# Section 6: Returnable Bidding Forms / Checklist

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

Before submitting your Proposal, please ensure compliance with the Proposal Submission instructions of the BDS 22.

**Technical Proposal Envelope:**

|  |  |
| --- | --- |
| **Have you duly completed all the Returnable Bidding Forms?** |  |
| * Form A: Technical Proposal Submission Form |  |
| * Form B: Bidder Information Form |  |
| * Form C: Joint Venture/Consortium/ Association Information Form |  |
| * Form D: Qualification Form |  |
| * Form E: Format of Technical Proposal |  |
| **Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?** |  |

**Financial Proposal Envelope**

**(Must be submitted in password protected file. Electronic format of submission only)**

|  |  |
| --- | --- |
| * Form F: Financial Proposal Submission Form |  |
| * Form G: Financial Proposal Form |  |

## 

## **Form A:** Technical Proposal Submission Form

|  |  |  |  |
| --- | --- | --- | --- |
| Name of Bidder: | [Insert Name of Bidder] | Date: | Select date |
| RFP reference: | 416-2021-UNDP-UKR-RFP-BMO | | |

We, the undersigned, offer to provide the services for ‘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)’in accordance with your Request for Proposal No. 416-2021-UNDP-UKR-RFP and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JV/Consortium /Association members or subcontractors or suppliers for any part of the contract:

1. is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists;
2. have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization;
3. have no conflict of interest in accordance with Instruction to Bidders Clause 4;
4. do not employ, or anticipate employing, any person(s) who is, or has been a UN staff member within the last year, if said UN staff member has or had prior professional dealings with our firm in his/her capacity as UN staff member within the last three years of service with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15);
5. have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
6. undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, with the UN or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the UN and we embrace the principles of the United Nations Supplier Code of Conduct and adhere to the principles of the United Nations Global Compact.

We declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification and/or sanctioning by the UNDP.

We offer to provide services in conformity with the Bidding documents, including the UNDP General Conditions of Contract and in accordance with the Terms of Reference

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

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

I, the undersigned, certify that I am duly authorized by [Insert Name of Bidder] to sign this Proposal and bind it should UNDP accept this Proposal.

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[*Stamp with official stamp of the Bidder*]

## **Form B:** BidderInformation Form

|  |  |
| --- | --- |
| **Legal name of Bidder** | [Complete] |
| **Legal address** | [Complete] |
| **Year of registration** | [Complete] |
| **Bidder’s Authorized Representative Information** | Name and Title: [Complete]  Telephone numbers: [Complete]  Email: [Complete] |
| **Are you a UNGM registered vendor?** | Yes  No If yes, [insert UGNM vendor number] |
| **Are you a UNDP vendor?** | Yes  No If yes, [insert UNDP vendor number] |
| **Countries of operation** | [Complete] |
| **No. of full-time employees** | [Complete] |
| **Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (***If yes, provide a Copy of the valid Certificate):* | [Complete] |
| **Does your Company hold any accreditation such as ISO 14001 related to the environment?** *(If yes, provide a Copy of the valid Certificate):* | [Complete] |
| **Does your Company have a written Statement of its Environmental Policy?** *(If yes, provide a Copy)* | [Complete] |
| **Contact person UNDP may contact for requests for clarification during Proposal evaluation** | Name and Title: [Complete]  Telephone numbers: [Complete]  Email: [Complete] |
| **Please attach the following documents:** | * 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); * A proposed working plan (incl.schedule) with a list of key events (3 pages max); * References to, or summaries of previous successfully completed projects (at least 2 references to clearly demonstrate relevancy, scope of work and Contractor’s results); * At least two recommendations from previous clients with clear indication of the service provided, relevant to the nature of the current tender; * 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. |

## **Form C:** Joint Venture/Consortium/Association Information Form

|  |  |  |  |
| --- | --- | --- | --- |
| Name of Bidder: | [Insert Name of Bidder] | Date: | Select date |
| RFP reference: | 416-2021-UNDP-UKR-RFP-BMO | | |

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

|  |  |  |
| --- | --- | --- |
| **No** | **Name of Partner and contact information** *(address, telephone numbers, fax numbers, e-mail address)* | **Proposed proportion of responsibilities (in %) and type of services to be performed** |
| 1 | [Complete] | [Complete] |
| 2 | [Complete] | [Complete] |
| 3 | [Complete] | [Complete] |

|  |  |
| --- | --- |
| **Name of leading partner**  (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution) | [Complete] |

