



RFP25/03006: Development and implementation of an organizational development programme for Model Schools to improve students' learning through evidence-based decision making

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-00685**. 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.

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





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1 Overview

1.1 General Information

Title	RFP25/03006: Model School/Organizational development programme for Model Schools
Contact Point	Procurement Unit
Outcome	
Two Stage Evaluation	Yes
E-Mail	sc.md@undp.org
Reference Number	RFP25/03006
Beneficiary Country	MDA
Introduction	

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- Section 4: Evaluation Criteria
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[supplier-verification.](#)

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We look forward to receiving your proposal.

UNDP Moldova

This is a two stage negotiation and all responses will be evaluated in two stages.

1.2 Tender Timeline

Preview Date
Open Date 24/02/25 15:13 PM
Close Date 17/03/25 14:30 PM
Time Zone Coordinated Universal Time

1.3 Response Rules

This negotiation is governed by all the rules displayed below.

	Rule

1.4 Terms

Negotiation Currency USD

Eligible Response Currencies

Check the one currency in which you will enter your response.

	Response Currency	Description	Price Precision
<input type="checkbox"/>	USD	US Dollar	2
<input type="checkbox"/>	MDL	Moldovan Leu	2

2 Requirements

**Response is required*

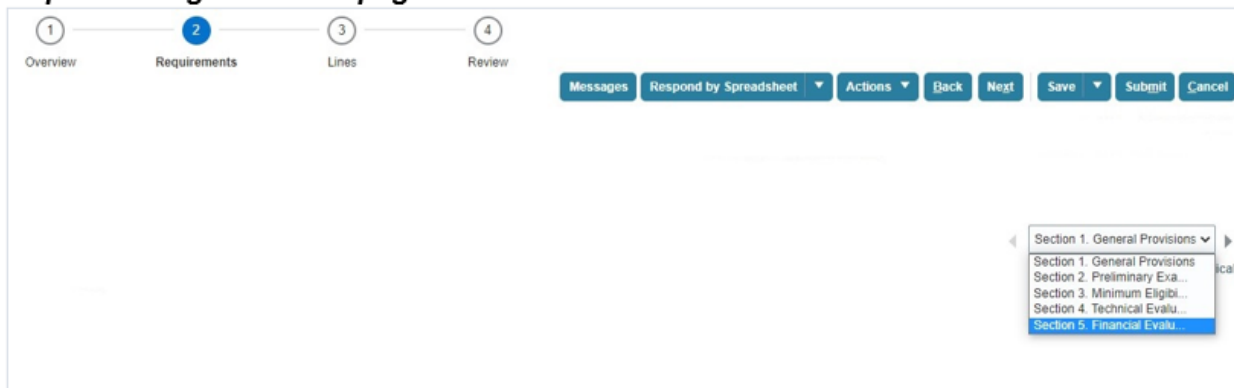
Dear supplier,

Please carefully review the requirements and questions in this section.

Provide answers where required (marked with *asterisk symbol) and upload supporting documents when requested so (marked with *asterisk symbol).

Kindly note that your Financial Proposal (Forms K-J) should ONLY be uploaded under Section 6 (the "Financial Evaluation" section below/ Commercial), and price should also be included in the Price Schedule on the platform under "Lines".

Please note that there are several Sections to be filled in, under the "Requirements" (2) step on the right side the page:



2.1 Section 1. General Provisions

*1. General Instructions to Proposers

This tender is governed by the provisions in Section 2. Instructions to Proposers herewith attached. By participating and submitting an offer you confirm to have understood and accepted such provisions.

Target: Confirm acceptance of instructions and provisions of this tender

*2. Bid Data Sheet

Section 3. Bid Data Sheet contains information and instructions specific to this Tender. Please confirm to have read, understood, and accepted such provisions, herewith attached.

Target: Have read and understood provisions in BDS

3. Criteria for Evaluation and Contract Award

Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively. The minimum technical score required to pass is 70%.

Technical Proposal (70%)

- Bidder's Qualification, Capacity and Experience



- Methodology, Approach and Implementation Plan
- Management Structure and Key Personnel

Financial Proposal (30%)

To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.

Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.

2.2 Section 2. Evaluation Criteria - Preliminary Examination

***1. General Conditions of Contract**

Do you accept the General Conditions of Contract as specified in Section 6: Conditions of Contract and Contract Forms?

Target: Accept General Conditions of Contract.

***2. Proposal Validity**

Do you accept that your proposal is valid for 90 days as required in Section 2. General Instructions and Section 3. Bid Data Sheet sections?

