts, more than 2 trainings or proven experience of mentorship – 15 pts.)	15	
	Proficiency in Romanian. Knowledge of English and/or Russian is an advantage. (Romanian 5 pts, each additional language – 2,5 pts)	10	
Total Section 3			350

SECTION 5: TERMS OF REFERENCE

A. Project Description

During 2024 – 2028, UNDP is implementing the programme “Transforming education in Moldova through Model Schools”, funded by the Norwegian Agency for Development Cooperation (Norad)¹. The overarching Programme objective of the project is to enhance the quality and effectiveness of Moldova's education system through the transformation of district schools into Model Schools.

This will be achieved through the following two main outcomes:

1. Transform **five** schools into Model Schools with a modern learning environment and facilities enabling better learning outcomes and improved efficiency of the school network. These schools will undergo significant gender and disability responsive renovations, to create modern, inclusive learning environments with upgraded infrastructure, and new furniture. Green school principles will be incorporated to reduce environmental impact.
2. Facilitate the development of 21st century skills of students through improving teaching and learning practices and supporting organizational development. This includes supporting the curricular reform, strengthening initial teacher training, and enhancing local education governance. Activities will focus on developing relevant curricula, providing continuous professional development for teachers, and improving school autonomy and management

Under this joint Project, UNDP will support:

1. Capital renovations in five schools to ensure student friendly learning spaces and furniture, and accessible facilities for teachers/students with disabilities (ensuring accessibility of all learning, administrative, outdoor, WASH facilities), under the Outcome 1.
2. Supporting the curricular reform, enhancing the quality of curricular materials and educational content; strengthening the initial and continuous teachers training in the implementation of STEAM and interdisciplinary approaches, use of active teaching methods such as project-based learning, problem-based learning, inquiry-based learning and others, with special focus on science disciplines, integration of green and sustainability practices into the curricula; improving local level education governance and school management and autonomy to enhance the quality of education, under Outcome 2.

To support the conduct of the second component, specifically the organizational development, leading to enhanced educational process and teaching and learning practices, the development and piloting of the organisational development program will be undertaken by an organization or a consortium of organizations.

Model School Concept

The "Model School" concept was launched by the Ministry of Education and Research (MER) in February 2024 and involves the renovation and endowment of 35 general schools across the country. The concept aims to ensure equitable access to quality education for all students, but especially for students in rural areas, by creating a stimulating learning environment that would foster the development of cognitive and socio-emotional skills.

The "Model School" concept was formulated based on the problem of low results of students from the Republic of Moldova at international and national assessments. Every second student in the Republic of Moldova does not reach the minimum level of competence in the international PISA assessment. Although, since the first participation in that assessment, the average score has increased, the last PISA 2022 edition has seen the results going down with the share of students who did not reach the minimum level of competence reached up to 55.8% in mathematics, 48.4% in reading and 48.5% in science.²

The monitoring measures of the gymnasium graduation exams, carried out by the MER and NACE³ in over 180 institutions in 8 districts this year, have attested a decrease in the exam passing rate, in some districts the passing rate dropped by 36%, from 100% to 64%.

Organizational Development

¹https://www.undp.org/sites/g/files/zskgke3226/files/2024-10/model-schools_project-document-norad-final_signed.pdf

²[pisa 2022 raport mda.pdf](#)

³ National Agency for Curriculum and Evaluation

The managers of the Model Schools are responsible for the development process of the institutions they lead and will direct the enactment of the mission they undertake as a Model School. Ensuring a stimulating learning environment for all students, including students from rural areas who will be transferred to these schools, is the central mission of the Model Schools. All processes of infrastructure modernization, organizational development and teacher training will be aligned with the latter. The managers of the 15 model schools participating in the project will be supported in developing the skills necessary to lead and synchronize all these processes. The school principal shall become responsible for placing learning at the heart of the school's mission and translating the vision into strategy so that the organization's actions are consistent with its vision, goals and values. He or she will be supported for organizing work and administrative processes to facilitate professional dialogue, collaboration and knowledge sharing, all of which are essential for promoting change and innovation.

Recent UNICEF studies confirm the need to invest in the professional development of managers in the Republic of Moldova. Evidence suggests that in many cases they face difficulties in leading organizational development efforts, with most continuing to focus on traditional administrative and management tasks (UNICEF, 2019).

The "Transforming Education in Moldova through Model Schools" program will contribute to the Moldova National Development Strategy 2023 by modernizing education, improving infrastructure, and promoting inclusive learning environments. By transforming 15 schools into Model Schools with student centered design renovations, the program will enhance learning outcomes and equip students with 21st-century skills. It also supports school leadership through organizational development, ensuring effective change management. This aligns with the UN Strategic Plan Outcome 1 and UNDP CPD Outcome 2, focusing on human rights-based, gender-responsive services for all, especially the underserved. The program advances SDG 4 targets by providing free, quality education, improving skills for financial success, and upgrading inclusive schools.

B. Objectives of the assignment

UNDP Moldova intends to contract a specialized and experienced organization or a consortium of organizations (hereinafter "the service provider") to develop and carry out a change management program, that would address the multifaceted challenges facing the Moldovan education system. Based on the Model School concept⁴ and the project objectives, the purpose of the Model Schools change management program will be to promote a stimulating and collaborative learning environment in which majority of students makes progress by 2% and acquire 21st century skills (more specifically critical thinking and problem solving).

