

SECTION 5. TERMS OF REFERENCE – Amendment no. 1

Company/NGO/Consortium to Design and Implement a Non-Cash Support Mechanism(s) for Enabling MSMEs in Green and Inclusive Transition

I. Background Information and Rationale, Project Description

On 23 June 2022, the European Council granted the Republic of Moldova the status of EU candidate country. This represents a substantial achievement but also comes with great responsibilities and obligations. One of these obligations is the *Green Agenda and Sustainable Connectivity*, which includes the environment and climate change acquis. In this sense, meaningful reforms are expected in view of the European Green Deal targets.

The Green Transition Project takes due account of this endeavor. It will put in place enabling conditions for a green transformation in Moldova through a combination of:

- cross-sectoral decision-making in joint stakeholder platforms,
- capacity building measures,
- general education and awareness raising,
- dissemination of best policy practices,
- information sharing and networking, and
- pilot-testing green transition solutions.

These interventions will ensure that the green transition concept is well understood and implemented. The established enabling conditions and investments into green solutions will also respond to key development challenges the country is facing, such as climate change, environmental pollution, and the energy crisis.

Moldova is highly vulnerable to climate change, given limited resources and institutional capacities to address impacts. This is compounded by heavy reliance on agriculture, water scarcity, and other geographical factors. The country is advancing with national adaptation planning, including in agriculture, to build institutional, technical, and budgeting capacities. However, significant gaps remain in achieving long-term adaptation targets.

Environmental degradation is another major threat to Moldova's development agenda. The economy relies heavily on natural resources, leading to overexploitation and pollution. Inadequate waste management practices and outdated technologies in key sectors further contribute to degradation. The mainstreaming of the green agenda into economic activities remains slow.

Moldova is also experiencing increasing urbanization, with the proportion of the population living in cities expected to rise from 47% in 2010 to 60% in 2030 (UN Habitat). Municipalities have a major impact on air quality and are responsible for over 50% of total air pollution in the country.

From an energy security perspective, Moldova is highly dependent on imported energy sources and relies mainly on fossil fuels. Inefficient energy supply and consumption across sectors further exacerbate the situation. Until recently 100% dependent on Russian gas imports, the country is now actively seeking to diversify energy supplies following the war of aggression in Ukraine. Improvements in energy efficiency and the development of domestic resources – including renewables – are high on the political agenda for sustainability, competitiveness, and security. The energy sector is also the main source of GHG emissions in the country.

Against this background, the Green Transition Project aims to support the Government of Moldova to engage sustainably in a transformative green agenda by enhancing awareness, building capacities, and encouraging investments in a low-emission and resource-efficient economy.

The Project will be implemented under the following three components:

1. Socio-economic framework for gender-responsive and inclusive green transition enabled.
2. Capacity and awareness of the inclusive green transition increased among key stakeholders.
3. Additional funding is attracted by promoting and piloting investments in green and innovative technologies, while evidence-based decision-making is improved by deploying a reliable air quality monitoring system.

The implementation period is 48 months, with a total budget of EUR 10 million.

The Republic of Moldova has committed to advancing its green development agenda as a cornerstone of its EU candidacy. These commitments are enshrined in the EU Association Agreement, which emphasizes sustainable development and the promotion of a green economy. This strategic alignment underscores Moldova's determination to implement transformative reforms in environmental governance and sustainability, ensuring progress toward a resilient and inclusive future.

The Green Transition Project is a key initiative supporting Moldova's ambitions, with a focus on the following thematic areas:

- Waste Management and Circular Economy
- Green and Sustainable Mobility
- Environmental, Social, and Governance (ESG) Framework
- Green Financing
- Resource Efficiency and Clean Production
- Sustainable Business Model Development
- Capacity Building on Green Transition

To ensure effective implementation, the project will foster cooperation among a broad spectrum of stakeholders, including public authorities, private sector actors, civil society, and the general population.

A key pillar of this transition is empowering the private sector, particularly MSMEs, to adopt sustainable practices, innovate, and seize opportunities for the green economy. However, MSMEs face barriers such as:

- limited access to technical expertise, green finances
- lack of awareness of green business models, and
- insufficient capacity to implement resource-efficient and cleaner production (RECP) measures, to adopt ESG principles and eco-innovations.

