



REQUEST FOR PROPOSAL (RFP)

All interested	DATE: April 15, 2021
	REFERENCE: 416-2021-UNDP-UKR-RFP-BMO

Dear Sir / Madam:

We kindly request you to submit your Proposal for conducting services of

‘Design and delivery of a medium-term cross-disciplinary in-person and remote training with a practical coaching component for leaders of selected SME Business Membership Organisations (BMOs)’

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **11:59 AM (Kyiv time) Friday, April 30, 2021** and via email to the address below:

United Nations Development Programme
tenders.ua@undp.org
Procurement Unit

Your Proposal must be expressed in the **English or Ukrainian or Russian**, and valid for a minimum period of **90 days**.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

NB. The Offeror shall create 2 archive files (*.zip format only!): one should include *technical proposal*; another one should include *financial proposal* and be encrypted with password. Both files should be attached to the email letter.

During evaluation process only technically compliant companies will be officially asked by UNDP procurement unit via email to provide password to archive with financial proposal. Please do not include the password either to email letter or technical proposal and disclose before official request.

Messages should **not exceed 20 MB in size**. Offers larger than 20 MB should be split into several messages (not more than 5) and each message subject should indicate “part x of y” besides the marking mentioned in the announcement and the solicitation documents. Messages larger than 20 Mb may not be delivered. *All electronic submissions are confirmed by an automatic reply.*

The Offeror shall mark the email letter/s:

Subject of the message should include: **“416-2021-UNDP-UKR-RFP-BMO” ‘Design and delivery of a medium-term cross-disciplinary in-person and remote training with a practical coaching component for leaders of selected SME Business Membership Organisations (BMOs)’**

Body of the message should include: **Name of the offeror**

Archive files should be marked as: **Technical proposal** and **Financial proposal**

Note: if the email letters or archive files are not marked as per the instructions in this clause, the procuring UNDP entity will not assume responsibility for the Proposal’s misplacement or premature opening.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP’s re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, 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.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP’s vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<https://www.undp.org/content/undp/en/home/procurement/business/protest-and-sanctions.html>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link:

<http://www.undp.org/content/dam/undp/img/corporate/procurement/UN%20Supplier%20Code%20of%20Conduct.pdf>

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Manal Fouani
Ms. Manal Fouani,
Deputy Resident
Representative
UNDP Ukraine
15-Apr-21

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Description of Requirements

Project name:	UN Strengthening MSME Business Membership Organisations, Phase II
Brief Description of the Required Services	'Design and delivery of a medium-term cross-disciplinary in-person and remote training with a practical coaching component for leaders of selected SME Business Membership Organisations (BMOs)'.
The overall objective	The overall goal is to increase the level of organisational development of twenty seven (27) Ukrainian Business Membership Organisations of small and medium businesses participating in the Project through several interrelated processes: organization of medium-term in-person and remote training of the BMO leaders (30 people, 9 modules), consulting support to the implementation of the acquired knowledge in the process of improving the BMOs operations, modular training of the BMO professionals in additional profile sub-modules (5 one-day sub-modules, groups of 27 people
Person to Supervise the Work/Performance of the Service Provider	Project manager, Maksym Boroda
Frequency of Reporting	According to TOR attached
Progress Reporting Requirements	According to TOR attached
Location of work	According to TOR attached
Expected duration of work	According to the proposed timeframe specified in the attached TOR
Target start date	May 2021
Target completion date	April 2022
Travels Expected	According to TOR attached
Special Security Requirements	n/a
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	All logistics of training participants (including travels, accommodation, and meals during the training) will be ensured by UNDP conference services provider and covered by UNDP Project
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars (USD). To Ukrainian companies UNDP makes payments in local currency based on the UN Operational Exchange Rate prevailing at the time of invoicing. For details please see: http://treasury.un.org <input type="checkbox"/> Euro <input checked="" type="checkbox"/> UAH
Value Added Tax on Price Proposal	<input type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes (VAT should be clearly indicated in separate line), if applicable <input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes

Validity Period of Proposals <i>(Counting for the last day of submission of quotes)</i>	<input type="checkbox"/> 30 days <input type="checkbox"/> 60 days <input checked="" type="checkbox"/> 90 days <input type="checkbox"/> 120 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted <input type="checkbox"/> Permitted
A pre-proposal conference will be held on:	Pre-Bidding Conference will be held on 22-Apr-2021 at 11-30 am (Kyiv time) via Skype . Interested bidders are required to register for Pre-Bidding Conference by submitting their company name, list of attending representatives and their contact information as well as Skype ID at the following e-mail: procurement.ua@undp.org Attn: Procurement Unit Subject: 416-2021-UNDP-UKR-RFP-BMO – Pre-Bidding Conference Registration
Payment Terms	The contractor is invited to assess the complexity of work on the implementation by each of these Deliverables, and to offer the customer the preferred percentage of the total proposed value of the contract. Proposed by UNDP payment schedule: Payments for the Contractor's services will be made in 4 instalments upon completion of the following tasks: - 20% of the total contract amount to be paid upon completion of Deliverables 1-4, and approval of the first interim report by UNDP. - 40% of the total contract amount to be paid upon completion of Deliverables 5-8, and approval of the second interim report by UNDP. - 20% of the total contract amount to be paid upon completion of Deliverables 9-11, and approval of the third interim report by UNDP. - 20% of the total contract amount to be paid upon completion of Deliverables 12-16, and approval of the final report by UNDP. Payment terms: Not later than thirty (30) days as of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; b) Receipt of invoice from the Contractor.
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Project manager, Maksym Boroda
Type of Contract to be Signed	<input type="checkbox"/> Purchase Order <input type="checkbox"/> Institutional Contract <input checked="" type="checkbox"/> Contract for Goods and/or Services <input type="checkbox"/> Long-Term Agreement <input type="checkbox"/> Other Type of Contract

Criteria for Contract Award	<input type="checkbox"/> Lowest Price Quote among technically responsive offers <input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). <u>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.</u>
Criteria for the Assessment of Proposal	<u>Technical Proposal (70%)</u> <input checked="" type="checkbox"/> Experience of the company/organization submitting the proposal 30% <input checked="" type="checkbox"/> Proposed work plan, methodology and approach 45% <input checked="" type="checkbox"/> Personnel and invited experts/consultants 25% <u>Financial Proposal (30%)</u> To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.
UNDP will award the contract to:	<input checked="" type="checkbox"/> One supplier <input type="checkbox"/> One or more Supplier, depending on the following factors (according to Lots): <input type="checkbox"/> Respectively per each LOT <input type="checkbox"/> The general combination of the lowest prices for all lots, based on different combinations of award contracts <input type="checkbox"/> Regardless of the ability to execute work on more than one lot, UNDP can at its discretion to award a contract to other parties for the purpose of reduce the risk of work. <input type="checkbox"/> If Bidder submits proposal for more than one LOT, UNDP keeps it's right for request of additional information, which could confirm ability of supply lots a per each lots.
Annexes to this RFP	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> General Terms and Conditions / Special Conditions - Available through the Link: https://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html <input checked="" type="checkbox"/> Detailed TOR and Evaluation Criteria (Annex 3) <input checked="" type="checkbox"/> Contract for Goods and/or Services (Annex 4)
Contact Person for Inquiries (Written inquiries only) ¹	<i>Procurement Unit</i> <i>UNDP Ukraine</i> procurement.ua@undp.org Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.

¹ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

Documents to be submitted in proposal	<p><input checked="" type="checkbox"/> Submission forms duly filled and signed, as per templates provided in annexes to the solicitation document (Annex 2);</p> <p><input checked="" type="checkbox"/> Business Licenses (Copies of State/Tax registration documents) and other Certificates (if any). In case a group of experts decides to apply, a letter of affiliation with an officially registered organization (which will be the Contractor in case of contract award) must be provided;</p> <p><input checked="" type="checkbox"/> A detailed description of approach to the assignment: 1) concepts to be used in the training plan for the in-person and remote training with focus on practical application of knowledge and skills in BMO's daily work, particular courses in each module, and a summary of each course; 2) concepts for coaching to be provided by the Contractor's consultants in drafting of the strategic development plan and implementation of at least one internal project of organizational development in each BMO (10 pages max);</p> <p><input checked="" type="checkbox"/> A proposed working plan (incl.schedule) with a list of key events (3 pages max);</p> <p><input checked="" type="checkbox"/> References to, or summaries of previous successfully completed projects (at least 2 references to clearly demonstrate relevancy, scope of work and Contractor's results);</p> <p><input checked="" type="checkbox"/> At least two recommendations from previous clients with clear indication of the service provided, relevant to the nature of the current tender;</p> <p><input checked="" type="checkbox"/> CVs of the project team members with clear demonstration of how the relevant qualification requirements are met and clear indication of each member's role in the proposed team structure;</p> <p><input checked="" type="checkbox"/> Financial proposal (must be password protected and provided in separate archive or file. Don't provide password unless requested and don't include password to letter with technical proposal part).</p>
Other Information Related to the RFP	<p><u>Administrative Requirements:</u></p> <ul style="list-style-type: none"> ✓ Submitted offers will be reviewed on "Pass" or "Fail" basis to determine compliance with the below formal criteria/ requirement/s: ✓ Offers must be submitted within the stipulated deadline ✓ Offers must meet required Offer Validity ✓ Offers have been signed by the proper authority ✓ Offers include requested company/organization documentation, including documentation regarding the company/organization's legal status and registration <p>Offers must comply with general administrative requirements:</p> <p>The company/organization submitting the proposal:</p> <ol style="list-style-type: none"> 1. An officially registered educational institution (university, institute, business school etc.); 2. At least 7 years of experience in provision of educational services, resulting in officially issued and recognized diploma/ certificate. 3. At least 5 years of experience in development and provision of specifically tailored medium-term training programmes for the leaders of NGOs, or CSOs, or business associations; 4. Experience in medium-term and long-term (over 6 months) consulting projects in organizational development for businesses, or NGOs, or BMOs (at least 2 successfully completed projects)

5. Availability of references to experience in development of training plans for medium-term training of target groups, arrangements for in-person and remote training, consultancy and coaching with focus on practical results;

6. Relevant experience in working with the international organizations (at least one assignment);

7. Requirements for the project team members:

Team leader / Project manager

- 1) Master's / Specialist's degree in marketing, communications, economics, finance, law, management, business administration, public administration, social sciences, or related area;
- 2) At least 5 years of experience in project management and / or leading of teams that provided regular or special training for leaders of NGOs, or CSO, or BMOs, or businesses;
- 3) At least 5 years of experience in consultancy on drafting of strategic plans for organisational capacity development for NGOs, or CSO, or BMOs, or businesses;
- 4) Fluency in Ukrainian / Russian, upper intermediate English.