To achieve the above-mentioned scope, the following specific goals and tasks shall be carried out by the service provider:

1. **Conduct an initial analysis of the school culture of the 15 Model Schools** aimed at evaluating the current state of the institutions in terms of openness and readiness of teachers and school managers for change and school development. Requirements for carrying out the initial analysis include qualitative and quantitative data methods (surveys, focus groups, other), tailored assessment tools specifically designed to evaluate school culture and readiness for change, to collect baseline data and ensure the initial analysis covers various dimensions of school culture, including stakeholders engagement of teachers, school managers, students, parents and other educational community members to understand their perspectives on the school culture, current practices and openness to change; attitudes toward innovation, inclusivity, collaboration, and student-centered practices; readiness of school managers to lead change, vision for the school, ability to support and inspire teachers and students; current school performance, student outcomes, teacher satisfaction, and past experiences with educational reforms etc. Additionally, as part of initial analysis an assessment tool for students math and science literacy, critical thinking and problems solving will be developed and applied to random sample of students population from the participating schools. The results of initial assessment will be an integral part of in the initial analysis of the school culture report.
2. **Carry out a training program for managers of 15 Model schools** on topics such as change management, strategic planning, and other relevant topics to support the achievement of project objectives, of at least 40 direct contact hours with at least 24 hours of face-to-face sessions, **for 50 managers** (3-4 participants from each school). The service provider must include the proposed syllabus / outline of the training

⁴ https://mecc.gov.md/sites/default/files/anexa_2_omec_198_din_2024_concept_scoala_model.pdf

programme in the proposal. *The selected company will assume all the expenses related to the entire organization of the workshops, including printing, transportation, logistics, catering.*

3. **Carry out a change management mentorship program for 10 Model Schools (out of the initial 15 selected schools)**, including the support for the development/revisions of the annual/multiannual school development plans and implementation of one specific objective with the support of consultants. The program will run for 15 months, from April 2025 to July 2026, and will be designed to include at least 48-hours of face-to-face training sessions, along with 15 hours of mentoring, coaching, and individual consultancy for each participating school over the course of the academic year.

The primary goal of the program is to foster a dynamic and collaborative learning environment, proven by international meta-analyses to significantly enhance student learning outcomes, where majority student average grade shows progress of at least 2% and acquires essential 21st-century skills, particularly critical thinking and problem-solving.

The organization will provide a comprehensive Action Plan that outlines the implementation process for the change management program. This plan will include a vision for change, key intervention areas within schools, a schedule for capacity-building and mentoring sessions, a monitoring and evaluation methodology, benchmark indicators, and other relevant details.

4. **Support the creation of a dialogue platform among the 10 Model Schools**, aimed at supporting school managers to share best practices related to promoting innovative teaching and learning practices which facilitate stimulating and collaborative learning environment (*in total for up to 70 participants*). *Organize at least two events with physical presence for school managers for sharing good practices among the participating schools.*
5. **Design a curriculum for school managers' professional development program** based on identified needs and national educational policies, focusing on modern management practices that foster innovation, better educational outcomes and responsive educational environment to student's needs.
6. **Develop a report on the implemented activities** with specific information on the challenges, conclusions and recommendations on further needed support for the 10 Model Schools. Students' competences will be assessed at the end of the program using the initial assessment tool to evaluate the degree of students' progress and the conclusions will be included in the final report.

C. Key deliverables and tentative timetable

No.	Key deliverables	Percentage of Total Price (Weight for payment)	Tentative deadline
1	<p>Initial analysis of the school culture of the 15 Model Schools aimed at evaluating the current state of the institutions in terms of openness and readiness of teachers and managers for change and school development (online survey and focus groups). Additionally, an assessment tool for students' math and science literacy, critical thinking and problems solving will be developed and applied to random sample of students' population from the participating schools.</p> <p>Deliverable 1.1: Detailed working plan on the implementation of the activities and timelines.</p> <p>Deliverable 1.2: Assessment tool for evaluating students' math and science literacy, critical thinking and problems solving competencies.</p>	20 %	By 30 April 2025

	Deliverable 1.3. Initial analysis of the school culture of the 15 Model School report developed and submitted to UNDP, including the result of initial assessment of students' competences		
2	<p>Carry out a training program for managers of 15 Model schools on topics such as change management and strategic planning, for 50 managers (3 or 4 managers from each school). The training program must deliver at least 40 direct contact hours with at least 24 hours of face-to-face sessions. The selected company will assume all the expenses related to the entire organization of the workshops, including printing, transportation, logistics, catering.</p> <p>Deliverable 2. Report on the training program, including methodology, content of the programs, group dynamic, recommendations for upcoming change management program, developed and submitted to UNDP.</p>	10 %	By 30 June 2025
3	<p>Carry out a change management mentorship program for 10 Model Schools, including designing and supporting the implementation of annual/multiannual school development plans, through one specific objective implemented with the support of consultants.</p> <p>Deliverable 3.1: Detailed Action Plan describing implementation steps for the change management program, which will include: vision for change, areas of intervention in schools, capacity building and mentoring sessions schedule, monitoring and evaluation methodology, benchmark indicators etc.</p> <p>Deliverable 3.2: Five annual/or multiannual school development plans for the first 5 Model Schools (one per each) developed or revised submitted to UNDP.</p> <p>Deliverable 3.3: Progress report on the implementation of the change management program.</p> <p>Deliverable 3.4: Five annual/or multiannual school development plans for the rest of the 5 Model Schools (one per each) developed or revised submitted to UNDP.</p> <p>Deliverable 3.5: Final report on the implementation of change management program, developed and submitted to UNDP. 10 school development plans operationalized through one specific objective implemented with the support of consultants.</p>	30 %	<p>By 30 August 2025</p> <p>By 30 August 2025</p> <p>By 19 December 2025</p> <p>By 19 December 2025</p> <p>By 15 June 2026</p>
4	<p>Support the creation of a dialogue platform among the 10 Model Schools, supporting school managers to share best practices with regards to promotion innovative teaching and learning practices which facilitate stimulating and collaborative learning environment (in total for up to 70 participants, including MoER representatives).</p> <p>Deliverable 4. Report on the two events with physical presence for school managers for sharing good practices developed and submitted to UNDP.</p>	10 %	By 30 June 2026