Target: Accept Proposal Validity Conditions.

***3. Proposal Forms**

Please provide Technical Proposal Forms (A-I) as per forms provided, duly signed by a legal representative of your company. **Do not provide the Financial Proposal Forms (J-K) at this stage. The Financial Proposal Forms (J-K) shall be submitted only in the "Commercial section" below. Non-compliance with this instruction may result in rejection of the proposal received.**

Target: Proposal Forms Submitted

***4. Company profile**

Please provide a Company Profile, which should not 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

Target: Company profile provided

***5. Legal documents**

Please provide legal documents including company registration certificate, legal representation, etc.

Target: Legal documents provided

6. Official Letter of Appointment or Power of Attorney

Please provide an Official Letter of Appointment as local representative, if Bidder is submitting a Bid on behalf of an entity located outside the country or the Power of Attorney.

Response attachments are optional.

7. List of Shareholders and Other Entities Financially Interested in the Firm

Please provide the 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

Response attachments are optional.



***8. Tax Registration/Payment Certificate**

Please provide the 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

9. Quality Certificates

Please provide (e.g., ISO, etc.) and/or other similar certificates, accreditations, awards and citations received by the Bidder, if any

Response attachments are optional.

***10. Financial Statements**

Please provide the 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)

Target: Financial Statements provided

***11. Statement of Satisfactory Performance**

Please provide the Statements of Satisfactory Performance (references) from the Top three (3) Clients in terms of Contract Value in the past three years

Target: Statement of Satisfactory Performance provided

12. Consortium or Subcontracting Agreement

Please provide Consortium or Subcontracting Agreement or letter of intent to form a consortium or a partnership, if applicable

***13. Methodology, Approach and Implementation Plan**

Please provide a 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

Target: Methodology, Approach and Implementation Plan provided

***14. Copies of contracts**

Please provide copies of contracts (**minimum 3 in the last 5 years**) to prove that Offeror meets the similar experience requirement (stated under Section 4: Evaluation Criteria)

***15. CVs and Statements of Exclusivity and Availability**

Please provide CVs (signed by the envisaged personnel), clearly stipulating the relevant experience which meets the listed requirements, of the Key personnel (mentioned in Section 5: Terms of Reference).

Please provide Statements of Exclusivity and Availability (signed by the envisaged personnel) for the Key personnel proposed.

Target: CVs and Statements of Exclusivity and Availability provided

2.3 Section 3. Evaluation Criteria - Minimum Eligibility



1. Evaluation Criteria - Minimum Eligibility

Eligibility will be evaluated on "Pass"/"Fail" basis.

If the Proposal is submitted as a Joint Venture/Consortium/Association, each member should meet minimum criteria, unless otherwise specified in the criterion.

Eligibility Criteria

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

*2. Compliance with Minimum Eligibility Criteria

Do you confirm that you comply with the Minimum Eligibility Criteria?

2.4 Section 4. Evaluation Criteria - Qualification

1. Evaluation Criteria - Qualification

Qualification will be evaluated on "Pass"/"Fail" basis.



If the Proposal is submitted as a Joint Venture/Consortium/Association, each member should meet minimum criteria, unless otherwise specified in the criterion.

Qualifications Criteria

Qualification Criteria	Documents to establish compliance
<p>History of non-performing contracts: Non-performance of a contract did not occur as a result of contractor default within the last 3 years.</p>	<p>Form F: Eligibility and Qualification</p>
<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 5 years of experience in implementing organization development programs in general education institutions.</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 assignments in the implementing organization development programs in general education institutions in the last 5 years.</p> <p><i>Copies of contracts shall be presented as part of the submission.</i></p> <p><i>(For JV/Consortium/Association, TEAM Lead company should meet requirement).</i></p>	<p>Form F: Eligibility and Qualification</p>



Minimum Key Personnel	
<p>The minimum Key personnel mandatory for the implementation of the contract:</p> <p>1 (one) Project/Task Manager</p> <ul style="list-style-type: none"> • 1 (one) Key Expert on Organizational Development Programs • 1 (one) School Management Trainer • 2 (two) Professional Mentors <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>
Financial Standing	
<p>Minimum average annual turnover of USD 200,000 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</i></p>	<p>Form F: Eligibility and Qualification</p>



<i>should meet requirement).</i>	
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***2. Compliance with Minimum Qualification Criteria**

Do you confirm that you comply with the Minimum Qualification Criteria?