This assignment(s) is anchored under Component 3 of the Project and contributes directly to two outputs and three related activities:

- Output 3.1. Pilot green projects on energy and eco-innovation deployed with the view of attracting additional private investments (including empowering women to develop start-ups in these areas)
- *Activity 3.1.1: Providing support to ten companies (selected within the Green Economy component of EU4Environment) to introduce green innovations in their business processes.*
- *Activity 3.1.2. Launching a Fast Track Challenge Programme to provide private entities with financial support for new and innovative complementary green solutions in the area of energy efficiency and renewable, waste recycling and materials recovery.*
- Output 3.2: New business models set up along the circular economy value chain and in line with the clean and resource efficient production approach, making sure to integrate also a gender dimension (through dedicated support to women-led businesses).
- *Activity 3.2.2. Providing support to ten start-ups to develop business models in waste-related areas for specific waste stream (giving priority to women and youth entrepreneurs).*

To achieve these outputs, UNDP is seeking a qualified company, NGO, or consortium of companies/organizations (hereinafter "the Contractor") to design and implement a multi-faceted Non-Cash Support Mechanism(s). This mechanism(s) will be delivered through three distinct but complementary LOTs, targeting different segments of the private sector—from established companies to innovative challengers and start-ups.

The overarching goal is to provide high-value technical assistance, capacity building, and mentorship that will enable businesses to innovate, improve environmental performance, and strengthen competitiveness. Priority will be given to initiatives led by women and young entrepreneurs, fostering inclusive participation in the green transition.

By the end of Component 3, the goal is to attract at least EUR 1,000,000 in additional private investments while promoting sustainable development practices across Moldova's economy. Key interventions will focus on enhancing resource efficiency, reducing carbon footprints, and creating business models that are both environmentally and economically sustainable, aligning Moldova with the European Green Deal and EU sustainability goals.

The urgency to accelerate the green transition is evident. Jobs and revenues have been lost across sectors, and many private actors, particularly women, lack the means and motivation to engage in environmentally friendly practices. It is critical to support these actors in becoming change agents for the green transition.

Therefore, special emphasis will be placed on integrating Gender Equality and Women's Empowerment (GEWE) into all aspects of the programme. This will involve identifying gender-specific gaps and opportunities, ensuring equitable access to training, resources, and decision-making. The programme will promote gender-sensitive approaches to capacity building, recognizing inclusivity as essential for a sustainable transition.

The target beneficiaries are MSME owners and managers seeking to adopt eco-innovations, RECP measures, energy efficiency and renewable energy (EERE), waste management and circular economy practices, and ESG principles.

II. Scope of work

The Green Transition Project aims to accelerate the shift of the private sector in Moldova towards a low-emission, resource-efficient, and inclusive economy. To achieve this, UNDP is launching a Non-Cash Support Mechanism(s) that will provide targeted, non-refundable, non-cash support to Micro, Small, and Medium Enterprises (MSMEs) through three distinct intervention streams (hereinafter "Lots"). The assignment will be implemented by a Contractor (company/organization or consortium of companies/organizations) with the required expertise and operational capacity.

The overall objective of this initiative is to provide high-value technical assistance, training, mentorship, and targeted non-refundable, non-cash support packages to Moldovan MSMEs. These packages will include the procurement of equipment, goods, works, and services, complemented by hands-on consulting and training support. Together, these measures will enable MSMEs to innovate, reduce their environmental footprint, strengthen competitiveness, and capture new market opportunities within the green economy. Proposals that involve women, including businesses led by women, youth and representatives of vulnerable groups will have priority.

The Contractor(s) will be responsible for the full cycle of activities under the Lot(s) for which they are selected, including design, planning, management, delivery, monitoring, and reporting, in close coordination with UNDP/Green Transition project. Proposers must clearly indicate which Lot(s) they are applying for and demonstrate proven capacity to deliver on each.

The assignment covers the following three Lots; each linked to the Green Transition Project Results Framework (Activity 3.1.1 & Activity 3.1.2 under Output 3.1 and Activity 3.2.2 under Output 3.2):

LOT 1: Targeted Support for MSMEs Transitioning to Greener Practices (under Activity 3.1.1)

The objective of this lot is to provide in-depth, tailored, non-refundable, non-cash support for ten (10) micro, small, and medium-sized enterprises (MSMEs) that are committed to adopting greener and more sustainable practices. The support will help them implement green innovations, resource efficiently, and cleaner production measures, that will contribute to achieving resource efficiency, sustainability, and competitiveness on the local and international markets.