Training developer

- 1) Master's / Specialist's degree in marketing, communications, economics, finance, law, management, business administration, public administration, social sciences, or related area;
- 2) At least 3 years of experience in drafting of training plans for business-oriented training;
- 3) Fluency in Ukrainian / Russian, upper intermediate English.

Training coordinator in organizational development

- 1) Master's / Specialist's degree in marketing, communications, economics, finance, law, management, business administration, public administration, social sciences, or related area;
- 2) At least 5 years of experience in drafting of training plans for business-oriented training;
- 3) Proven experience as a consultant in organisational development for businesses or NGO/CSO will be an advantage. Experience in consultancy for BMO will be an additional advantage;
- 4) Fluency in Ukrainian / Russian.

Training coordinator in business services development

- 1) Master's / Specialist's degree in marketing, communications, economics, finance, law, management, business administration, public administration, social sciences, or related area;
- 2) At least 5 years of experience in drafting of training plans for business-oriented training;

	<ol style="list-style-type: none"> 3) Proven experience as a consultant in business services development for businesses or NGO/CSO will be an advantage. Experience in consultancy for BMO will be an additional advantage; 4) Fluency in Ukrainian / Russian. <p>Training coordinator in advocacy and public-private dialogue (PPD)</p> <ol style="list-style-type: none"> 1) Master's / Specialist's degree in marketing, communications, economics, finance, law, management, business administration, public administration, social sciences, or related area; 2) At least 5 years of experience in drafting of training plans for business-oriented training; 3) Proven experience as a consultant in advocacy and PPD for businesses or NGO/CSO will be an advantage. Experience in consultancy for BMO will be an additional advantage; 4) Fluency in Ukrainian / Russian. <p>Other information is available on http://procurement-notice.undp.org; For the information, please contact procurement.ua@undp.org</p>
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**** Dear partners!**

The United Nations Office in Ukraine would like to inform you that the purchase of goods and services announced in the tender will be carried out within the project of international technical assistance.

According to the provisions of the Tax Code of Ukraine (paragraph 197.11), an exemption from VAT is provided for operations that are financed through material and technical assistance.

The procedure for obtaining the right to exemption from taxation for operations that are made within international technical assistance projects is regulated by the Decree of the Cabinet of Ministers of Ukraine No.153 dated February 15, 2002.

According to this procedure, the price of the contract is determined "without VAT" and the tax invoice is drawn up in accordance with paragraph 2 of Order No. 1307. In the left part of this invoice, the corresponding mark "X" should be made and the type of reason 12 should be indicated. At the same time in the column "Recipient" (buyer) the name of the legal entity (UN Office in Ukraine) should be indicated, and in the column "Individual tax number of the beneficiary" (buyer) should be indicated conventional TIN (taxpayer reg. No.) "200000000000".

Based on the above stated, we request that you prepare your bid proposals / invoices for payment without VAT taking into account the provisions of the Ukrainian legislation stated in the above-mentioned normative acts.

If you have any additional questions, please contact the offices of the State Fiscal Service of Ukraine at the place of registration of your company for additional advice within the Article 52 of the Tax Code of Ukraine.

**** Уважаемые партнеры!**

Представительство ООН в Украине информирует Вас, что приобретение товаров и услуг объявленных в тендере 416-2021-UNDP-UKR-RFP-ВМО производится в рамках выполнения проекта международной технической помощи. Согласно положений Налогового Кодекса Украины (п. 197.11) предусмотрено освобождение от налогообложения НДС операций, которые финансируются за счет материально-технической помощи.

Порядок получения права на освобождение от налогообложения операций, которые производятся в рамках проектов международной технической помощи регламентируется постановлением Кабинета Министров Украины от 15 февраля 2002 года №153. В случае наличия права на применение этой НДСной льготы на дату получения аванса от ПРООН вы должны составить и зарегистрировать в ЕРНН налоговую накладную (далее — НН), которая заполняется следующим образом:

- в графе «Складена на операції, звільнені від оподаткування» верхней левой части делается пометка «Без ПДВ»;
- в раздел А табличной части НН (строки I - X) вносятся обобщающие данные по операциям, на которые складывается такая НН, а именно: в строке I указывается общая сумма средств, подлежащих уплате с учетом НДС; в строке IX — общий объем поставки товаров/услуг. Строки II - VIII раздела А не заполняются;
- в графе 2 раздела В указывается номенклатура услуг поставщика (продавца);
- в графа 3.3 раздела В — код услуги согласно ГКУ. Графа 3.3 заполняется на всех этапах поставки услуг;
- в графе 4 и 5 — единица измерения услуг;
- в графе 6 — количество (объем) поставки услуг;
- в графе 7 — цена поставки единицы услуги без учета НДС;
- в графе 8 — указывается код ставки НДС 903;
- в графе 9 — код льготы согласно Справочнику других налоговых льгот налоговых льгот, утвержденному ГФС по состоянию на дату составления НН — «14060523»;
- в графе 10 — объем поставки без учета НДС (сумма аванса). Детально — в материалах «Налоговая накладная – 2017: порядок заполнения» и «Новая налоговая накладная в образцах».

Что касается налогового кредита с НДС по покупкам материалов для выполнения соответствующих строительных работ, то здесь правила его компенсации, предусмотренные п. 198.5 НКУ, не действуют. Ведь согласно п. 198.5 НКУ на операции по поставке товаров и услуг, освобождение от налогообложения НДС которых предусмотрено п. 197.11 НКУ, правила начисления налоговых обязательств не распространяются.

Это значит, что в ходе использования материалов, которые покупались с НДС, для выполнения данных работ налоговый кредит компенсировать не нужно, соответственно не нужно и начислять для этого налоговые обязательства.

Исходя из вышесказанного, просим Вас формировать Ваши тендерные заявки/счета на оплату без НДС учитывая положения украинского законодательства, изложенного в перечисленных нормативных актах.

В случае возникновения дополнительных вопросов просим Вас обращаться в отделения Государственной Фискальной Службы Украины по месту регистрации Вашего предприятия для получения дополнительной консультации в рамках статьи 52 Налогового Кодекса Украины.

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL²***(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery³)***

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the **416-2021-UNDP-UKR-RFP-BMO** dated 4/15/2021, and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

A. Qualifications of the Service Provider

BRIEF COMPANY PROFILE	
The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:	
Full registration name	
Year of foundation	
Legal status	If Consortium, please provide written confirmation from each member
Legal address	
Actual address	
Bank information	
VAT payer status	
Contact person name	
Contact person email	
Contact person phone	
Company/Organization's core activities	
Profile – describing the nature of business, field of expertise,	Please indicate here

² This serves as a guide to the Service Provider in preparing the Proposal.

³ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

licenses, certifications, accreditations (If any);	
Business Licenses – Registration Papers, Tax Payment Certification, etc	EDRPOU, ID tax number Copies of State registration and Tax registration should be attached
Certificates and Accreditation	Please indicate here applicable including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.
Please provide contact details of at least 2 previous partners for reference	Please attach the signed reference letters <i>if any</i> . At least two recommendations from previous clients with clear indication of the service provided, relevant to the nature of the current tender;
Company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.	Yes/No (Please choose)
Other relevant information	

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology, and expected deliverables, implementation schedule for each deliverable/output will be appropriate to the local conditions and context of the work.

Must include:

- 1. A detailed description of approach to the assignment: 1) concepts to be used in the training plan for the in-person and remote training with focus on practical application of knowledge and skills in BMO's daily work, particular courses in each module, and a summary of each course; 2) concepts for coaching to be provided by the Contractor's consultants in drafting of the strategic development plan and implementation of at least one internal project of organizational development in each BMO (10 pages max);**
- 2. A proposed working plan (incl.schedule) with a list of key events (3 pages max)**

C. Qualifications of Key Personnel

If required by the RFP, the Service Provider must provide:

- a) Names and qualifications of the key personnel that will perform the services; description of roles of key personnel (Team Leader, Experts);**
- b) CVs demonstrating qualifications, experience and language skills of project team as well as contact details for referees;**
- c) Written confirmation from each team member that they are available for the entire duration of the contract.**

Financial Proposal

The tenderer shall submit the Financial proposal in an envelope separate from the rest of the tender as instructed in the Instructions to tenderer

The Financial proposal shall contained a detailed cost breakdown with separate figures for each functional group or category.

Any reimbursable expense, such as travel or petty cash, shall be listed separately.

Should the Supplier require use of any equipment, the cost breakdown shall provide both options for purchase or rent of such equipment. UNDP reserves the right of either renting the equipment or purchasing it through the Supplier.

The form of the proposal provided below is only for guidance in preparation of the Financial proposal. Some of the expenses listed in the form are neither required, nor applicable, but are only provided herein for reference purpose.

Taking into account that purchase of services will be carried out within the project of international technical assistance, price offers/invoices for payment must be presented without VAT.

A. Cost Breakdown per Deliverables*

The key steps and a description of the results that must be obtained in the specified time frames are listed below.

The contractor is invited to assess the complexity of work on the implementation by each of these stages, and to offer the customer the preferred percentage of the total proposed value of the agreement.

No	Deliverables as listed in the ToR	Percentage of Total Price (share of payment)	Amount, currency, excluding VAT
1.	A schedule for the development of organisational capacity of selected BMOs		
2.	A training plan with a detailed description of courses for the first 3 modules		
3.	Conduct a separate ToT for the BMOs' leaders (a 'zero' one-day module prior to start of the main training for 30 leaders of the BMOs)		
4.	The first interim work progress report		
5.	The first stage of the training (1-3 modules for the BMOs' leaders and professionals) and coaching		
6.	An on-line conference / information event to mark the start of the training process		
7.	A training plan with a detailed description of courses for the modules 4-6		
8.	The second interim work progress report		
9.	The second stage of the training (4-6 modules for the BMOs' leaders and professionals) and coaching		
10.	A training plan with a detailed description of courses for the modules 7-9		
11.	The third interim work progress report		

12.	The third stage of the training (4-6 modules for the BMOs' leaders and professionals) and coaching		
13.	The development of a series of 3 manuals for public distribution		
14.	Guidelines for universities and business schools in Ukraine		
15.	An on-line conference/information event to present lessons learnt from the training of the BMOs' leaders		
16.	The final report		
	Total, currency, excluding VAT	100%	

Deletions or changes in this form are not allowed. Any deletions or changes may lead to the rejection of the tender

**This shall be the basis of the payment tranches*

B. Cost Breakdown by Cost Component:

The tenderers shall submit a cost breakdown for expenses specified above for each subtotal using the form provided below. UNDP will use the cost breakdown to assess the credibility of prices and for price estimates should both party agree on adding extra deliverables to the original scope of services.