2.5 Section 5. Technical Evaluation Criteria

1. Technical Evaluation Criteria

The technical proposal will be evaluated based on the criteria set here below following the maximum obtainable points set.

Evaluation team will score each criteria based on the information provided in the proposal.

To pass the technical evaluation, the proposal must score at least 70% of the maximum total obtainable points.

Summary of Technical Proposal Evaluation Forms

Summary of Technical Proposal Evaluation Forms		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	
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	Points obtain
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		able
1	<p>Reputation of organisation and staff credibility / reliability / industry standing.</p> <p>Organization / Company profile – 25 points:</p> <ul style="list-style-type: none"> • The company is a credible and 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	<p>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.</p> <ul style="list-style-type: none"> • Age of the legal entity (5 years – 15 pts, 2.5 pts for each additional year, up to 20 pts) • Strength of proposed project management support mechanism (up to 10 pts) • Proposed project management controls (up to 15 pts) 	45



3	<p>Relevance of specialised knowledge and experience:</p> <ul style="list-style-type: none"> • At least 5 (five) years of relevant experience in implementing organization development programs in general education institutions (5 years – 35 pts, 2.5 pts for each additional year, up to 50 pts); • At least 3 contracts in conducting in the implementing organization development programs in general education institutions (3 contracts – 35 points, 2.5 points for each additional contract, up to 50 points); • International experience in conducting specialized programs for organizational development aimed at transforming school culture(no experience – 0 pts, one contract – 20 pts, each additional contract – 2.5 pts, up to 50 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 – 10 pts) 	160
4	<p>Sustainable Criteria / Gender equality and diversity commitments:</p> <ul style="list-style-type: none"> • Overall gender balance in the team (5 pts); • Appointmentof women to managerial positions in the team (5 pts). 	10



Total Section 1	240
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Section 2. Proposed methodology approach and implementation plan		Points obtainable
1	<p>To what degree does the Proposer understand the task? (up to max 50 pts.):</p> <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 – from 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 – from 11 pts. to 40 pts; • 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 – from 0 pts. to 10 pts. 	50
2	<p>Have the important aspects of the task been addressed in sufficient detail? (up to max 60 pts):</p>	60



	<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 – from 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 – from 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 – from 0 pts. to 20 pts. 	
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 – from 26 pts. to 60 pts; • The different components of the assignment have been partially weighted relative to one another – from 11 pts. to 25 pts; • The different components of the assignment have not been weighted relative to one another – from 0 pts. to 10 pts. 	60
4	<p>Is the adopted conceptual framework appropriate for the task? (up to max 90 pts):</p>	90

	<ul style="list-style-type: none"> • The presented conceptual framework is appropriate for the assignment, all important aspects being fully described, and requirements addressed – from 61 pts. to 90 pts; • The presented conceptual framework requires some adjustments to fully incorporate all aspects and requirements of the assignment – from 26 pts. to 60 pts; • The presented conceptual framework requires major adjustments to address all the aspects and requirements of the assignment – from 0 pts. to 25 pts. 	
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 – from 46 pts. to 80 pts; • The scope of the task is well defined, yet does not fully correspond to the ToR – from 11 pts. to 45 pts; • The scope of the task is not well defined and does not correspond to the ToR – from 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 	50



	<p>promises efficient implementation of the assignment – from 41 pts. to 50 pts;</p> <ul style="list-style-type: none"> • The presentation is clear, well-structured with a defined yet rather unrealistic sequence of activities – from 11 pts. to 40 pts; • The presentation is not well structured and doesn't present a clear sequence of activities – 0 pts. to 10 pts. 	
7	Were any quality assurance, risk mitigation measures procedures proposed? (no – 0 pts., yes – up to 20 pts.).	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 (Bachelor's degree – 5 pts, Master's degree – 10 pts)	10	
	At least 5 years of progressive experience in planning, organizing and/or supervising/leading	30	



	comprehensive organizational or school development programs (less than 5 years – 0 pts, 5 years – 20 pts, each additional year – 5 pts, up to 30 pts)		
	Experience as Project/Task Manager in at least 3 similar projects (less than 3 projects – 0 pts, 3 projects – 30 pts, each additional project – 5 pts, up to 40 pts)	40	
	Experience in leading school development programs internationally is considered a strong advantage (no international exposure – 0 pts, up to 3 international projects – 15 pts, more than 3 projects – 30 pts)	30	
	Language proficiency (English – 5 pts, Romanian – 2,5 pts, Russian – 2.5 pts)	10	
2	Key Expert on Organizational Development Programs		100
	University degree in pedagogy, sociology, management, psychology or another related field (Bachelor's degree – 5 pts, Master's degree – 10 pts)	10	
	At least 3 years of experience in facilitating school development programs or/and training activities (less than 3 years – 0 pts, 3 years – 20 pts, each additional year – 5 pts, up to 30 pts)	30	
	Proven experience as Expert in at least 2 (two) projects related to development and	30	