In this respect, the Green Transition Project is looking to engage a company/organization, or consortium of companies/organizations, to support at least ten (10)¹ selected MSMEs through a non-refundable, non-cash support mechanism, which includes procurement of goods/equipment and/or business development services, as well as specialized technical assistance services, coupled with tailored coaching, mentoring, consulting, awareness raising

¹ **Note:** In case additional financial resources are identified or provided during project implementation, the total grant amount and/or the number of supported beneficiaries may be adjusted and increased accordingly.

and promotion activities, to stimulate their green transition and resource-efficient and clean production. **The total amount for the non-cash support component is up to USD 150,000.00.**

Note: The identification and selection of up to ten (10) beneficiaries of the non-cash support shall be carried out by UNDP Moldova / the Green Transition Project based on established eligibility and selection criteria. The final list of beneficiaries shall be approved by the Project Board and subsequently communicated to the selected Contractor for implementation under this assignment.

In the event of availability of additional project funds, UNDP reserves the right, subject to Project Board approval, to expand the scale of the intervention, including by increasing the total non-cash support envelope and/or the number of beneficiaries, without altering the nature or objectives of the assignment.

The General objectives identified, and scope of services defined shall be met through activities that include, but are not limited to the following:

Activity 1. Support MSMEs in implementing green, resource-efficient, and clean production (RECP) measures and technologies.

To operationalize this activity, contracted company will be responsible to implement the following sub-activities:

1.1. To prepare methodological approach and detailed work plan for the implementation of tasks, which would include, inter alia:

- a. Methodology for update of green development project(s), support activities including coaching, on-demand group trainings and other activities that shall be carried out under the assignment;
- b. Detailed description of procurement procedures, templates and monitoring of proper use of the received goods and services as provided by the non-cash support;
- c. Methodology for monitoring & evaluation of activities carried out under the Green Development Project(s) and achieved results within this project;
- d. Reporting tools, including programmatic and financial reports.

To note: The proposed methodology must be approved by Green Transition Project at the initial phase of the contract.

1.2. Before the agreement signing, the contractor will carry out 1 (one) on-site visit per beneficiary, to assess the current situation of the beneficiary, to assess their business development objectives and thus, to assist all beneficiaries in reviewing and/or improving their green development project proposals to achieve sustainability goals, to provide clear definition of goods and services to be purchased, and trainings needed; to reach a higher level of quality of the proposal etc.

1.3. To develop the template of the agreement to be signed with the beneficiaries and to sign the agreement(s) with the beneficiaries of the non-cash support. This activity involves the formalization of agreements with selected beneficiaries who will receive non-cash support as part of the project. The agreements will outline the terms and conditions of the support provided and establish the respective obligations of both parties involved. The format and content of the agreement will be coordinated with UNDP Moldova/Green Transition Project Team.

1.4. To provide support in organization of the non-cash support mechanism implementation launching meeting with all selected beneficiaries and other relevant stakeholders. This activity centres around orchestrating a comprehensive launch meeting to inaugurate the implementation phase of the non-cash support mechanism with all selected beneficiaries. The meeting is designed to sign the Support Agreements, to establish a clear understanding of projects' objectives, foster collaboration among stakeholders, and outline the roadmap for successful non-cash

support mechanism execution. The Contractor is responsible to prepare the agenda, invitation, presentations and other materials necessary to coordinate the event and to meet its objectives.

Note: The costs and expenses for the logistical aspects (venue, catering, technical etc.) of the meeting shall be covered by the Green Transition Project/UNDP.

1.5. After the agreement signing, the contractor will carry out individual meeting with each beneficiary (1 in-person meeting per beneficiary) and will establish individual monitoring and evaluation targets, including indicators' baseline, for the selected beneficiaries, and an individual procurement plan, technical specifications and procedures adapted for the needs of the beneficiaries, as well as training needs and other relevant GDP implementation milestones.

1.6. Implementation of the Green Development Projects (GDPs) prepared and/or adjusted based on the needs' assessment. The contracted entity will engage with selected beneficiaries to integrate green, resource-efficient and clean production measures and technologies, tailored to the specific needs of each beneficiary. Specifically, the company/organization/consortium will provide non-cash support to the selected beneficiaries covering up to 80% of incurred investment costs within a designated sub-project for eligible goods, works, services with a maximum ceiling established at 15,000 USD per beneficiary. The beneficiaries will co-finance at least 20% of the total project value (monetary form), in-kind contribution is not eligible.