No	Activity / Costs	Unit	Quantity	Unit price	Amount, currency, without VAT
1	Personnel				
1.1	<i>Team leader</i>	month	12		
1.2	<i>Training developer</i>	month			
1.3	<i>Coordinator 1</i>	month			
1.4	<i>Coordinator 2</i>	month			
1.5	<i>Coordinator 3</i>	month			
1.6	<i>Others (specify as necessary)</i>				
2	Training process				
2.1	<i>In-person training of 30 BMOs' leaders on Contractor's appropriately equipped premises (9 modules, two days per month, 7 hours of classes per day and one hour of moderated discussion, webcasting of at least 30% of the training content online)</i>	1 day	18		
2.2	<i>In-person training of BMOs' professionals on Contractor's appropriately equipped premises (5 sub-modules, each 1 day long, including 7 hours of classes and one hour of moderated discussion, webcasting of at least 30% of the training content online)</i>	1 day	5		
2.3	<i>Direct variable costs per 1 participant – BMO's leader (personal training materials, notebooks, stationary, etc.)</i>	per 1 person	30		
2.4	<i>Direct variable costs per 1 participant – BMO's professional (personal training materials, notebooks, stationary, etc.) per 1 person</i>	per 1 person	135		
2.5	<i>Remote meetings with speakers (group webinars – at least twice a month, each 1.5 hour long with an open cast on social networks)</i>	1 event	18		
2.6	<i>An online round table with leaders of international BMOs</i>	1 event	3		
3	Coaching in development of BMO organisational capacity				
3.1	<i>Support to BMO by a personal coach on drafting of a new strategy during training</i>	1 BMO	27		
3.2	<i>An off-site strategic session</i>	1 event	27		
3.3	<i>Travel expenses by a consultant (travel and lodging)</i>	1 travel			
4	A development of a series of manuals–booklets for public distribution. The volume of each booklet is about 4 author's sheets (160,000 printed characters).	1 original – draft booklet	3		
5	A development of guidelines for universities and business schools in	1 original – draft booklet	1		

	Ukraine on how to teach BMOs’ leaders. The volume of the booklet is about 2 author’s sheets.				
6	Other expenses (to be specified)				
	TOTAL, currency, without VAT				

*[Name and Signature of the Service
Provider’s Authorized Person]
[Designation]
[Date]*

TERMS OF REFERENCES (TOR)

Project title: Strengthening MSME Business Membership Organisations, Phase II

Description of the assignment: ‘Design and delivery of a medium-term cross-disciplinary in-person and remote training with a practical coaching component for leaders of selected SME Business Membership Organisations (BMOs)’

Country / Place of implementation: Kyiv, Ukraine

Possible travels (if applicable): All logistics of training participants (including travels, accommodation, and meals during the training) will be ensured by UNDP conference services provider and covered by UNDP Project

Starting date of the assignment: April 2021

Duration of the assignment/or end date (if applicable): 12 months

Supervisor’s name and functional post: Project manager, Maksym Boroda

I. PREAMBLE

Ukraine is a country with a very challenging business environment, especially for Micro, Small and Medium Enterprises (MSMEs). MSMEs provide jobs for over 4 million people in Ukraine, and generate nearly 20% of the country’s GDP. The Government of Ukraine has been stepping up its efforts in implementing economic reforms and creating favourable conditions for businesses, strengthening the MSMEs position in the economy.

The Business Membership Organisations (BMO hereinafter) are an important component of the business support infrastructure, facing several challenges due to the weakness of the entire BMO sector, and the low level of their organisational capacity, resilience and maturity of particular BMOs in terms of service delivery strategy, and low awareness and understanding of BMOs’ benefits among existing and potential members. BMOs are mostly small organisations (with the exception of the system of chambers of commerce and industry), which have only a few permanent employees; their limited resources and structure do not ensure the implementation of the declared mission of the organization. In addition, BMOs are often unable to realise their organisational shortcomings and obstacles, thus inhibiting their development.

During 2015-2018, UNDP in cooperation with the Ministry of Economic Development and Trade and with the financial support of Switzerland supported the BMO through the Project ‘Strengthening SME Business Membership Organizations’.

Based on the experience and lessons learned, the key focus of Phase II of the Project is to ensure sustainability and build-up of positive results achieved in the first phase, particularly intensifying the voice of MSMEs in Ukraine by strengthening more professional, demand-oriented and customer-oriented BMOs. The Project also aims at expanding the representation of BMOs throughout Ukraine, and is expected to have a positive impact on their ability to engage members, promote constructive cooperation with government agencies, and policy development, all ultimately leading to the growth of the MSME sector.

Phase II of the Project is implemented through four interconnected components related to the organisational capacity and management of the BMO, improvement and expansion of service delivery, advocacy and effective cooperation with the government at all levels. The Project is to develop, and provide special capacity development support to selected organisations representing different macro-regions and sectors of Ukraine in order to help strengthen their institutional / organisational / financial capacities in representing the private sector, and promoting a more active, sensitive, professional and policy-oriented dialogue between the public and private sectors.

As a result of the selection process, the Project has selected 20 BMOs of different types and geographical coverage. This group includes the National CCI (Chambre de Commerce and Industry), 5 regional CCIs, 5 regional universal BMOs and 9 industry-specific associations.

Ukrainian Association of Furniture Manufacturers	Kyiv	http://uafm.com.ua
Dairy Association	Uman	http://avm-ua.org/uk
Association of Industrial Automation Enterprises of Ukraine	Kyiv	https://appau.org.ua
Vinnytsia Regional Organization "Union of Entrepreneurs "Stina", CSO	Vinnytsia	http://www.stina.org.ua
Union for Promotion of Rural Green Tourism Development in Ukraine, CSO	Kyiv	http://www.greentour.com.ua
Vzaimodiya-Plus, CSO	Kramatorsk	https://vz-plus.org
Business Women Club MLT, CSO	Melitopol	https://bw-melitopol.club
Business Community Club, CSO	Lviv	http://www.bc-club.org.ua
'Women in Business' Ukrainian Platform, CSO	Vinnytsia	http://winb.com.ua
Residential Property Managers and Operators Association, Civic Union	Lviv	https://amugn.org.ua
Karpatsky Smak, Civic Union	Lviv	http://tuca.com.ua
Organic Ukraine, Civic Union	Kyiv	http://organicukraine.org.ua
Poltava Business Association, Civic Union	Poltava	https://www.pab.pl.ua
Interregional Union of Poultry Breeders and Fodder Producers of Ukraine, Civic Union	Kharkiv	http://ptahokorm-union.com
Western Ukrainian Fashion Industry Cluster, Civic Union	Lviv	http://wufic.com.ua
Donetsk Chamber of Commerce and Industry	Kramatorsk	https://donetskcci.com
Zaporizhzhia Chamber of Commerce and Industry	Zaporizhzhia	http://www.cci.zp.ua
Ivano-Frankivsk Chamber of Commerce and Industry	Ivano-Frankivsk	http://www.cci.if.ua
League of Business and Professional Women, CSO	Chernihiv	http://bpwua.org
Odesa Regional Chamber of Commerce and Industry	Odesa	https://orcci.odessa.ua
Sumy Chamber of Commerce and Industry	Sumy	http://cci.sumy.ua
Ukrainian Chamber of Commerce and Industry	Kyiv	https://ucci.org.ua

Ukrainian Association of Visual Industry	Kyiv	http://uavi.com.ua
Ukrainian Association of Textile Industry Enterprises (Ukrlegprom)	Kyiv	http://www.ukrlegprom.org
Ukrainian Door Association	Kyiv	http://uadm.in.ua
Private Employers Association, Kharkiv regional CSO	Kharkiv	https://apr.org.ua
Kharkiv Chamber of Commerce and Industry	Kharkiv	http://kcci.kharkov.ua

The Project will additionally provide further support to the 7 Partner BMOs involved in Phase I of the Project, which will be further trained to serve as centres or platforms for cooperation with a wider range of BMOs, thus spreading the experience and knowledge gained in Phase I and helping to consolidate the MSME sector. The seven partner BMOs engaged in Phase I of the Project will act as tutors and present their own organisation development experience to the new partner BMOs.

Ukrainian Association of Furniture Manufacturers	Kyiv	http://www.uafm.com.ua
Union for Promotion of Rural Green Tourism Development in Ukraine, CSO	Kyiv	http://www.greentour.com.ua
Vinnytsia Regional Organization "Union of Entrepreneurs "Stina", CSO	Vinnytsia	http://stina.org.ua
Business Community Club, CSO	Lviv	http://www.bc-club.org.ua
Interregional Union of Poultry Breeders and Fodder Producers of Ukraine, Civic Union	Kharkiv	http://ptahokorm-union.com
Donetsk Chamber of Commerce and Industry	Kramatorsk	http://donetskcci.com
Chernihiv City League (Club) of Business and Professional Women	Chernihiv	http://business.wu.cn.ua

Additionally, an alternative list of 4 BMOs has been established.

The Project assessed the level of organisational development of the selected BMOs based on the INTRAC methodology. This helped to assess the overall organisational capacity of selected BMOs, identify their strengths and weaknesses, the quality and scope of services provided, advocacy and mediation opportunities, and provided detailed information on nine areas of organisational capacity relevant to BMOs.

The results of this assessment helped to identify the actual situation and needs of the selected BMOs and lay the foundation for planning and carrying out further capacity building activities that will allow BMOs to implement and adhere to the principles of good governance, streamline internal processes, establish relationships, build networks with other appropriate organisations, conduct advocacy campaigns and engage in effective dialogue between the public and private sectors.