5	<p>Design a curriculum for school manager professional development program based on identified needs and national educational policies, focusing on modern management practices that foster innovation, better educational outcomes and a responsive educational environment to students’ needs.</p> <p>Deliverable 5. Professional development curriculum for school managers developed and submitted to UNDP, including course materials⁵ and evaluation tools for initial and final assessments.</p>	20 %	By 30 July 2026
6	<p>Develop a report on the implemented activities with specific information of the challenges, conclusions and recommendations for further school support. The students will be assessed at the end of the program and the conclusions will be included in the report.</p> <p>Deliverable 6. Report on the implemented activities with specific information of the challenges, conclusions and recommendations for further school support, including the results of final assessments of students, developed and submitted to UNDP and to MoER.</p>	10 %	By 30 July 2026

Note: Deliverables timeline can be amended for the purpose of the assignment.

D. Institutional arrangements

The Contractor will be awarded a contract with UNDP for the delivery of services applied for and will work under the overall supervision of UNDP Project team.

The timeframe for the assignment is planned for the period **April 2025 – August 2026**.

The Contractor shall follow the agreed time schedule and be accountable for the delivery of quality outputs to the Project Manager, who will approve contractor’s deliverables.

For the duration of the assignment the Project will provide the Company with the necessary information and materials for the fulfilment of the assignment. The Contractor will be responsible for arranging all necessary travel, transportation and logistical arrangements, obtaining all needed permissions, and establishing and maintaining of good working relationships with all involved parties.

All communications and documentation related to the assignment will be in English, unless specifically agreed otherwise.

UNDP will require maximum of 14 (fourteen) days (depending on the implementation stage) to review the deliverables, provide comments, approve, or certify acceptance of deliverables.

Role of the UNDP Project:

- Offer capacity development support for the contracted partners on principles and implementation modality during the entire cycle of the Project;
- Lead the communication and visibility process of the Project by involving the Project Communications Consultant; Co-organize the logistics of the visibility events;
- Support the implementing partners to get in contact with all relevant stakeholders and any actor to have a positive impact on Project’s outcomes;
- Participate in the selection process, including development of the eligibility and selection criteria and templates for the evaluation;
- Regularly organize monitoring visits to the selected beneficiaries, identify issues and propose solutions jointly with the Contractor;

⁵ Coursework will be presented in modules that use adult learning theory, authentic experiences, and personal reflection to deepen learning.

- In partnership with the implementing partners, meet the Project beneficiaries in order to assess the bottlenecks in implementation and additional capacity development needs.
- Make a thorough assessment of achieved results, document best cases, lessons learned and recommendations for similar programs.

Roles and duties of the Contractor:

- Allocate the proper and needed skilled personnel to deliver the results as expected;
- Be responsible of management of the current assignment including remuneration of involved staff, trainers, consultants, administrative issues related to implementation of activities, all materials and tools required for activities completion, transportation, rental, communications services, allowances, etc.;
- Draft training and consultancy materials at a level of complexity adequate for the intended beneficiaries;
- Ensure proper reach out of beneficiaries;
- Maintain permanent contact with beneficiaries (five selected Model Schools);
- Ensure the visibility of the Project by distributing the developed communications and visibility materials according to UNDP rules;
- Organize field visits to the beneficiaries of assistance, monitor their progress and assess additional needs for capacity development.

D. DURATION OF THE WORK

- The estimated duration of services is a maximum of 16 (sixteen) months. The expected time of commencement of contract is April 2024.
- UNDP will require a maximum of 14 (fourteen) days (depending on the implementation stage) to review the deliverables, provide comments, approve, or certify acceptance of deliverables.

E. QUALIFICATIONS REQUIREMENTS

The bidder shall provide sound argumentation of the proposal by demonstrating compliance with the ToR and the environment in which it will provide the services. The bidder shall include information on the volume of allocated resources to carry out the assignment.

A breakdown per working days allocated for each deliverable shall be submitted, clearly explaining the role of the team members involved in producing the deliverable. In this context, the Contractor shall ensure a clear presentation of distribution of tasks and allocation of working days deemed necessary for engagement of Key personnel.

The proposed team should consist of but not be limited to the following members:

- Project/Task Manager
- Change Management Expert
- School Development Expert
- Professional Development/Mentorship Expert

Bidders should enclose a CV for each person anticipated to be assigned to the project and should include specific information on the experience and roles

Bidders agree that the Key staff included into the bid will participate in the project at the level and duration specified unless agreement is provided in writing by the UNDP Project Team to allow substitutions.

The CVs submitted for the Key personnel should be detailed and comprehensive. Specifically, CVs should include:

- Designated role;
- Previous experience relevant to the assigned role in the project;
- Education, training and certification details;
- Contact information (name, title, organization, mailing address, phone, and email) of a minimum of three business references;
- Linguistic skills.

Bidders should describe, in detail, their previous corporate experience in similar assignments, if any. This section should include the corporate experience as well as the role of any subcontracted organization(s) indicated in the Bidder's proposal.

During the assignment, the Key personnel should prove commitment to the core values of the United Nations, in particular, respecting differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status.

