

SECTION 5: TERMS OF REFERENCE – **Amendment no. 1**

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). 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 objectives:

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 Programme, UNDP will provide support in:

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. 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 organizational 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 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 students' performance from the Republic of Moldova in 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.

The monitoring measures of the gymnasium graduation exams, carried out by the MER and NACE in over 180 institutions in 8 districts in 2024, have attested a decrease in the exam passing rate, in some districts the passing rate dropped by 36%, from 100% to 64%.

Organizational Development

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 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).

B. Objectives of the assignment

UNDP Moldova intends to contract an organization or a consortium of organizations (hereinafter the "Contractor") to develop and conduct an organization development program in schools, aimed at transforming the organizational culture, that would address the multifaceted challenges facing the Moldovan education system. Based on the Model School concept and the project objectives, the purpose of the Model Schools organizational development program will be to facilitate a school culture of collaboration to improve students' learning and evidence-based decision making.

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

1. **Conduct a baseline assessment of the school culture of the 5 (five) selected Model Schools** aimed at evaluating the current state of the readiness degree of teachers and managers for school improvement.
2. **Develop methodology for a school culture improvement program** (hereafter school improvement Program), which would include trainings, workshops, mentorship sessions, coaching and individual consultancy encouraging the adoption of modern management practices that foster innovation, enhance educational outcomes and build a responsive educational environment. The list of themes for training could include **change management, evidence-driven decision making, data literacy etc.** The program is envisaged to last one academic year and will be designed to ensure guidance through coaching and individual consultancy throughout the whole academic year.
3. **Implement a school improvement program in 5 (five) selected Model Schools**, following the designed methodology. The school culture improvement program will last from **May 2025 to November 2026**. At least two training sessions of 3-days each should be organized in person for a total of 25 persons per training session. In addition, each of five schools must benefit of at least 10 (ten) hours of in-person and online coaching session over the entire duration of the program. *The logistics costs for the organization of the in-person trainings will be supported by UNDP.*
4. **Carry out Training of Trainers' Mentors program** on using evidence with regards to factors that influence students' performance for promoting teaching and learning practices improvement. The target group will be 20 future teacher's trainers, proposed by National Institute de Education and Leadership and Ministry of Education and Research. The training program will consist of two online sessions and two 3-days intensive in person trainings. *The logistics costs for the organization of the in-person trainings will be supported by UNDP.*
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 a responsive educational environment to the students' needs.

6. **Develop a report on the implemented activities** with specific information on the challenges, conclusions and recommendations for future steps for school improvement support programs, including end line assessment of the school culture of the 5 (five) Model Schools.

C. Key deliverables and tentative timetable

No.	Key deliverables	Tentative deadline
1	<p>Conduct a baseline assessment of the school culture of the 5 (five) selected Model Schools aimed at evaluating the current state of the readiness degree of teachers and managers for school culture improvement</p> <p>Deliverable 1.1. Set of evaluation instruments (questionnaires, assessment forms) developed in English.</p> <p>Deliverable 1.2. Baseline assessment report developed and submitted to UNDP.</p>	By 30 June 2025
2	<p>Develop the methodology for a school organizational development program aimed at culture improvement, which would include, but is not necessarily limited to, trainings, workshops, mentorship sessions, coaching and individual consultancy encouraging the adoption of modern management practices that foster innovation, data driven decision making, enhance educational outcomes and build a responsive educational environment.</p> <p>Deliverable 2. School organizational development program methodology developed in English and submitted to UNDP.</p>	By 30 September 2025
3	<p>Implement school organizational development program in five selected Model Schools, following the designed methodology, which will last one year, from July 2025 to August 2026</p> <p>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.</p> <p>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.</p>	<p>By 30 May 2026</p> <p>By 15 October 2026</p>
4	<p>Carry out Training of Trainers' Mentors' program for a group of approximately 20 individuals on using evidence regarding factors which influence students' academic performance for promoting change in schools focusing on sustainable development of teaching and learning practices. The training program will consist of two online sessions and two 3-days intensive in person trainings.</p> <p>Deliverable 4.1. Training materials translated to Romanian.</p> <p>Deliverable 4.2. Training of Trainers' Mentors' report developed in English and submitted to UNDP.</p>	By 30 November 2025
5	<p>Develop a curriculum for school managers' professional development based on identified needs and national educational policies, focusing on modern management practices that foster innovation, better educational outcomes and a responsive educational environment, based on evidence regarding students' performance.</p>	By

	Deliverable 5. Professional development curriculum for school managers developed and submitted to UNDP, including course materials and evaluation tools for initial and final assessments ¹ .	30 October 2026
6	Develop a 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. 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.	By 15 November 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 **May 2025 – November 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 Programme 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 travels and transportation for international experts, obtaining all needed permissions, and establishing and maintaining of good working relationships with all involved parties.