II. OVERALL GOAL AND OBJECTIVE

The overall goal is to increase the level of organisational development of twenty seven (27) Ukrainian Business Membership Organisations of small and medium businesses participating in the Project through several interrelated processes: organization of medium-term in-person and remote training of the BMO

leaders (**30 people, 9 modules**), consulting support to the implementation of the acquired knowledge in the process of improving the BMOs operations, modular training of the BMO professionals in additional profile sub-modules (5 one-day sub-modules, groups of 27 people). This will require the following:

- Change perception of things by the BMOs' leaders, expand their understanding of the role that business associations can play for the entire society, not just small and medium enterprises. This includes, among other things, improving civic literacy, reviewing case studies successful international BMOs, in-depth understanding of, and implementation of the Sustainable Development Goals (SDGs) into each organisation's strategy.
- Develop leadership skills and professional competencies of the leaders of the selected BMOs. These BMOs consist of national, regional and sectoral organisations from various macro-regions of Ukraine. The training of the BMO's leaders should ultimately precede the development of organisational capacity of BMOs, increase their abilities in active expansion of their membership, provision of services and conduct of strong advocacy.
- Streamline the training process such as to be of the most practical and applied nature, and build it around the UNDP-initiated process of improving the development strategies of particular business organisations, developing strategic and operational plans and their professional and consistent implementation. This will require a specific organisation of the coaching process by the Contractor, and active participation by each of the BMOs.
- Coordinate the process of training of a group of leaders in the main 9 module programme of the strategic level with practical training of select BMOs' professionals in profile one-day sub-modules to achieve a synergistic effect between these programmes and create a "common language" between BMOs' leaders and professionals.

The program will combine an in-person and remote training components. The implementation of the in-person component should comply with quarantine restrictions during the Covid-19 pandemic: split-up of participants between 3 groups of up to 13 people in each including a UNDP representative in the group, a technical support person for the broadcast, and a teacher. At the same time, the Project will expect classes to be arranged such as to allow for migration of participants between groups in different modules during practical work, presentation of tasks, discussions in support of maximum networking between the BMOs' leaders, and deep understanding of the specifics of each partner organisation for the sake of long-term partnerships.

The final beneficiary of this programme is existing and potential members of the selected business membership organisations and the entire community of small and medium businesses in Ukraine, which seeks to create or develop business associations.

Another goal of the pilot training is to draw attention of all leading business schools, and universities to the need for medium and short-term training of business associations' leaders, and to develop with the help of the Contractor basic recommendations for specialised trainings based on the results of the Project.

III. SCOPE OF WORK AND EXPECTED OUTCOMES

GENERAL PRINCIPLES FOR THE DEVELOPMENT AND IMPLEMENTATION OF THE TRAINING PROGRAMME

- The training programme should be aimed at strengthening the leadership in BMO for the purpose of improving the development strategy and its implementation through better management of the organisation.
- The programme should focus on developing the competencies of two key categories of participants: association leaders of business membership organisations, and relevant professionals. The

Contractor should consider the specifics of each category in preparation and implementation of the programme.

- The training program should be based on the principles of adult learning, and be aimed at developing the practical skills of participants, which will further use them to develop the organisation in all aspects of operations and improve the strategic and operational management of the BMO.
- This programme should be built on a competency-based approach to learning. The programme should particularly develop skills and competencies that will help participants in functioning as leaders, members of supervisory boards, executive directors, etc.
- The training should combine theories and methodologies based on relevant processes and skills, and highlight specific cases and practices.
- The programme should include possibilities and specific facilities / events to help learn and implement best international practices for operation and development of SMEs business membership organisations.
- The programme should allow for, and encourage practices of mutual learning through the exchange of experiences between participants of the programme (peer learning).
- Training modalities to be used by the contractors may include an in-person training in Ukraine, remote training, coaching, mentoring, etc., as long as it ensures the use of knowledge in practical improvement of the BMOs' operations.

As guided by the UNDP Project Manager, and in coordination with the UNDP project team, the Contractor will perform the following works:

1. Review the results of the independent assessment of the organisational development of 27 selected business membership organisations, and preliminary plans for their further development to be provided by UNDP. The assessment was made by a separate contractor and represents a combined index of the organisation capacity based on the average scoring from 1 to 5 in nine basic organisational capacity elements of the business membership organisation, namely, the mission and strategic planning, the board structure and management practices, the membership, the ability to adapt, the representation and advocacy capacities, the role in the sector, the provision of services, the financial sustainability and resource mobilization, and the financial management.

2. Develop a detailed training plan in the key areas:

- Development of the organisational capacity and management of BMOs,
- Development of financial stability of BMOs through introduction and improvement of business development services (BDS), and
- Advocacy and efficient cooperation with the government at all levels.

As a minimum the training plan should include the following courses (the list is only for reference, the contractor is expected to develop the final programme based on their professional experience, results of previous studies and interviews with participants. The development process should be participative, i.e. allowing for participation of BMOs' leaders and representatives of UNDP). The UN Sustainable Development Goals should be logically integrated into the various courses:

2.1. Development of personal leadership competencies.

- 2.2. Sustainable development of a modern business membership organisation: functions, funding, good governance and change management in BMOs.
- 2.3. Fundamentals and specifics of the strategic management of business membership organisations, monitoring and feedback.
- 2.4. Policy development and integration into day-to-day operations of BMOs.
- 2.5. Management of business processes in BMOs.
- 2.6. Team and personnel management.
- 2.7. Resource management.
- 2.8. BMO marketing.
- 2.9. Programme and project management.
- 2.10. Internal and external communications in BMOs'
- 2.11. Effective strategies for interactions with members and clients of BMOs (development of the membership base, strategies for attraction of new members, retention of members, administration).
- 2.12. Effective strategies for introduction and quality improvement of business development services in BMOs. Functions and services of BMOs.
- 2.13. Tools for, and approaches to analysis of situations, demands, potentials, and capacities / resources.
- 2.14. Basic definitions of avocation and functions of interaction with the authorities at all levels.
- 2.15. Objects and subjects of advocacy. Development of a map of stakeholders.
- 2.16. Definition of advocacy goals and development of an advocacy campaign from the ground.
- 2.17. Methods of interactions with the authorities. A public-private dialogue.

NB: The tenderer should propose a unique list of courses as part of the proposed training methodology to be a key subject of evaluation (see below). The tenderer should also briefly describe each of the courses and demonstrate how the specifics of the BMOs sector will be incorporated in each of the courses.

3. In-person and remote training arrangements

3.1 In-person training arrangements.

Travel arrangements for participants, their accommodation and meals during the training, as well as translation services and anti-covid personal products such as individual hygiene masks and sanitizers for all training participants will be ensured by a UNDP conference service provider and covered by the UNDP Project.

Should the COVID-19 pandemic quarantine restrictions strengthen and in-person trainings be not allowed, the Contractor shall agree upon with UNDP an appropriate modality of trainings delivery during such restriction periods: either transfer of training modules in online mode or postponing of in-person sessions with respective revision of the learning programme schedule if necessary.

The Contractor shall develop self-assessment questionnaires to evaluate the level of competence of each training participant, approve the questionnaires with the UNDP Project and ensure self-assessments to be conducted before and after each cycle of lecture of each module.

3.1.1 The in-person training for the BMOs' leaders (9 two-day modules for 30 participants to be split between parallel groups of up to 13 participants). The in-person training to be delivered once a month on Fridays and Saturdays on **Contractor's appropriately equipped premises** during 9 (nine) months. The premises for trainings and coffee-breaks should comply with all anti-covid requirements acting at the moment of trainings provision (i.e. ensuring appropriate size, distance between the participants, etc). Anti-covid personal hygiene kits such as individual masks and sanitizers) for all training participants will be ensured by UNDP conference services provider. During the training, the participants should have 7 hours of training classes and an hour of moderated discussion on a daily basis. There should be envisaged tasks for homework.

The training modules to be grouped by difficulty as follows:

- Basic level – 1-3 modules
- Middle level – 4-6 modules
- Advanced level – 7-9 modules.

The topics of the training modules and their difficulties are combined as presented in the training schedule below.

Participants to complete all training assignments, will take an active part in the practical development of organisational capacities of their BMOs. Such participants should receive certificates of advanced training.

3.1.2 The in-person training for the BMOs' professionals (5 one-day sub-modules for separate groups of 27 participants per each sub-module to be split between sub-groups of up to 15 participants). The in-person training to be delivered once a month as per the training schedule below. During the training day the participants should have 7 hours of classes and an hour of moderated discussion. There should be tasks for homework.

3.1.3 A separate ToT for the BMOs' leaders (a 'zero' one-day module prior to start of the training for 30 leaders of the BMOs). The BMOs' leaders should be able to share acquired knowledge and practical skills among members of the organisations, which requires the learning of presentation skills, and public speaking, and provision of a separate ToT, a training for trainers, and methodological support in provision of secondary mini-trainings for board members and key functions of BMOs.

Modules	Months from contract start									
	1	2	3	4	5	6	7	8	9	10
Module 0: ToT for BMOs' leaders (1 day)										
Module 1: Basic. Organisational development										
Module 2: Basic. Business development services.										
Module 2-P: Basic. Business development services (BMOs' professionals).										
Module 3: Basic. Advocacy and PPD.										
Module 3-P: Basic. Advocacy and PPD (BMOs' professionals).										
Module 4: Middle level. Organisational development.										
Module 5: Middle level. Business development services.										
Module 5-P: Middle level. Business development services (BMOs' professionals).										
Module 6: Middle level. Advocacy and PPD.										
Module 6-P: Middle level. Advocacy and PPD (BMOs' professionals).										
Module 7: Advanced level. Organisational development.										
Module 7-P: Advanced level. Organisational development (BMOs' professionals).										

Module 8: Advanced level. Business development services.										
Module 9: Advanced level. Advocacy and PPD.										

The training methodology to be proposed for evaluation should provide for a split-up of training courses between modules with a brief justification for the split-up.

3.2. Remote training arrangements.

3.2.1 At least 30% of key classes should be delivered remotely (discussions between participants and presentation of homework not to be delivered remotely by default) via Internet to a wider audience: interested members of partner BMOs and leaders of BMOs not engaged with the UNDP Project in the format of closed group webinars. The UNDP Project will promote the possibility through its own communication channels, and the Contractor should arrange for simple registration of participants wishing to join the webcasts.

3.2.2. Participants should have access to individual remote consultancy by teachers and experts for at least 1 hour per week.