Required qualifications of the Contractor:

- Be legally registered entity or a consortium of firms/organizations (NGOs);
- Have at least 3 years/of relevant experience in conducting in-service training programs for school managers;
- Have at least 3 contracts in conducting trainings on change management and strategic planning for general and/or vocational education institution;
- Previous proven experience of working with UNDP and other international development partners and capacity to properly manage a contract/subcontract under a donor funded effort is an advantage.

Criteria for the evaluation of the management structure and key personnel:

Project/Task Manager:

- University degree in pedagogy, sociology, management, psychology or another related field;
- At least 5 years of progressive experience in planning, organizing and/or supervising/leading comprehensive organizational or professional development programs for school managers and/or school development programs;
- Experience as Project/Task Manager in at least 3 similar projects;
- Proven experience in mentorship/coaching programs for educational institutions;
- Proficiency in Romanian, Russian and English languages.

Change Management Expert:

- University degree in pedagogy, sociology, management, psychology or another related field;
- At least 3 contracts in conducting school development programs and/or change management training programs;
- Experience in managing educational institutions is a strong advantage;
- Proficiency in Romanian and Russian . Proficiency in English is an advantage.

School Development Expert:

- University degree in pedagogy, sociology, management, psychology or another related field;
- At least 3 contracts in conducting school development programs and/or professional development activities for school managers;
- Experience in managing educational institutions is a strong advantage;
- Proficiency in Romanian is a must and English and/or Russian is an advantage.

Professional Development/Mentorship Expert:

- University degree in pedagogy, sociology, management, psychology or another related field;
- At least 3 contracts in conducting professional development programs for school managers;
- Proven qualifications/experience in mentorship of peer teachers or managers in education;
- Proficiency in Romanian is a must and English and/or Russian is an advantage.

F. SCHEDULE OF PAYMENTS

The payments to the Company shall be made upon approval and acceptance of the deliverables by the UNDP project team. The payments will be done in Moldovan lei at UN Operational Rates of Exchange <https://treasury.un.org/operationalrates/OperationalRates.php>.

Deliverable / Milestone as per Terms of Reference	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
<p>Deliverable 1.1: Detailed working plan on the implementation of the activities and timelines.</p> <p>Deliverable 1.2: Assessment tool for evaluating students’ math and science literacy, critical thinking and problems solving competencies.</p> <p>Deliverable 1.3. Initial analysis of the school culture of the 15 Model School report developed and submitted to UNDP, including the result of initial assessment of students’ competences</p>	20%	30 June 2025
<p>Deliverable 2. Report on the training program, including methodology, content of the programs, group dynamic, recommendations for upcoming change management program, developed and submitted to UNDP.</p> <p>Deliverable 3.1.: Detailed Action Plan describing implementation steps for the change management program, which will include: vision for change, areas of intervention in schools, capacity building and mentoring sessions schedule, monitoring and evaluation methodology, benchmark indicators etc.</p> <p>Deliverable 3.2: Five annual/or multiannual school development plans for the first 5 Model Schools (one per each) developed or revised submitted to UNDP.</p>	20%	30 August 2025
<p>Deliverable 3.3: Progress report on the implementation of the change management program.</p> <p>Deliverable 3.4: Five annual/or multiannual school development plans for the rest of the 5 Model Schools (one per each) developed or revised submitted to UNDP.</p>	20%	19 December 2025
<p>Deliverable 3.5: Final report on the implementation of change management program, developed and submitted to UNDP. 10 school development plans operationalized through one specific objective implemented with the support of consultants.</p> <p>Deliverable 4. Report on the two events with physical presence for school managers for sharing good practices developed and submitted to UNDP.</p>	20%	30 June 2026
<p>Deliverable 5. Professional development curriculum for school managers developed and submitted to UNDP, including course materials⁶ and evaluation tools for initial and final assessments.</p> <p>Deliverable 6. Report on the implemented activities with specific information of the challenges, conclusions and recommendations for further school support, developed and submitted to UNDP and to MoER, including the results of final assessment of students’ competences.</p>	20%	30 July 2026

⁶ Coursework will be presented in modules that use adult learning theory, authentic experiences, and personal reflection to deepen learning.

SECTION 6: CONDITIONS OF CONTRACT AND CONTRACT FORMS

6.1 The types of Contract to be signed and the applicable UNDP Contract General Terms and Conditions, as specified in Data Sheet, can be accessed at <http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html>

SECTION 7: PROPOSAL FORMS

Form A: Proposal Confirmation

Form B: Checklist

Form C: Technical Proposal Submission

Form D: Proposer Information

Form E: Joint Venture/Consortium/Association Information

Form F: Eligibility and Qualification

Form G: Format for Technical Proposal

Form H: Format for CV of proposed key personnel

Form I: Statement of Exclusivity and Availability

Form J: Financial Proposal Submission *[Form J is part of the Financial Proposal and shall be submitted directly in the system only in the “Commercial section” of the requirements. Please, ensure that no other documents are disclosing your financial proposal apart from Forms J and K. Non-compliance with this instruction may result in rejection of the proposal received.]*

Form K: Format for Financial Proposal *[Forms K is part of the Financial Proposal and shall be submitted directly in the system only in the “Commercial section” of the requirements. Please, ensure that no other documents are disclosing your financial proposal apart from Forms J and K. Non-compliance with this instruction may result in rejection of the proposal received.]*

FORM A: PROPOSAL CONFIRMATION

Please acknowledge receipt of this RFP, log in to the online portal and subscribe to this tender following the instructions in the system user guide. Please complete this form and attach as requested in the system.