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

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

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to UNDP for the fulfillment of the provisions of the Contract.

|  |  |
| --- | --- |
| Name of partner: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Name of partner: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  |  |
| Name of partner: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Name of partner: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

## **Form D:** QualificationForm

|  |  |  |  |
| --- | --- | --- | --- |
| Name of Bidder: | [Insert Name of Bidder] | Date: | Select date |
| RFP reference: | 416-2021-UNDP-UKR-RFP-BMO | | |

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

**Historical Contract Non-Performance**

|  |  |  |  |
| --- | --- | --- | --- |
| Contract non-performance did not occur for the last 3 years | | | |
| Contract(s) not performed for the last 3 years | | | |
| **Year** | **Non- performed portion of contract** | **Contract Identification** | **Total Contract Amount** (current value in US$) |
|  |  | Name of Client:  Address of Client:  Reason(s) for non-performance: |  |

**Litigation History** (including pending litigation)

|  |  |  |  |
| --- | --- | --- | --- |
| No litigation history for the last 3 years | | | |
| Litigation History as indicated below | | | |
| **Year of dispute** | **Amount in dispute** (in US$) | **Contract Identification** | **Total Contract Amount** (current value in US$) |
|  |  | Name of Client:  Address of Client:  Matter in dispute:  Party who initiated the dispute:  Status of dispute:  Party awarded if resolved: |  |

**Previous Relevant Experience**

Please list only previous similar assignments successfully completed in the last 3 years.

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Project name & Country of Assignment** | **Client & Reference Contact Details** | **Contract Value** | **Period of activity and status** | **Types of activities undertaken** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

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

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

**Financial Standing**

|  |  |
| --- | --- |
| **Annual Turnover for the last 3 years** | Year       USD  Year       USD  Year       USD |
| **Latest Credit Rating (if any), indicate the source** |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **Financial information**  (in US$ equivalent) | **Historic information for the last 3 years** | | |
|  | Year 1 | Year 2 | Year 3 |
|  | *Information from Balance Sheet* | | |
| Total Assets (TA) |  |  |  |
| Total Liabilities (TL) |  |  |  |
| Current Assets (CA) |  |  |  |
| Current Liabilities (CL) |  |  |  |
|  | *Information from Income Statement* | | |
| Total / Gross Revenue (TR) |  |  |  |
| Profits Before Taxes (PBT) |  |  |  |
| Net Profit |  |  |  |
| Current Ratio |  |  |  |

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

* 1. Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies;
  2. Historic financial statements must be audited by a certified public accountant;
  3. Historic financial statements must correspond to accounting periods already completed and audited. No statements for partial periods shall be accepted.

## **Form E:** Format ofTechnical Proposal

|  |  |  |  |
| --- | --- | --- | --- |
| Name of Bidder: | [Insert Name of Bidder] | Date: | Select date |
| RFP reference: | 416-2021-UNDP-UKR-RFP-BMO | | |

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

**SECTION 1: Bidder’s experience and reputation on the market**

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

**SECTION 2: Bidder’s capability and expertise**

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

|  |
| --- |
| 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); |
| A proposed working plan (incl.schedule) with a list of key events (3 pages max); |
| References to, or summaries of previous successfully completed projects (at least 2 references to clearly demonstrate relevancy, scope of work and Contractor’s results); |
| At least two recommendations from previous clients with clear indication of the service provided, relevant to the nature of the current tender; |

**SECTION 3: Management Structure and Key Personnel**

Provide CVs of the project team members, including information about the experience of implementing similar projects/objectives (references should be provided).

* 1. Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.
  2. Details of the average salary of the company’s staff involved in the project, employee benefits, and days off.