3.2.3 The Contractor is expected to have organizational capacities (have contacts and motivate to participation), as well as technical possibilities to conduct at least 3 remote round tables with leaders of international small and medium business membership organisations on the following subjects:

- Development of the organisational capacity and management of BMOs,
- Development of financial stability of BMOs through introduction and improvement of business development services (BDS), and
- Advocacy and efficient cooperation with the government at all levels.

A UNDP's conference service provider will ensure simultaneous translation of on-line round tables.

3.2.4. It is expected that each module will include open webcasts with participation of leading speakers, where the participants of the Project will have a possibility to communicate with them on-line, while a wider audience of leaders and members of other BMOs and stakeholders will be able to follow them. Such meetings should be moderated by the Contractor, and the speakers participating in them should represent stakeholders of particular value for the MSEs and BMOs: current or former members of the Cabinet of Ministries, MPs, mayors, heads of regional state administrations, management representatives (owners) of large businesses, leaders of large NGOs (not BMOs), representatives of social movements, cultural leaders and founders of large social communities working for the benefit of Ukraine. Each module should include at least 2 such meetings scheduled such as to not overlap with in-person classes. *The Contractor should seek agreement with UNDP on each speaker to be proposed for these meetings.*

4. Coaching on design (improvement) of strategies and strategic development plan for each BMO. The coaching process is interlinked with the learning process and runs in parallel with in-person and remote trainings. It is important that the training and coaching be scheduled such that the teams participating in design of development strategies could have answers to their common questions during the in-person and remote trainings.

4.1 Starting from the second month of training, in parallel with theoretical and practical classes, each team from the BMOs begins designing / improving a development strategy for 3 years. The contractor will make sure that each team from the BMOs will have a coach-consultant in design of development strategies. One coach will support no more than 5 BMOs. The coach will conduct

personal (during in-person training) or remote meetings with the BMO's team on strategy development, and strategic development planning.

4.2 Not only the trainees, but also board members (key members) of the business membership organisation should be engaged with design of development strategies as a minimum. For this purpose each BMO should have an off-site strategic session, where the Contractor's consultant should present a brief training on strategy development (at least 2 hours: SWOT-analysis, brainstorming rules, etc.), and act as a session facilitator (at least 4 hours).

Should the COVID-19 pandemic quarantine restrictions grow and if agreed upon with UNDP, strategic sessions will be held remotely.

4.3 At the end of the sixth month, the teams should be able to present and defend the BMO's development strategy before an expert council. The contractor should independently form the expert council from teachers, and speakers to be involved in the training process, and UNDP representatives.

4.4 Starting from the seventh month of training, the teams will begin drafting operational plans and their implementation. The coach will continue providing consultations (see 4.1.1 above) or will refer the participants to a teacher or an expert for consultation.

5. Drafting a series of 3 manuals – booklets for public distribution – collections of best practices for leaders of business membership organisations.

5.1. Topics of the manuals:

- **Development of the organisational capacity and management of BMOs,**
- **Development of financial stability of BMOs through introduction and improvement of business development services (BDS), and**
- **Advocacy and efficient cooperation with the government at all levels.**

5.2. The manual should be as practical as possible with simple and specific step-by-step instructions for short and medium enterprise BMOs' leaders, who are either in the process of creation, or have a low level of organisational development. The information in each manual should be presented in three blocks nearly evenly distributed between them as follows:

- Basic information providing a general understanding of where to streamline efforts for all members of the BMOs and professionals not directly involved in its implementation.
- Best practices, cases, recommendations on where to start - information for those who started working in this area and need clear recommendations on how to get a quick result.
- Information designed for those who already have basic experience in the field and need more systematic knowledge for a deeper understanding of the processes in the BOM in this area.

5.3. The manuals should partly be based on some of the materials to be prepared for the main group training, and should contain graphics, and be presented in a simple, non-academic language.

5.4. The volume of each booklet is about 4 author's sheets (160,000 printed characters). The manuals should be edited and prepared to the standard requirements for digital printing. *The manuals will be printed and distributed by a UNDP's long-term contractor. The text from the manuals should also be made available in a format allowing its use in full or in part by UNDP for creation of an online library. All copyright for the manuals after handed-over to the Project will belong to UNDP.*

6. The Contractor's PR support to the training of the BMOs' leaders. The information events should draw attention of a wide range of stakeholders to the issues of the BMO development and the current need

for, and institutionalisation of specifically tailored training programs for leaders and personnel of the business membership organisations. The planning for the information events should be agreed upon with UNDP. A range of activities should include the following as a minimum:

- 6.1. Two online conferences for the interested leaders of Ukrainian BMOs: upon completion of the 2nd stage of work and upon completion of the training program.
- 6.2. Moderation of information on the training in the Project's open group on Facebook, the target audience being potential participants of the training, or representatives of the BMOs, and other popular Internet resources for the BMOs' leaders (upon agreement with, and support from the Project). At least one post about each day of the in-person training, photos, and links to training materials.
- 6.3. Active advertising of public webinars (see 3.2.1 and 3.2.4 above) on social networks and sites, the target audience of which are representatives of SMEs, and leaders of BMOs and NGOs.

7. Guidelines for universities and business schools in Ukraine on how to teach BMOs' leaders. *The manuals will be printed and distributed by a UNDP's long-term contractor.*

7.1. Once the training programme is complete, the Contractor will prepare a set of guidelines on training of the BMOs' leaders and personnel. The booklet should be nearly 2 authors sheets in volume and contain the following as a minimum:

- A training plan,
- A detailed plan for the training courses developed specifically for the implementation of this tender.
- A generalised analysis of leadership skills and professional competence of the training participants as a pilot focus group.
- Additional recommendations for the in-person and remote training for the BMOs' leaders.
- Recommendations for coaching of the BMOs.

8. Performance monitoring and reporting.

- 8.1. Monthly progress report for the UNDP Project on the work completed.
- 8.2. Questionnaires for participants after each in-person training module on their satisfaction with the training process of learning and coaching. The questionnaires to be drafted by the Contractor, while the questioning to be handled by the UNDP's project coordinators.
- 8.3. Three final reports for UNDP: after results 1-4, results 5-7, results 9-10 and at the end of the work.

NOTE: All materials related to this task, particularly, all information to be obtained during various meetings / and from various documents, may only be distributed upon consent from UNDP and organisations involved therein (BMOs).

EXPECTED OUTCOMES:

- Competence self-assessment questionnaires will be completed by each training participant before and after the cycle of lectures of each module. As a result of the training programme, at least 80% of

participants will demonstrate positive dynamics. Based on satisfactory feedback from the training participants, respective changes will be introduced to the lecture plan.

- The BMOs' leaders (30 persons) will have basic skills in sharing knowledge and practices among members of their organisations, which requires the learning of presentation skills, and public speaking, and provision of a separate ToT, a training for trainers, and methodological support in provision of secondary mini-trainings for board members and key members of BMOs;
- The BMOs' leaders (30 persons) will gain a better understanding of the strategic and operational context in which the BMOs operate in Ukraine, the current challenges they face, and ways to overcome them;
- The BMOs' leaders (30 persons) will improve strategic planning skills and be able to apply them in transforming and increasing the efficiency of their organisations; develop a further strategy to improve governance in the BMOs, and implement further organisational changes;
- The BMOs' leaders (30 people) leadership skills will reach a new level: a better understanding of the role of the leader, charisma, lack of fear in managing a large organisation, better self-presentation skills, personal planning. A sufficient number of cases of personal growth will be presented;
- The BMOs' professionals (5 groups of 27 participants) will participate in 5 one-day submodules, and will receive practical recommendations on the implementation of strategic plans from the BMOs' leaders in 5 areas of the organisational development. The training material for the BMOs' professionals will represent a follow-up to the one for the BMOs' leaders, thus ensuring a 'common language' and a clear understanding of the tasks;
- All participants and a large number of the Ukrainian BMOs' leaders will participate in on-line meetings with selected speakers. Such meetings should be moderated by the Contractor, and the speakers participating in them should represent stakeholders of particular value for the MSEs and BMOs: current or former members of the Cabinet of Ministries, MPs, mayors, heads of regional state administrations, management representatives (owners) of large businesses, leaders of large NGOs (not BMOs), representatives of social movements, cultural leaders and founders of large social communities working for the benefit of Ukraine. The meetings will help the BMOs' leaders understand the role of business associations in the Ukrainian society, their own role as leaders; opportunities and threats from stakeholders in the process of strengthening the organisational capacity of the BMOs;
- The BMOs' leaders (30 people) will gain sufficient knowledge and practical skills to manage organisations with a focus on rapid growth and attraction of a large number of new members and strengthening of the financial independence of the BMOs;
- The BMOs' leaders (30 people) will consciously apply such management tools as strategic planning, delegation, use of professional outsourcing;
- The BMOs' leaders (30 people) should have a good understanding of benefits of cooperation in small business, particularly, the financial effect of scaling;
- The BMOs' leaders (30 people) should acquire basic skills in personnel selection and motivation;
- The BMOs' leaders (30 people) should learn to understand the motivation for decision-making by the client, an existing or a prospective member of the BMO so they could improve their work with the members of the BMOs (involvement and retention);

- All participants will participate in at least three teleconferences to share experiences in attracting members and providing services with the leaders of leading foreign small business BMOs, including industry-specific BMOs, universal BMOs and a Chamber of Commerce and Industry;
- There will be webcasts of key presentations or master classes to be joined by leaders and members of any business membership organisation using a public platform such as Facebook or YouTube.
- Each BMO will draft a transformation strategy and develop (improve) a strategic development plan for 3 years with the support from the Contractor's coach-consultant. Each BMO will hold an off-site strategic session, where the Contractor's consultant should present a brief training on strategy development (at least 2 hours: SWOT-analysis, brainstorming rules, etc.), and act as a session facilitator (at least 4 hours. The BMO's development strategy will be defended before an expert council to be formed by the Contractor
- There will be two informational on-line conferences at the start and at the end of the training programme.
- There will be an ongoing PR campaign aimed at drawing the attention of the Ukrainian BMOs' leaders to the need of developing their professional skills, and the attention of universities and business school to the need of giving the BMOs' leaders a quality short-term training.