To: Insert name of contact person

Email: Insert contact person's email - do not enter secure proposal email address

From: Insert name of proposer

Subject RFP reference RfP25/03005

Check the appropriate box	Description
<input type="checkbox"/>	YES , we intend to submit a proposal.
<input type="checkbox"/>	NO . We are unable to submit a competitive proposal for the requested services at the moment

If you selected NO above, please state the reason(s) below:

Check applicable	Description
<input type="checkbox"/>	The requested services are not within our range of supply
<input type="checkbox"/>	We are unable to submit a competitive proposal for the requested services at the moment
<input type="checkbox"/>	The requested services are not available at the moment
<input type="checkbox"/>	We cannot meet the requested terms of reference
<input type="checkbox"/>	The information provided for proposal purposes is insufficient
<input type="checkbox"/>	Your RFP is too complicated
<input type="checkbox"/>	Insufficient time is allowed to prepare a proposal
<input type="checkbox"/>	We cannot meet the delivery requirements
<input type="checkbox"/>	We cannot adhere to your terms and conditions e.g. payment terms, request for performance security, etc.. Please provide details below.
<input type="checkbox"/>	Sustainability criteria/requirements are too stringent (if applicable)
<input type="checkbox"/>	We do not export
<input type="checkbox"/>	We do not sell to the UN
<input type="checkbox"/>	Your requirement is too small
<input type="checkbox"/>	Our capacity is currently full
<input type="checkbox"/>	We are closed during the holiday season
<input type="checkbox"/>	We had to give priority to other clients' requests
<input type="checkbox"/>	The person handling proposals is away from the office
<input type="checkbox"/>	Other (please provide reasons below):
Further information: Click or tap here to enter text.	
<input type="checkbox"/>	We would like to receive future RFPs for this type of services
<input type="checkbox"/>	We don't want to receive RFPs for this type of services

Questions to the Supplier concerning the reasons for no proposal should be addressed to [Click or tap here to enter text.](#) phone [Click or tap here to enter number.](#), email [Click or tap here to enter text.](#)

FORM B: CHECKLIST

This form serves as a checklist for preparation of your Proposal. Please complete the returnable Proposal Forms in accordance with the instructions and return them as part of your Proposal submission: No alteration to the format of forms shall be permitted and no substitution shall be accepted.

Before submitting your Proposal, please ensure compliance with the instructions in Section 2: Instructions to Proposers and Section 3: Data Sheet.

Technical Proposal:

Have you duly completed all the Returnable Proposal Forms?	
▪ Form C: Technical Proposal Submission	<input type="checkbox"/>
▪ Form D: Proposer information	<input type="checkbox"/>
▪ Form E: Joint Venture/Consortium/Association Information	<input type="checkbox"/>
▪ Form F: Eligibility and Qualification	<input type="checkbox"/>
▪ Form G: Technical Proposal	<input type="checkbox"/>
▪ Form H: CVs of proposed key personnel	<input type="checkbox"/>
▪ Form I: Statements of exclusivity and availability for key personnel	<input type="checkbox"/>
Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?	<input type="checkbox"/>
Have you provided the required documents in support of Form D: Proposer Information?	<input type="checkbox"/>

Financial Proposal:

▪ Form J: Financial Proposal Submission	<input type="checkbox"/>
▪ Form K: Financial Proposal	

Forms J and K, representing the Financial Proposal shall be submitted directly in the system only in the “Commercial section” of the requirements. Please, ensure that no other documents are disclosing your financial proposal apart from Forms J and K. Non-compliance with this instruction may result in rejection of the proposal received.

FORM C: TECHNICAL PROPOSAL SUBMISSION

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	RfP25/03005		

We, the undersigned, offer to supply the services required for [Click or tap here to enter text.](#) in accordance with your Request for Proposals No. [Click or tap here to enter text.](#). We hereby submit our Proposal, which includes this Technical Proposal and our Financial Proposal uploaded separately under the commercial section in the system as instructed.

Proposer Declaration: on behalf of our firm, its affiliates, subsidiaries and employees, including any JV / Consortium / Association members or subcontractors or suppliers for any part of the contract.

Yes	No	
<input type="checkbox"/>	<input type="checkbox"/>	Requirements and Terms and Conditions: I/We have read and fully understand the RFP, including the RFP Information and Data Sheet, Terms of Reference, the General Conditions of Contract and any Special Conditions of Contract. I/we confirm that the proposer agrees to be bound by them.
<input type="checkbox"/>	<input type="checkbox"/>	I/We confirm that the proposer has the necessary capacity, capability and necessary licenses to fully meet or exceed the requirements and will be available to deliver throughout the relevant contract period.
<input type="checkbox"/>	<input type="checkbox"/>	Ethics: In submitting this proposal I/we warrant that the proposer: has not entered into any improper, illegal, collusive or anti-competitive arrangements with any competitor; has not directly or indirectly approached any representative of the buyer (other than the point of contact) to lobby or solicit information in relation to the RFP; has not attempted to influence, or provide any form of personal inducement, reward or benefit to any representative of the buyer.
<input type="checkbox"/>	<input type="checkbox"/>	I/We confirm to undertake not to engage in proscribed practices, or any other unethical practice, with the UN or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the UN and we have read the United Nations Supplier Code of Conduct : https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct and acknowledge that it provides the minimum standards expected of suppliers to the UN.
<input type="checkbox"/>	<input type="checkbox"/>	Conflict of interest: I/We warrant that the proposer has no actual, potential or perceived conflict of Interest in submitting this proposal or entering into a contract to deliver the requirements. Where a conflict of interest arises during the RFP process the proposer will report it immediately to the Procuring Organisation's Point of Contact.
<input type="checkbox"/>	<input type="checkbox"/>	Prohibitions and Sanctions: I/We hereby declare that our firm, ultimate beneficial owners, affiliates or subsidiaries or employees, including any JV/Consortium members or subcontractors or suppliers for any part of the contract is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists and have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization.
<input type="checkbox"/>	<input type="checkbox"/>	I/We do not employ, or anticipate employing, any person(s) who is, or has been a UN staff member within the last year, if said UN staff member has or had prior professional dealings with our firm in his/her capacity as UN staff member within the last three years of service with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15);
<input type="checkbox"/>	<input type="checkbox"/>	Bankruptcy: I/We have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against us that could impair our operations in the foreseeable future.
<input type="checkbox"/>	<input type="checkbox"/>	Proposal Validity Period: I/We confirm that this Proposal, including the price, remains open for acceptance for the proposal validity period.
<input type="checkbox"/>	<input type="checkbox"/>	I/We understand and recognize that you are not bound to accept any proposal you receive.
<input type="checkbox"/>	<input type="checkbox"/>	By signing this declaration, the signatory below represents, warrants and agrees that he/she has been authorised by the Organisation/s to make this declaration on its/their behalf.