	<p>implementation of school development programs (less than 2 projects – 0 pts, 2 projects – 20 pts, each additional project – 2.5 pts, up to 30 pts)</p>		
	<p>Experience in facilitating school development programs internationally is considered a strong advantage (no international exposure – 0 pts, up to 3 international projects – 15 pts, more than 3 projects – 20 pts)</p>	20	
	<p>Proficiency in English / Romanian / Russian languages (English language 5 pts, each additional language – 2.5 pts, up to max of 10 pts.)</p>	10	
3	School Management Trainer		70
	<p>University degree in pedagogy, sociology, management, psychology or another related field (Bachelor's degree – 5 pts, Master's degree – 10 pts)</p>	10	
	<p>At least 3 years of experience in facilitating school organization development programs or/and training activities (less than 3 years – 0 pts, 3 years – 20 pts, each additional year – 5 pts, up to 30 pts)</p>	30	
	<p>Experience in managing educational institutions (no experience – 0 pts, up to 3 years – 15 pts, more than 3 years – 20 pts)</p>	20	
	<p>Proficiency in English /Romanian / Russian languages (English language 5 pts, each</p>	10	



	additional language – 2.5 pts, up to 10 pts.)		
4	Professional Mentors (two)		60 (Average)
	University degree in pedagogy, sociology, management, psychology or another related field (Bachelor's degree – 5 pts, Master's degree – 10 pts)	10	
	At least 3 years of experience in conducting professional development programs for school managers (less than 3 years – 0 pts, 3 years – 15 pts, each additional year – 5 pts, up to a total of 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, two or more trainings or proven experience of mentorship – 15 pts)	15	
	Proficiency in English / Romanian / Russian languages. (English 5 pts, each additional language – 2.5 pts, up to max 10 pts.)	10	
Total Section 3			350

2.6 Section 6. Financial Evaluation

*1. Financial Proposal

Please provide the cost breakdown of your financial proposal as per Form K (Format for Financial Proposal)



and instructions provided. Indicate the total amount here and make sure it matches with the total amount indicated line items.

Target: Cost breakdown provided

2.7 Section I-1.

2.8 Section I-2.

2.9 Section I-3.



3 Lines

Instructions

The proposer is required to prepare the Financial Proposal following the format from Forms J and K and submit them in an envelope separate from the Technical Proposal (Forms A-I) as indicated in the Instruction to Proposers.

The inclusion of any financial information in the Technical Proposal (Forms A-I) 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.

Kindly note that bidders are expected to complete both Form J and K and upload these forms under the Commercial Section 6 in "Requirements" as well as complete the item line pricing below including the total proposal amount.

3.1 Line Information

Line	Category Name	Item	UOM	Estimated Quantity	Unit Price	Total Price	Additional Attributes
1-Deliverable 1.1: Set of evaluation instruments (questionnaires, assessment forms) developed in English	80101500						
2-Deliverable 1.2: Baseline assessment report developed and submitted to UNDP.	80101500						
3-Deliverable 2: School organizational development program methodology developed in English and submitted to UNDP	80101500						



Line	Category Name	Item	UOM	Estimated Quantity	Unit Price	Total Price	Additional Attributes
4-Deliverable 3.1: First progress report on the implementation of school organizational development program developed and submitted to UNDP. Training course materials translated to Romanian will be attached to the report.	80101500						
5-Deliverable 3.2: Final report on implementation of school organizational development program developed and submitted to UNDP. Training course materials translated to Romanian will be attached to the report.	80101500						
6-Deliverable 4.1. Training materials translated to Romanian.	80101500						



Line	Category Name	Item	UOM	Estimated Quantity	Unit Price	Total Price	Additional Attributes
7-Deliverable 4.2. Training of Trainer's report developed in English and submitted to UNDP.	80101500						
8-Deliverable 5. Professional development curriculum for school managers developed and submitted to UNDP, including course materials and evaluation tools for initial and final assessments .	80101500						
9-Deliverable 6. Report on the implemented activities with specific information of the participants, challenges, conclusions and recommendations, including end line assessment of the school culture of the five Model Schools submitted to UNDP.	80101500						