EXPECTED OUTPUTS:

- A detailed training plan for mid-term training of the BMOs' leaders linked to the short-term training of the BMOs' professionals developed and approved by UNDP.
- Transformation strategies and strategic development plans for at least 3 years developed by each of 27 BMOs and presented to the training participants and trainers evaluation commission:
 - The strategies developed under the guidance of the BMO leaders and experts who participated in the training program in cooperation with a wide range of active BMO members who took part in strategic sessions and distance learning.
 - The strategies and strategic plans presented to the training participants and evaluation commission (in composition of Contractor's trainers, Project's team, Donor's representative upon approval and independent expert), allowing to measure the level of involvement of each organization in the educational process and the effectiveness of the methodology of the overall training and coaching.
 - At least 80% of the training participants-BMOs received a positive evaluation as a result of defense of their strategies.
- A series of 3 manuals – booklets for public distribution – collections of best practices for leaders of business membership organisations developed, designed and approved by UNDP.
- Guidelines for universities and business schools in Ukraine on how to teach BMOs' leaders developed and approved by UNDP.
- A draft standard for definition and functioning of a business membership organisation developed by and approved by the leaders of 27 BMOs during the training with the facilitation support from the Contractor.

To ensure a proper delivery of the tasks listed above the Contractor will have to provide the following works and services:

- establish a project team of at least one leader, training developer and 3 coordinators in respective training areas;
- review the results of the independent assessment of the organisational development of 27 selected business membership organisations, and preliminary plans for their further development to be provided by UNDP;
- arrange for a kick-off meeting and any further meeting with the UNDP Project upon request; engage regular and external teachers;
- engage national and international experts with specific experience in the organisational development of small and medium enterprise business associations;
- secure possibilities for engagement of speakers representing stakeholders of particular value for the MSEs and BMOs: current or former members of the Cabinet of Ministries, MPs, mayors, heads of regional state administrations, management representatives (owners) of large businesses, leaders of large NGOs (not BMOs), representatives of social movements, cultural leaders and founders of large social communities working for the benefit of Ukraine.
- Make arrangements (have/establish contacts, and motivate for cooperation), and ensure technical possibilities to conduct at least 3 remote round tables *with leaders of international small and medium business membership organisations*, including one universal BMO, one industry-specific BMO, and a Chamber of Commerce and Industry;
- Develop a detailed training plan;
- Arrange for an in-person training process for the leaders of the BMOs (30 persons) in Ukraine;
- Arrange for an in-person training process for 5 groups of the BMOs' professionals, each consisting of 27 persons, in Ukraine;
- Issue advanced training certificates to the participants of the training, who will demonstrate completion of all tasks per the training plan;
- Arrange for a remote training open to members of the partner BMOs and leaders of the BMOs, not partners of the Project, by casting key presentations and meetings with speakers via Internet;
- Provide for access by participants of the training to individual remote consultancies from the teachers and experts for at least 1 hour per week;
- Provide each team from the BMOs with a coach-consultant in design of strategy and organisational development plan. One coach will support no more than 5 BMOs.
- Establish a team consisting of teachers and/or external experts to develop a series of 2 manuals for public distribution. Make available or engage an editor and a designer for the task;
- Maintain a regular PR campaign in support of the BMOs' leaders training;
- Submit monthly reports to the UNDP Projects on the work performed;
- Ensure a survey of the participants at the end of each month in satisfaction of the training process and coaching;
- Submit a final report to UNDP.

DELIVERABLES AND TIMELINE:

The Contractor shall provide the following deliverables:

- Deliverable # 1) A schedule for the development of organisational capacity of selected BMOs reflecting key areas and milestones as expected from the contractor — 10 days after signing of the contract;
- Deliverable # 2) A training plan with a detailed description of courses for the first 3 modules specifying teachers, speakers and experts, schedules of in-person and remote trainings, and coaching (Gant chart). Develop self-assessment questionnaires to evaluate the level of competence of each training participant before and after each cycle of lecture of each module and approve questionnaires with the UNDP Project – 20 days after signing of the contract;
- Deliverable # 3) Conduct a separate ToT for the BMOs' leaders (a 'zero' one-day module prior to start of the main training for 30 leaders of the BMOs). The BMOs' leaders should be able to share acquired knowledge and practical skills among members of the organisations – by the end of the first month after signing of the contract;
- Deliverable # 4) The first interim work progress report – within 45 days after signing of the contract;
- Deliverable # 5) The first stage of the training (1-3 modules for the BMOs' leaders and professionals) and coaching in design/improvement of the strategic development plan for the selected BMOs. The first module – by the end of 2nd month after signing of the contract;
- Deliverable # 6) An on-line conference / information event to mark the start of the training process – by the end of 2nd month after signing of the contract;
- Deliverable # 7) A training plan with a detailed description of courses for the modules 4-6 specifying teachers, speakers and experts, schedules of in-person and remote trainings, and coaching (Gant chart) – by the end of 3^d month after signing of the contract;
- Deliverable # 8) The second interim work progress report – by the end of 5th month after signing of the contract;
- Deliverable # 9) The second stage of the training (4-6 modules for the BMOs' leaders and professionals) and coaching in design/improvement of the strategic development plan for the select BMOs – by the end of 7th month after signing of the contract;
- Deliverable # 10) A training plan with a detailed description of courses for the modules 7-9 specifying teachers, speakers and experts, schedules of in-person and remote trainings, and coaching (Gant chart) – by the end of 6th month after signing of the contract;
- Deliverable # 11) The third interim work progress report – by the end of 8th month after signing of the contract;
- Deliverable # 12) The third stage of the training (4-6 modules for the BMOs' leaders and professionals) and coaching in design/improvement of the strategic development plan for the select BMOs – by the end of 10th month after signing of the contract;
- Deliverable # 13) The development of a series of 3 manuals for public distribution - collections of best practices for leaders of business membership organisations – by the end of 11th month after signing of the contract;

- Deliverable # 14) Guidelines for universities and business schools in Ukraine on how to teach BMOs' leaders (nearly 2 authors sheets in volume) – by the end of 11th month after signing of the contract;
- Deliverable # 15) An on-line conference/information event to present lessons learnt from the training of the BMOs' leaders – by the end of 12th month after signing of the contract;
- Deliverable # 16) The final report – by the end of 11th month after signing of the contract;
- The assignment to be completed by the **end of 12th month after signing of the contract.**

IV. REQUIREMENTS FOR MONITORING / REPORTING

The Contractor will report to the Manager of the Project 'Strengthening SME Business Membership Organisations'.

The Contractor shall comply with the system of monitoring, evaluation and quality control implemented by UNDP, and make available necessary information, reports and statistics as per the established schedule or as soon as possible (within the agreed period of time).

Upon completion of deliverables 1-4, the Contractor will submit to UNDP the first Interim report containing a summary of works and services provided, and results achieved thus far, particularly, expected interim results.

Upon completion of deliverables 5-8, the Contractor will submit to UNDP the second Interim report containing a summary of works and services provided, and results achieved thus far, particularly, expected interim results.

Upon completion of deliverables 9-11, the Contractor will submit to UNDP the third Interim report containing a summary of works and services provided, and results achieved thus far, particularly, expected interim results.

Upon completion of all deliverables, the Contractor will submit to UNDP the final report containing a summary of works and services provided, and final results.

All reports and results shall be submitted to UNDP in electronic format (*.docx, *.xlsx, *.pptx i *.pdf, as appropriate). The reporting language is Ukrainian.

V. EXPERIENCE AND QUALIFICATION REQUIREMENTS

1. An officially registered educational institution (university, institute, business school etc.);
2. At least 7 years of experience in provision of educational services, resulting in officially issued and recognized diploma/ certificate.
3. At least 5 years of experience in development and provision of specifically tailored medium-term training programmes for the leaders of NGOs, or CSOs, or business associations;
4. Experience in medium-term and long-term (over 6 months) consulting projects in organizational development for businesses, or NGOs, or BMOs (at least 2 successfully completed projects
5. Availability of references to experience in development of training plans for medium-term training of target groups, arrangements for in-person and remote training, consultancy and coaching with focus on practical results;
6. Relevant experience in working with the international organizations (at least one assignment);
7. Requirements for the project team members:

Team leader / Project manager

- 1) Master's / Specialist's degree in marketing, communications, economics, finance, law, management, business administration, public administration, social sciences, or related area;
- 2) At least 5 years of experience in project management and / or leading of teams that provided regular or special training for leaders of NGOs, or CSO, or BMOs, or businesses;
- 3) At least 5 years of experience in consultancy on drafting of strategic plans for organisational capacity development for NGOs, or CSO, or BMOs, or businesses;
- 4) Fluency in Ukrainian / Russian, upper intermediate English.

Training developer

- 1) Master's / Specialist's degree in marketing, communications, economics, finance, law, management, business administration, public administration, social sciences, or related area;
- 2) At least 3 years of experience in drafting of training plans for business-oriented training;
- 3) Fluency in Ukrainian / Russian, upper intermediate English.

Training coordinator in organizational development

- 1) Master's / Specialist's degree in marketing, communications, economics, finance, law, management, business administration, public administration, social sciences, or related area;
- 2) At least 5 years of experience in drafting of training plans for business-oriented training;
- 3) Proven experience as a consultant in organisational development for businesses or NGO/CSO will be an advantage. Experience in consultancy for BMO will be an additional advantage;
- 4) Fluency in Ukrainian / Russian.

Training coordinator in business services development

- 1) Master's / Specialist's degree in marketing, communications, economics, finance, law, management, business administration, public administration, social sciences, or related area;
- 2) At least 5 years of experience in drafting of training plans for business-oriented training;
- 3) Proven experience as a consultant in business services development for businesses or NGO/CSO will be an advantage. Experience in consultancy for BMO will be an additional advantage;
- 4) Fluency in Ukrainian / Russian.

Training coordinator in advocacy and public-private dialogue (PPD)

- 1) Master's / Specialist's degree in marketing, communications, economics, finance, law, management, business administration, public administration, social sciences, or related area;
- 2) At least 5 years of experience in drafting of training plans for business-oriented training;
- 3) Proven experience as a consultant in advocacy and PPD for businesses or NGO/CSO will be an advantage. Experience in consultancy for BMO will be an additional advantage;
- 4) Fluency in Ukrainian / Russian.