Empowered lives.
Resilient nations.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Proposer]

FORM D: PROPOSER INFORMATION

RFP Reference	RfP25/03005
Legal name of Proposer	Click or tap here to enter text.
Legal Address, City, Country	Click or tap here to enter text.
Website	Click or tap here to enter text.
Year of registration	Click or tap here to enter text.
Proposer's Authorized Representative information	Name and Title: Click or tap here to enter text. Telephone numbers: Click or tap here to enter text. Email: Click or tap here to enter text.
Legal structure	Choose an item.
No. of full-time employees	Click or tap here to enter number.
No. of staff involved in similar contracts	Click or tap here to enter number.
Are you a UNGM registered vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, insert UNGM Vendor Number
Years of supplying to UN organisations	Click or tap here to enter text.
Are you a Click or tap here to enter text.vendor?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, insert Vendor Number
Countries of operation	Click or tap here to enter text.
Subsidiaries in the region (please indicate names of subsidiaries and addresses, if relevant to the proposal)	Click or tap here to enter text.
Commercial Representatives in the country: Name/Address/Phone (for international companies only)	Click or tap here to enter text.
Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):	Click or tap here to enter text.
Does your Company have a corporate environmental policy or environmental management system/accreditation such as ISO 14001 or ISO 14064 or equivalent? (If yes, provide a Copy of the valid Certificate):	<p>Tick all that apply and provide supporting documentation:</p> <input type="checkbox"/> Corporate Environmental Policy <input type="checkbox"/> ISO 14001 <input type="checkbox"/> ISO 14064 <input type="checkbox"/> Other, specify Click or tap here to enter text.
Does your organization demonstrate significant commitment to sustainability, including the following aspects that have	<p>Attach a formal statement that outlines your organisation's commitment to sustainability, where possible providing evidence of tangible results that demonstrate progress such as:</p> <p>Tick all that are attached:</p>

<p>been identified in the UN Sustainable Procurement Framework?</p> <ul style="list-style-type: none"> • Environmental: prevention of pollution, sustainable resources; climate change and mitigation and the protection of the environment, biodiversity. • Social: human rights and labour issues, gender equality, sustainable consumption, and social health and wellbeing. • Economic: whole life cycle costing, local communities and small or medium enterprises, and supply chain sustainability. 	<p><input type="checkbox"/> Formal statement</p> <p><input type="checkbox"/> Sustainability report</p> <p><input type="checkbox"/> UN Global Compact Communication on Progress</p> <p><input type="checkbox"/> Other, specify Click or tap here to enter text.</p>
<p>Does your company belong to a diverse supplier group including micro, small or medium sized enterprise, women or youth owned business or other?</p> <p><i>(If yes, please provide details and documentation)</i></p>	<p>Click or tap here to enter text.</p>
<p>Is your company a member of the UN Global Compact?</p>	<p>Choose an item.</p> <p>If yes, please provide link to Global Compact profile:</p> <p>Click or tap here to enter text.</p>
<p>Bank Information</p>	<p>Bank Name: Click or tap here to enter text.</p> <p>Bank Address: Click or tap here to enter text.</p> <p>IBAN: Click or tap here to enter text.</p> <p>SWIFT/BIC: Click or tap here to enter text.</p> <p>Account Currency: Click or tap here to enter text.</p> <p>Bank Account Number: Click or tap here to enter text.</p>
<p>Contact person that Click or tap here to enter text. may contact for requests for clarifications during Proposal evaluation</p>	<p>Name and Title: Click or tap here to enter text.</p> <p>Telephone numbers: Click or tap here to enter text.</p> <p>Email: Click or tap here to enter text.</p>

FORM E: JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	RfP25/03005		

To be completed and returned with your Proposal if the Proposal is submitted as a Joint Venture/Consortium/Association.

No	Name of Partner and contact information (address, telephone numbers, fax numbers, e-mail address)	Proposed proportion of responsibilities (in %) and type of services to be performed
1	Click or tap here to enter text.	Click or tap here to enter text.
2	Click or tap here to enter text.	Click or tap here to enter text.
3	Click or tap here to enter text.	Click or tap here to enter text.

<p>Name of leading partner (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)</p>	<p>Click or tap here to enter text.</p>
--	---

We have attached a copy of the below referenced document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

Letter of intent to form a joint venture **OR** JV/Consortium/Association agreement

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to [Click or tap here to enter text](#) for the fulfilment of the provisions of the Contract.