The Contractor will be responsible for carrying out the trainings, instruction, mentorship sessions with the selected schools in English, with translation in Romanian. UNDP Moldova will be responsible for making interpretation arrangements. All communications and documentation related to the assignment required by UNDP will be in English, unless specifically agreed otherwise.

Role of the UNDP Project:

- Offer capacity development support for the contracted partners on principles and implementation modality during the entire cycle of the Programme;
- Lead the communication and visibility process of the Project by involving the Programme Communications Consultant;
- Co-organize the logistics of the trainings and visibility events;
- Support the Contractor to get in contact with all relevant stakeholders and any actor to have a positive impact on Programme'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;
- 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 programmes.

Roles and duties of the Contractor:

- Allocate the proper and needed skilled personnel to deliver the results as expected;

¹ Coursework will be presented in modules that use adult learning theory, authentic experiences, and personal reflection to deepen learning.

- 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 **18 (eighteen)** months. The expected time of commencement of contract is **May 2025**.
- 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 staff, supervisors and enumerators to be engaged for the fieldwork.

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

- 1 (one) Project/Task Manager
- 1 (one) Key Expert on Organizational Development Programs
- 1 (one) School Management Trainer
- 2 (two) Professional Mentors

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.*

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 proposed 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 5 (five) years of relevant experience in conducting organization development programs in general education institutions;
- Minimum 3 assignments in the implementing organization development programs in general education institutions in the last 5 years;
- International experience in conducting specialized programs for organizational development aimed at transforming school culture is considered a strong asset;
- 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 in education;
- Experience as Project/Task Manager in at least 3 similar projects;
- Experience in leading school development programs internationally is considered a strong advantage;
- Proficiency in English language. Russian or Romanian languages is an advantage.

Key Expert on Organizational Development Programs

- University degree in pedagogy, sociology, management, psychology or another related field;
- At least 3 years of experience in facilitating school reform / improvement programs or/and training activities;
- Proven experience as Expert in at least 2 (two) projects related to development and implementation of school development programs;
- Experience in facilitating school development programs internationally is considered a strong advantage;
- Proficiency in English language. Russian or Romanian languages is an advantage.

School Management trainer:

- University degree in pedagogy, sociology, management, psychology or another related field.
- At least 3 years of experience in conducting school improvement programs or/and training activities for managers;
- Experience in managing educational institutions;
- Proficiency in English languages. Russian or Romanian languages is an advantage.

Professional Mentors:

- University degree in pedagogy, sociology, management, psychology or another related field;
- At least 3 years of experience in conducting professional development programs for school managers;
- Proven qualifications/experience in mentorship of peer teachers or school managers;
- Proficiency in English language. Russian or Romanian languages 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 TotalPrice (Weight for payment)
<p>Deliverable 1.1: Set of evaluations instruments (questionnaires, assessment forms) developed in English.</p> <p>Deliverable 1.2: Baseline assessment report developed and submitted to UNDP.</p> <p>Deliverable 2: School organizational development program methodology developed and submitted to UNDP.</p>	25%
<p>Deliverable 3.1: Progress report on the implementation of the mentorship program, developed and submitted to UNDP. Training course materials translated to Romanian will be attached to the report.</p>	25%
<p>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.</p> <p>Deliverable 4.1: Training of trainers' Mentors' materials translated to Romanian.</p> <p>Deliverable 4.2: Training of trainers' Mentors' report developed and submitted to UNDP.</p>	25%
<p>Deliverable 5: Professional development curriculum for school managers, including course materials and evaluation tools for initial and final assessments, developed and submitted to UNDP.</p> <p>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</p>	25%