VI. DOCUMENTS TO BE SUBMITTED WITH THE PROPOSAL

- ☒ Technical proposal (see more details below)
- ☒ Financial proposal, separated and password protected (see more details below)

TECHNICAL PROPOSAL

Required	
<input checked="" type="checkbox"/>	Submission forms duly filled and signed, as per templates provided in annexes to the solicitation document
<input checked="" type="checkbox"/>	A detailed description of approach to the assignment: 1) concepts to be used in the training plan for the in-person and remote training with focus on practical application of knowledge and skills in BMO's daily work, particular courses in each module, and a summary of each course; 2) concepts for coaching to be provided by the Contractor's consultants in drafting of the strategic development plan and implementation of at least one internal project of organizational development in each BMO (10 pages max);
<input checked="" type="checkbox"/>	A proposed working plan (incl.schedule) with a list of key events (3 pages max);
<input checked="" type="checkbox"/>	References to, or summaries of previous successfully completed projects (at least 2 references to clearly demonstrate relevancy, scope of work and Contractor's results);
<input checked="" type="checkbox"/>	At least two recommendations from previous clients with clear indication of the service provided, relevant to the nature of the current tender;
<input checked="" type="checkbox"/>	CVs of the project team members with clear demonstration of how the relevant qualification requirements are met and clear indication of each member's role in the proposed team structure.

VII. PROPOSED PAYMENT SCHEDULE:

Payments for the Contractor's services will be made in 4 instalments upon completion of the following tasks:

- 20% of the total contract amount to be paid upon completion of Deliverables 1-4, and approval of the first interim report by UNDP.
- 40% of the total contract amount to be paid upon completion of Deliverables 5-8, and approval of the second interim report by UNDP.
- 20% of the total contract amount to be paid upon completion of Deliverables 9-11, and approval of the third interim report by UNDP.
- 20% of the total contract amount to be paid upon completion of Deliverables 12-16, and approval of the final report by UNDP.

VIII. EVALUATION CRITERIA

An evaluation and comparison of proposals.

The evaluation will be carried out in two stages, where the evaluation of the technical proposal is expected to be complete prior to opening and comparison of any financial proposal. Tenders will only be considered for the financial evaluation should their score 70% (or 490 points) out of 700 max points after the technical evaluation.

At the first stage, the tenders are evaluated for compliancy with the Terms of References (ToR) as per the evaluation criteria outlined below.

The second stage is for the evaluation of financial proposals from all tenders that scored at least 70% at the technical evaluation. The overall evaluation is an aggregation of scores, where the technical and financial scores have 70% and 30% shares respectively. The lowest financial proposal from those scored sufficiently at the technical evaluation will be considered a baseline, and given max points from the financial evaluation, i.e. 300 points. All other financial proposals will receive a number of points inversely proportional to the proposed prices, e.g. 300 points x lowest price x proposed price.

The proposal will win if given the highest number of points from both the technical and financial evaluations.

The contract will be signed with the tenderer with the winning proposal.

Technical evaluation criteria

Summary of technical evaluation forms		Score weight	Max score	Company / organisation			
				A	B	C	D
1	Experience of the company / organisation submitting the tender	30%	210				
2	Proposed approach, concepts, and working plan	45%	315				
3	Personnel and external experts / consultants	25%	175				
	Total score	100%	700				
	Notes						

The technical evaluation forms are presented on the pages below. The maximum score to be obtained from each of the criteria represents a relative weight or share of the criteria in the total evaluation.

Technical evaluation forms:

Form 1. Experience of the company / organisation submitting the tender

Form 2. Proposed working plans, concepts, and approach

Form 3. Personnel and external experts / consultants

Technical evaluation criteria for UNDP ToR

Technical evaluation Form 1		Maximum score	Company / organisation		
			A	B	C
Experience of the company / organisation submitting the tender					
1.1	An officially registered educational institution (university; business school etc): 7-8 years – 35 points, more than 8 years– 40 points.	40			
1.2	At least 5 years of experience in medium-term training for the leaders of NGOs, or CSOs, or business associations: 5-6 years– 40 points, 7-8 years – 45 points, 9 years and more– 50 points, proven experience with business associations – additionally 10 points.	60			
1.3	Experience in medium-term and long-term (over 6 months) consulting projects in organizational development for businesses, or NGOs, or BMOs (at least 2 successfully completed projects): 2 projects – 45 points, 3 projects and more – 50 points, proven experience with business associations – additionally 10 points.	60			
1.4	Relevant experience with international organizations over the past 5 years: - Completion of at least one assignment- 35 points; - Completion of 2-3 assignments - 40 points; - Completion of 4 assignments or more - 50 points	50			
Total score in form 1		210			

Technical evaluation Form 2		Maximum score	Company / organisation		
			A	B	C
Proposed work plan, concepts and approach					
2.1	<p>The quality of the proposed concept to be used in preparation of the training plan for the in-person and remote medium-term training, and compliancy with the ToR:</p> <ul style="list-style-type: none">- The training plan is based on an internationally-recognised concept and complies with the principals of training for adults – 30 points;- The proposed courses, trainings, meetings with experts are in line with goals and objectives of the training, and are described in details in the proposal – 30 points;- The concept is based on elements enabling the participants to quickly implement the knowledge and skills in daily operations of the BMOs – 20 points ;- The concept assumes approaches and tools for evaluation of whether the training and application of skills in practice is efficient (as advantage) - up to 20 points;	100			
2.2	<p>The quality of the proposed approach and concept to be used by the Contractor’s consultants in coaching on drafting of the strategic plan for organisational development of each of the BMO:</p> <ul style="list-style-type: none">- The concept is appropriately tailored to the needs of BMOs – 30 points;- The proposed concept and approach are focused on drafting of practically realistic strategic development plans of the BMOs – 50 points;- The coaching concept includes elements enabling participation of a large number of active members of the BMOs in drafting of organisational development plans for each of the BMOs (as advantage) – up to 20 points;	100			
2.3	<p>Work plans and schedules:</p> <ul style="list-style-type: none">- The work plan contains sufficient details, and is realistic, including a graphical presentation of the work schedule – 30 points;	115			

	<ul style="list-style-type: none"> - The work plan contains all events and deliverables identified in the ToR – 30 points; - The major events of the work plan are presented in an appropriate order – 40 points; - The courses are logically distributed between the modules in line with the objectives of the ToR addressing the specifics of training for the BMOs' leaders and professionals (as advantage) –up to 15 points. 				
Total score in form 2		315			

	Technical evaluation Form 3	Maximum score	Company / organisation		
			A	B	C
Personnel and external experts / consultants					
	Team leader / Project manager				
3.1	Experience in project management and/or leading of teams that provided regular or special training for leaders of NGOs, or CSO, or BMOs, or businesses (5 years – 5 points, 6 and more – 10 points)	10			
3.2	Experience in consultancy on drafting of strategic plans for organisational capacity development for NGOs, or CSO, or BMOs, or businesses (5 years –5 points, 6 and more – 10 points)	10			
3.3	At least Master’s/Specialist’s degree in marketing, communications, economics, finance, law, management, business administration, public administration, social sciences, or related area. (Master’s/Specialist’s degree - 5 points, PhD or above - 10 points)	10			
3.4	Fluency in Ukrainian / Russian, fluency in English (Eng upper intermediate - 3 points, fluent– 5 points)	5			
Subtotal score for criteria 3.1-3.4		35			
	Training developer				
3.5	Experience in drafting of training plans for business-oriented training (3 years - 10 points, 4-5 years - 15 points, 6 years and more - 20 points);	20			
3.6	At least Master’s/Specialist’s degree in marketing, communications, economics, finance, law, management, business administration, public administration, social sciences, or related area (Master’s/Specialist’s degree - 5 points, PhD or above - 10 points)	10			
3.7	Fluency in Ukrainian / Russian, fluency in English (Eng upper intermediate - 3 points, fluent– 5 points)	5			
Subtotal score for criteria 3.5-3.7		35			
	Training coordinator in organisational development				

3.8	Experience in drafting of training plans for business-oriented training (5 years - 5 points, 6 years and more - 15 points)	15			
3.9	Proven experience as a consultant in organisational development for businesses or NGO/CSO (none – 0 point, general – 5 points, consultancy for BMOs – 10 points)	10			
3.10	At least Master's/Specialist's degree in marketing, communications, economics, finance, law, management, business administration, public administration, social sciences, or related area. (Master's/Specialist's degree - 3 points, PhD or above - 5 points)	5			
3.11	Fluency in Ukrainian / Russian	5			
	Subtotal score for criteria 3.8-3.11	35			
	Training coordinator in business services development				
3.12	Experience in drafting of training plans for business-oriented training (5 years - 5 points, 6 years and more - 15 points)	15			
3.13	Experience as a consultant in business services development for businesses or NGO/CSO (none – 0 point, general – 5 points, consultancy for BMOs – 10 points)	10			
3.14	At least Master's/Specialist's degree in marketing, communications, economics, finance, law, management, business administration, public administration, social sciences, or related area. (Master's/Specialist's degree - 3 points, PhD or above - 5 points)	5			
3.15	Fluency in Ukrainian / Russian	5			
	Subtotal score for criteria 3.12-3.15	35			
	Training coordinator in advocacy and PPD				
3.16	Experience in drafting of training plans for business-oriented training (5 years - 5 points, 6 years and more - 15 points)	15			
3.17	Experience as a consultant in advocacy and PPD for businesses or NGO/CSO (none – 0 point, general – 5 points, consultancy for BMOs – 10 points)	10			
3.18	At least Master's/Specialist's degree in marketing, communications, economics, finance, law, management, business administration, public administration, social sciences, or related area. (Master's/Specialist's degree - 3 points, PhD or above - 5 points)	5			
3.19	Fluency in Ukrainian / Russian	5			
	Subtotal score for criteria 3.16-3.19	35			
	Total score in form 3	175			

Financial proposal form⁴

The tenderer shall submit the Financial proposal in an envelope separate from the rest of the tender as instructed in the Instructions to tenderer

The Financial proposal shall contained a detailed cost breakdown with separate figures for each functional group or category.

Any reimbursable expense, such as travel or petty cash, shall be listed separately.

Should the Supplier require use of any equipment, the cost breakdown shall provide both options for purchase or rent of such equipment. UNDP reserves the right of either renting the equipment or purchasing it through the Supplier.

The form of the proposal provided below is only for guidance in preparation of the Financial proposal. Some of the expenses listed in the form are neither required, nor applicable, but are only provided herein for reference purpose.

Taking into account that purchase of services will be carried out within the project of international technical assistance, price offers/invoices for payment must be presented without VAT.