Name of partner:

Name of partner:

Signature: _____

Signature: _____

Date: _____

Date: _____

Name of partner:

Name of partner:

Signature: _____

Signature: _____

Date: _____

Date: _____

FORM F: ELIGIBILITY AND QUALIFICATION

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	RfP25/03005		

If JV/Consortium/Association, to be completed by each partner.

History of Non- Performing Contracts

<input type="checkbox"/> No non-performing contracts during the last 3 years			
<input type="checkbox"/> Contract(s) not performed in the last 3 years			
Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

Litigation History (including pending litigation)

<input type="checkbox"/> No litigation history for the last 3 years			
<input type="checkbox"/> Litigation History as indicated below			
Year of dispute	Amount in dispute (USD)	Contract Identification	Total Contract Amount (USD)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved:	

Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 10 years.

List only those assignments for which the Proposer was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Proposer's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Proposer, or that of the Proposer's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Proposer should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested.

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value (<i>insert currency</i>)	Period of activity and status (<i>month, year</i>)	Types of activities undertaken and role (Contractor, sub-contractor or consortium member)

Proposers may also attach their own Project Data Sheets with more details for assignments above.

Attached are the Statements of Satisfactory Performance from the Top 3 (three) Clients or more.

Financial Standing

Annual Turnover for the last 3 years	Year 2023	Currency	Amount
	Year 2022	Currency	Amount
	Year 2021	Currency	Amount
Latest Credit Rating (if any), indicate the source and date.			

Financial information (USD)	Historic information for the last 3 years		
	2021	2022	2023
	<i>Information from Balance Sheet</i>		
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
	<i>Information from Income Statement</i>		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			
Current Ratio (current assets/current liabilities)			

Attached are copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:

- a) Must reflect the financial situation of the Proposer or party to a JV, and not sister or parent companies;
 - b) Historic financial statements must be audited by a certified public accountant;
 - c) Historic financial statements must correspond to accounting periods already completed and audited.
- No statements for partial periods shall be accepted.

FORM G: FORMAT FOR TECHNICAL PROPOSAL

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	RfP25/03005		

The proposer’s proposal must be organized to follow the format of this Technical Proposal Form. Where the proposer is presented with a requirement or asked to use a specific approach, the proposer must not only state its acceptance, but also describe, where appropriate, how it intends to comply. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

Section 1: Proposer’s qualification, capacity and expertise

- 1.1 Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.
- 1.2 General organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted (if so, provide details).
- 1.3 Relevance of specialized knowledge and experience on similar engagements done in the region/country.
- 1.4 Quality assurance procedures and risk mitigation measures.
- 1.5 Organization’s commitment to sustainability.

Section 2: Proposed Methodology, Approach and Implementation Plan

This section should demonstrate the proposer’s responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, providing a detailed description of the essential performance characteristics proposed and demonstrating how the proposed approach and methodology meets or exceeds the requirements. All important aspects should be addressed in sufficient detail and different components of the project should be adequately weighted relative to one another.

- 2.1 A detailed description of the approach and methodology for how the Proposer will achieve or exceed the requirements of the Terms of Reference, keeping in mind the appropriateness to local conditions and project environment. Detail how the different service elements shall be organized, controlled and delivered.
- 2.2 Provide comments and suggestions on the Terms of Reference: have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another? Include additional services that will be rendered beyond the requirements of the ToR, if any.
- 2.2 The methodology shall also include details of the Proposer’s internal technical and quality assurance review mechanisms.
- 2.3 Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.
- 2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
- 2.5 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
- 2.6 Implementation plan including a Gantt chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
- 2.7 Any other comments or information regarding the project approach and methodology that will be adopted.

Section 3: Management Structure and Key Personnel

- 3.1 Describe the overall management approach toward planning and implementing the project. Include details of key personnel including their name and nationality, the Position they will assume and their role as per the ToR. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.
- 3.2 For each of the key personnel provide: the CV using the format in Form H and the statement of exclusivity and availability using the format in Form I.

FORM H: FORMAT FOR CV OF PROPOSED KEY PERSONNEL

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	RfP25/03005		

Position (as per ToR)			
Personnel Information	Name:		
	Nationality:	Date of birth:	
	Language Proficiency:		
Present Employment	Name of employer:	Contact: (manager or HR)	
	Address of employer:		
	Telephone:	Email:	
	Job title:	Years with present employer:	
Education / Qualifications	<i>Summarise college/university and other specialised education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.</i>		
Professional Certifications	<i>Provide details of professional certifications relevant to the scope of services including name of institution and date of certification.</i>		
References:	<i>Provide names, addresses, phone and email contact information for two (2) references.</i>		

Summarise professional experience over the last 20 years in reverse chronological order. Indicate particular technical and managerial experience relevant to the project.

From	To	Company / Project / Position / Relevant technical and management experience

I, the undersigned, certify that, to the best of my knowledge and belief, this CV is accurate.

Signature of Personnel

Date (Day/Month/Year)

FORM I: STATEMENT OF EXCLUSIVITY AND AVAILABILITY

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	Rfp25/03005		

I, the undersigned, hereby declare that I agree to participate exclusively with the Proposer [Click or tap here to enter text.](#) in the above referenced RFP. I further declare that I am able and willing to work for the period(s) foreseen for the position for which my CV has been included if this proposal is successful, namely:

From	To
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.

I confirm that I am not engaged in other projects in a position for which my services are required during the periods where my services are required under this RFP.

By making this declaration, I understand that I am not allowed to present myself as a candidate to any other proposer submitting a proposal for this RFP. I am fully aware that if I do so, I will be excluded from this RFP, the proposals may be rejected, and I may also be subject to exclusion from other UNDP's solicitation procedures and contracts.