**Format for CV of Proposed Key Personnel**

|  |  |
| --- | --- |
| Name of Personnel | [Insert] |
| Position for this assignment | [Insert] |
| Nationality | [Insert] |
| Language proficiency | [Insert] |
| Education/ Qualifications | *[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]* |
| [Insert] |
| Professional certifications | *[Provide details of professional certifications relevant to the scope of services]* |
| * Name of institution: [Insert] * Date of certification: [Insert] |
| Employment Record/ Experience | *[List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organization, title of position held and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.]* |
| [Insert] |
| References | *[Provide names, addresses, phone and email contact information for two (2) references]* |
| Reference 1:  [Insert]  Reference 2:  [Insert] |

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature of Personnel Date (Day/Month/Year)

## **Form F:** Financial Proposal Submission Form

|  |  |  |  |
| --- | --- | --- | --- |
| Name of Bidder: | [Insert Name of Bidder] | Date: | Select date |
| RFP reference: | 416-2021-UNDP-UKR-RFP-BMO | | |

We, the undersigned, offer to provide the services for ‘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)’in accordance with your Request for Proposal No. 416-2021-UNDP-UKR-RFP-BMO and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

Our attached Financial Proposal is for the sum of [Insert amount in words and figures].

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

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

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[*Stamp with official stamp of the Bidder*]

## **Form G:** Financial ProposalForm

|  |  |  |  |
| --- | --- | --- | --- |
| Name of Bidder: | [Insert Name of Bidder] | Date: | Select date |
| RFP reference: | 416-2021-UNDP-UKR-RFP-BMO | | |

The Bidder is required to prepare the Financial Proposal following the below format and submit it in an file separate from the Technical Proposal as indicated in the Instruction to Bidders. Any Financial information provided in the Technical Proposal shall lead to Bidder’s disqualification.

The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder’s Technical Proposal.

Currency of proposal may be UAH or USD, though USD is highly recommended as the price of the contract will be based on the proposal and its currency and will not be changed in its duration. Thus, USD price proposal provides better option for currency risk mitigation.

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.

**А. Cost breakdown per Deliverables\***

|  |  |  |  |
| --- | --- | --- | --- |
| № | Deliverables as listed in the ToR | Percentage of Total Price (share of payment) | Amount, currency, excluding VAT |
|  | A schedule for the development of organisational capacity of selected BMOs |  |  |
|  | A training plan with a detailed description of courses for the first 3 modules |  |  |
|  | 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 first interim work progress report |  |  |
|  | The first stage of the training (1-3 modules for the BMOs’ leaders and professionals) and coaching |  |  |
|  | An on-line conference / information event to mark the start of the training process |  |  |
|  | A training plan with a detailed description of courses for the modules 4-6 |  |  |
|  | The second interim work progress report |  |  |
|  | The second stage of the training (4-6 modules for the BMOs’ leaders and professionals) and coaching |  |  |
|  | A training plan with a detailed description of courses for the modules 7-9 |  |  |
|  | The third interim work progress report |  |  |
|  | The third stage of the training (4-6 modules for the BMOs’ leaders and professionals) and coaching |  |  |
|  | The development of a series of 3 manuals for public distribution |  |  |
|  | Guidelines for universities and business schools in Ukraine |  |  |
|  | An on-line conference/information event to present lessons learnt from the training of the BMOs’ leaders |  |  |
|  | 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 | *Team leader* | month | 12 |  |  |
| 1.2 | *Training developer* | month |  |  |  |
| 1.3 | *Coordinator 1* | month |  |  |  |
| 1.4 | *Coordinator 2* | month |  |  |  |
| 1.5 | *Coordinator 3* | month |  |  |  |
| 1.6 | *Others (specify as necessary)* |  |  |  |  |
| 2 | **Training process** |  |  |  |  |
| 2.1 | *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)* | 1 day | 18 |  |  |
| 2.2 | *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)* | 1 day | 5 |  |  |
| 2.3 | *Direct variable costs per 1 participant – BMO’s leader (personal training materials, notebooks, stationary, etc.)* | per 1 person | 30 |  |  |
| 2.4 | *Direct variable costs per 1 participant – BMO’s professional (personal training materials, notebooks, stationary, etc.) per 1 person* | per 1 person | 135 |  |  |
| 2.5 | *Remote meetings with speakers (group webinars – at least twice a month, each 1.5 hour long with an open cast on social networks)* | 1 event | 18 |  |  |
| 2.6 | *An online round table with leaders of international BMOs* | 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 | *Travel expenses by a consultant (travel and lodging)* | 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 | | | |  |

“Duly authorized to sign the proposal for and on behalf of” \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Name of Organisation): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature/Stamp of Entity/Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name of representative: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Telephone/Fax: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Email: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_