A. Cost breakdown per Deliverables*

No	Deliverables as listed in the ToR	Percentage of Total Price (share of payment)	Amount, currency, excluding VAT
17.	A schedule for the development of organisational capacity of selected BMOs		
18.	A training plan with a detailed description of courses for the first 3 modules		
19.	Conduct a separate ToT for the BMOs' leaders (a 'zero' one-day module prior to start of the main training for 30 leaders of the BMOs)		
20.	The first interim work progress report		
21.	The first stage of the training (1-3 modules for the BMOs' leaders and professionals) and coaching		
22.	An on-line conference / information event to mark the start of the training process		
23.	A training plan with a detailed description of courses for the modules 4-6		
24.	The second interim work progress report		
25.	The second stage of the training (4-6 modules for the BMOs' leaders and professionals) and coaching		
26.	A training plan with a detailed description of courses for the modules 7-9		
27.	The third interim work progress report		
28.	The third stage of the training (4-6 modules for the BMOs' leaders and professionals) and coaching		
29.	The development of a series of 3 manuals for public distribution		

⁴ Deletions or changes in this form are not allowed. Any deletions or changes may lead to the rejection of the tender.

30.	Guidelines for universities and business schools in Ukraine		
31.	An on-line conference/information event to present lessons learnt from the training of the BMOs' leaders		
32.	The final report		
	Total	100%	

** Required for payment*



B. Cost breakdown per cost component:

The tenderers shall submit a cost breakdown for expenses specified above for each subtotal using the form provided below. UNDP will use the cost breakdown to assess the credibility of prices and for price estimates should both party agree on adding extra deliverables to the original scope of services.

No	Activity / Costs	Unit	Quantity	Unit price	Amount, currency, without VAT
1	Personnel				
1.1	<i>Team leader</i>	month	12		
1.2	<i>Training developer</i>	month			
1.3	<i>Coordinator 1</i>	month			
1.4	<i>Coordinator 2</i>	month			
1.5	<i>Coordinator 3</i>	month			
1.6	<i>Others (specify as necessary)</i>				
2	Training process				
2.1	<i>In-person training of 30 BMOs' leaders on Contractor's appropriately equipped premises (9 modules, two days per months, 7 hours of classes per day and one hour of moderated discussion, webcasting of at least 30% of the training content online)</i>	1 day	18		
2.2	<i>In-person training of BMOs' professionals on Contractor's appropriately equipped premises (5 sub-modules, each 1 day long, including 7 hours of classes and one hour of moderated discussion, webcasting of at least 30% of the training content online)</i>	1 day	5		
2.3	<i>Direct variable costs per 1 participant – BMO's leader (personal training materials, notebooks, stationary, etc.)</i>	per 1 person	30		
2.4	<i>Direct variable costs per 1 participant – BMO's professional (personal training materials, notebooks, stationary, etc.) per 1 person</i>	per 1 person	135		

2.5	<i>Remote meetings with speakers (group webinars – at least twice a month, each 1.5 hour long with an open cast on social networks)</i>	1 event	18		
2.6	<i>An online round table with leaders of international BMOs</i>	1 event	3		
3	Coaching in development of BMO organisational capacity				
3.1	Support to BMO by a personal coach on drafting of a new strategy during training	1 BMO	27		
3.2	An off-site strategic session	1 event	27		
3.3	<i>Travel expenses by a consultant (travel and lodging)</i>	1 travel			
4	A development of a series of manuals– booklets for public distribution. The volume of each booklet is about 4 author's sheets (160,000 printed characters).	1 original – draft booklet	3		
5	A development of guidelines for universities and business schools in Ukraine on how to teach BMOs' leaders. The volume of the booklet is about 2 author's sheets.	1 original – draft booklet	1		
6	Other expenses (to be specified)				
	TOTAL, currency, without VAT				

Model Contract

Договір на надання Товарів та/або Послуг між Програмою розвитку Організації Об'єднаних Націй та»		 <i>Empowered lives. Resilient nations.</i>		Contract for Goods and/or Services Between the United Nations Development Programme and		 <i>Empowered lives. Resilient nations.</i>	
1. Країна, у якій будуть постачатись Товари та/або надаватись Послуги: Україна		1. Country Where Goods Will be Delivered and/or Services Will be Provided: Ukraine		2. ПРООН <input type="checkbox"/> Запит цін <input checked="" type="checkbox"/> Запит пропозиції <input type="checkbox"/> Запрошення на участь у конкурсі <input type="checkbox"/> укладення прямих договорів		2. UNDP <input type="checkbox"/> Request for Quotation <input checked="" type="checkbox"/> Request for Proposal <input type="checkbox"/> Invitation to Bid <input type="checkbox"/> direct contracting	
Номер та дата:		Number and Date:		3. Посилання на номер договору (напр., номер присудження договору):		3. Contract Reference (e.g. Contract Award Number):	
4. Довгострокова угода: Ні		4. Long Term Agreement: No		5. Предмет Договору: <input type="checkbox"/> товари <input checked="" type="checkbox"/> послуги <input type="checkbox"/> товари <i>та</i> послуги		5. Subject Matter of the Contract: <input type="checkbox"/> goods <input checked="" type="checkbox"/> services <input type="checkbox"/> goods <i>and</i> services	
6. Тип Послуг:		6. Type of Services:		7. Дата початку Договору:		7. Contract Starting Date:	
8. Дата завершення Договору:		8. Contract Ending Date:		9. Загальна сума Договору:		9. Total Contract Amount:	
9а. Передплата: Не застосовується		9а. Advance Payment: Not applicable		10. Загальна вартість Товарів та/або Послуг: <input type="checkbox"/> менше 50 000 дол. США (лише Послуги) – застосовуються Загальні умови ПРООН для базових (незначних) договорів <input type="checkbox"/> менше 50 000 дол. США (Товари або Товари та Послуги) – застосовуються Загальні умови ПРООН для договорів <input type="checkbox"/> 50 000 дол. США або більше (Товари та/або Послуги) – застосовуються Загальні умови ПРООН для договорів		10. Total Value of Goods and/or Services: <input type="checkbox"/> below US\$50,000 (Services only) – UNDP General Terms and Conditions for Institutional (de minimis) Contracts apply <input type="checkbox"/> below US\$50,000 (Goods or Goods and Services) – UNDP General Terms and Conditions for Contracts apply <input type="checkbox"/> equal to or above US\$50,000 (Goods and/or Services) – UNDP General Terms and Conditions for Contracts apply	
11. Метод оплати: <input checked="" type="checkbox"/> тверда (фіксована) ціна <input type="checkbox"/> відшкодування витрат		11. Payment Method: <input checked="" type="checkbox"/> fixed price <input type="checkbox"/> cost reimbursement		12. Назва(Ім'я) Підприємця:		12. Contractor's Name:	
13. Ім'я контактної особи Підприємця: Посада: керівник Адреса: Номер телефону: Факс: Email:		13. Contractor's Contact Person's Name: Title Address: Telephone number: Fax: Email:		14. Ім'я контактної особи ПРООН: Посада:		14. UNDP Contact Person's Name: Title:	

Адреса: Тел.: Email:	Address: Telephone number Email:
15. Банківський рахунок Підрядника, на який будуть перераховуватись платежі: Отримувач: Назва рахунку: Номер рахунку: Назва банку: МФО ЄДРПОУ	15. Contractor's Bank Account to which payments will be transferred: Beneficiary: Account name: Account number: Bank name: Bank address: MFO EDRPOU
<p>Даний Договір складається з наступних документів, які, у разі виникнення конфлікту між ними, мають перевагу один перед одним у наступному порядку:</p> <ol style="list-style-type: none"> 1. Дана лицьова сторінка («Лицьова сторінка»). 2. Загальні умови ПРООН для договорів – Додаток 1 3. Технічне завдання (ТЗ) - Додаток 2 4. Графік надання послуг, що включають опис послуг, результати надання товарів та/або послуг, планові показники, терміни, графік здійснення платежів, та загальну суму договору – Додаток 3. 5. Технічна та Фінансова пропозиції Підрядника від _____; причому ці документи не додаються, але відомі Сторонам і знаходяться у їх розпорядженні, і є невід'ємною частиною цього Договору. <p>Все вищезазначене, включене до цього документу за допомогою посилання, містить увесь обсяг домовленостей («Договір») між Сторонами, при цьому усі інші переговори та/або угоди, незалежно від того, виконані вони в усній або ж у письмовій формі, що відносяться до предмету даного Договору, втрачають силу.</p> <p>Даний Договір вступає в силу з дня проставлення належним чином уповноваженими представниками Сторін останнього підпису на Лицьовій сторінці і припиняє свою дію в Дату завершення Договору, яка зазначена на Лицьовій сторінці. Внесення змін та/або доповнень до даного Договору можливе лише у разі оформлення належним чином уповноваженими представниками Сторін письмової угоди.</p> <p>НА ПОСВІДЧЕННЯ ЧОГО, нижчепідписані, належним чином уповноважені на це представники Сторін, підписали цю Угоду від імені Сторін у місці та в день, що вказані нижче</p>	<p>This Contract consists of the following documents, which in case of conflict shall take precedence over one another in the following order:</p> <ol style="list-style-type: none"> 1. This face sheet ("Face Sheet"). 2. UNDP General Terms and Conditions for Contracts – Annex 1 3. Terms of Reference (TOR) – Annex 2 4. Schedule of Services provision, incorporating the description of services, deliverables and performance targets, time frames, schedule of payments, and total contract amount – Annex 3 5. The Contractor's Technical Proposal and Financial Proposal, dated _____; these documents not attached hereto but known to and in the possession of the Parties, and forming an integral part of this Contract. <p>All the above, hereby incorporated by reference, shall form the entire agreement between the Parties (the "Contract"), superseding the contents of any other negotiations and/or agreements, whether oral or in writing, pertaining to the subject of this Contract.</p> <p>This Contract shall enter into force on the date of the last signature of the Face Sheet by the duly authorized representatives of the Parties, and terminate on the Contract Ending Date indicated on the Face Sheet. This Contract may be amended only by written agreement between the duly authorized representatives of the Parties.</p> <p>IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have on behalf of the Parties hereto signed this Contract at the place and on the day set forth below.</p>

Від імені Підрядника / For the Contractor		Від імені ПРООН / For UNDP	
Підпис / Signature:		Підпис / Signature:	
Ім'я / Name:		Ім'я / Name:	
Посада / Title:		Посада / Title:	
Дата / Date:		Дата / Date:	