Furthermore, should this proposal be successful, I am fully aware that if I am not available at the expected start date of my services for reasons other than ill-health or *force majeure*, I may be subject to exclusion from other [Click or tap here to enter text.](#) solicitation procedures and contracts and that the notification of award of contract to the Proposer may be rendered null and void.

Name:
Title:
Date:
Signature:

FORM J: FINANCIAL PROPOSAL SUBMISSION

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	RfP25/03005		

We, the undersigned, offer to provide the services indicated in our proposal and in accordance with your Request for Proposal. We are hereby submitting our Financial Proposal in the amount indicated herewith.

Our Proposal shall be valid and remain binding upon us for the period specified in the Data Sheet.

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

Our attached Financial Proposal is for the sum of *[Insert amount in words and figures]*. Please make sure the total matches with the total indicated in the deliverables section of the system (lines) and with the total deriving from the cost breakdown (form K).

FORM K: FORMAT FOR FINANCIAL PROPOSAL

Name of Proposer:	Click or tap here to enter text.	Date:	Click or tap to enter a date.
RFP reference:	RfP25/03005		

The proposer is required to prepare the Financial Proposal following the below format and submit it in an envelope separate from the Technical Proposal as indicated in the Instruction to Proposers. **The inclusion of any financial information in the Technical Proposal shall lead to disqualification of the Proposer.** The Financial Proposal should align with the requirements of the Terms of Reference and the proposer's Technical Proposal.

Currency of the proposal: MDL (Moldovan Leu) for local suppliers and USD (US Dollars) for international suppliers

Table 1: Total Cost per Deliverable*

Deliverable / Milestone as per Terms of Reference	Price (Lump Sum, All Inclusive) <i>(insert currency)</i>
<p>Deliverable 1.1: Detailed working plan on the implementation of the activities and timelines.</p> <p>Deliverable 1.2: Assessment tool for evaluating students' math and science literacy, critical thinking and problems solving competencies.</p> <p>Deliverable 1.3: Initial analysis of the school culture of the 15 Model School report developed and submitted to UNDP, including the results of initial assessment of students' competences</p> <p>Deliverable 2: Report on the training program, including methodology, content of the programs, group dynamic, recommendations for upcoming change management program, developed and submitted to UNDP.</p>	
<p>Deliverable 3.1: Detailed Action Plan describing implementation steps for the change management mentorship program, which will include: vision for change, areas of intervention in schools, capacity building and mentoring sessions schedule, monitoring and evaluation methodology, benchmark indicators etc.</p> <p>Deliverable 3.2: Five annual/multiannual school development plans for the first 5 Model Schools (one per each) developed or revised submitted to UNDP.</p>	
<p>Deliverable 3.3: Progress report on the implementation of the change management mentorship program, developed and submitted to UNDP.</p> <p>Deliverable 3.4: Five annual/multiannual school development plans for the rest of the 5 Model School (one per each) developed or revised submitted to UNDP.</p>	
<p>Deliverable 3.5: Final report on the implementation of the change management mentorship program, developed and submitted to UNDP. 10 school development plans operationalized through one specific objective implemented with the support of consultants.</p>	

Deliverable 4: Report on the implementation of two - events with physical presence for school managers for sharing the best practices, developed and submitted to UNDP.	
Deliverable 5: Professional development curriculum for school managers developed and submitted to UNDP, including course materials and evaluation tools for initial and final assessments.	
Deliverable 6: Report on implemented activities with specific information on the challenges, conclusions and recommendations for further school support, developed and submitted to UNDP, including the results of final assessment of student competences.	
Total Amount of Financial Proposal	

Table 2: Cost Breakdown by Cost Component

Expenses	Unit of measure (working day, unit, piece, km etc.)	Quantity	Unit Price (insert currency)	Total Price per budget line (insert currency)
I. Personnel Services				
1. Key personnel				
1 (one) Project/Task Manager	Working days			
1 (one) Change Management Expert	Working days			
1 (one) School development Expert	Working days			
1 (one) Professional Development/Mentorship Expert	Working days			
<i>Other staff (if any)</i>	Working days			
Subtotal I.1				
Sub-total – Personnel Services (1)				
II. Direct Costs				
2.1 Training program for managers of 15 Model schools (50 participants)				
Travel Costs				
Equipment lease				
Rent of the venue				
Catering services				
Handouts/ Printing				
<i>Other, if relevant</i>				
Subtotal 2.1				
2.2 Two events for sharing the best practices for Model school managers (70 participants)				
2.2.1 First event (70 participants)				
Travel Costs				
Equipment lease				
Rent of the venue				
Catering services				
Handouts/ Printing				
<i>Other, if relevant</i>				
2.2.2 Second event (70 participants)				
Travel Costs				
Equipment lease				
Rent of the venue				
Catering services				

Expenses	Unit of measure (working day, unit, piece, km etc.)	Quantity	Unit Price <i>(insert currency)</i>	Total Price per budget line <i>(insert currency)</i>
Handouts/ Printing				
<i>Other, if relevant</i>				
Subtotal 2.2				
<i>Other, if relevant</i>				
Sub-total – Direct costs (2)				
III. Administrative Costs				
<i>Other, if relevant</i>				
Sub-total – Administrative costs (3)				
TOTAL BUDGET (1+2+3)				

* Please adjust the table as per your technical proposal. You may add/delete any budget sub-categories which are relevant to your technical proposal.

** Please include the respective amounts in the Total Budget of the Proposal. **Applicable taxes and social benefits should be included in the unite price proposed.**