Eligible investments will include, but not be limited to introduction of cleaner production measures, resource-efficient technologies, eco-innovations, energy efficiency solutions, energy audit, renewable energy integration, waste reduction technologies, and circular economy practices etc.

Note: *All procurement procedures should respect public procurement standards and UNDP rules, including in terms of responsibility and reporting. The payments for the goods and services under the awarded support shall be carried out by the Contractor in conformity with the provisions of the agreement(s) signed with the Beneficiaries of the non-cash support, the Contractor's procurement procedures and international best practices, and in coordination with the Beneficiaries of non-cash support.*

Activity 2. Capacity building, training, and coaching support

This activity aims to enhance the capacity and technical skills of the beneficiaries of the non-cash support program, The objective is to empower beneficiaries with the knowledge and capabilities necessary to effectively utilize RECP measures, adopt ESG principles, implement energy efficient and energy renewable technologies, circular practices etc., thereby optimizing production processes, reducing costs, and improving competitiveness in the local and international markets. Additionally, this activity will incorporate coaching component to provide personalized support and guidance to non-cash support mechanism beneficiaries, selected under this assignment. Experienced coaches will be assigned to work closely with individual MSMEs beneficiaries, offering tailored assistance, guidance and advice to address specific challenges and opportunities related to the implementation of green development projects. For reaching this, the selected company/organisation/consortium will organize and implement the following sub-activities:

2.1. Facilitate and carry out a total number of at least 10 Individual Meetings with selected beneficiaries (1 individual meeting per beneficiary) to determine and evaluate training, and coaching requirements and needs. This activity involves organizing individual meetings and/or discussions with each of the ten selected beneficiaries to identify their unique training and coaching requirements. These sessions will be tailored to address the specific needs and challenges faced by each beneficiary, ensuring personalized support and guidance. By conducting these meetings, the goal is to gain insights into the individual needs of each beneficiary and develop **customized training and**

coaching support programs and update the GDP proposals that effectively address their requirements and contribute to their overall success in implementing the Green Development Project.

2.2. Conduct Training Sessions for non-cash support mechanism beneficiaries, including, but not limited to, peer-to-peer learning and best practice sharing among beneficiaries. This activity entails organizing 2 (two) group training sessions for all beneficiaries (with participation of up to 2 representatives), considering the services/works and/or goods/machinery/equipment to be procured or already purchased for them under the Activity 1, as well as according to training need assessment validation carried out by the Contractor, under sub-activity 2.1. The primary focus of these sessions is to empower beneficiaries with the necessary knowledge and skills to effectively adopt green, RECP solutions and facilitate their green transition.

2.3. Delivery of individual tailored coaching support sessions. This activity is dedicated to delivering a cumulative total number of ~~10-60~~ customized coaching support sessions/**120 hours** (~~± 6~~ sessions of ~~3h-2h~~ per beneficiary) to address the identified needs of each of the selected beneficiaries. Building upon the insights gained from individual meetings and discussions conducted in the previous sub-activities, tailored sessions will be carried out to provide targeted assistance and guidance to enhance the capacity and capabilities of beneficiaries, including to provide support in preparing necessary documentation to access financing support.

To note: The ~~3~~ **2-hour** duration of the sessions can be divided into several smaller sessions if necessary and as decided by the mentor/coach and beneficiary.

Activity 3. Monitoring, Evaluation and Reporting

This activity aims to ensure systematic monitoring, evidence-based evaluation, and structured reporting of the non-cash support mechanism implemented under Lot 1. The objective is to track progress against planned activities and outputs, assess the effectiveness and impact of the supported Green Development Projects at both enterprise and programme level, and generate actionable lessons learned to inform future green transition interventions.

The Contractor will be responsible for establishing and implementing a monitoring and reporting framework in close coordination with the UNDP Green Transition Project Team, ensuring compliance with UNDP reporting standards, accountability requirements, and visibility rules.

Sub-activities under Activity 3 include, but are not limited to, the following:

3.1. Monitoring of implementation progress

- Establish a monitoring and evaluation approach and tools to track implementation of Green Development Projects for each beneficiary, including procurement progress, delivery of goods and services, and implementation of technical assistance activities.
- Conduct regular (monthly online or by phone calls) follow-up with beneficiaries to assess implementation status, identify risks or delays, and propose corrective actions where necessary, in coordination with UNDP.

3.2. Compilation of beneficiary data sheets

- Ensure the preparation and compilation of individual data sheets for each beneficiary, capturing baseline information, supported interventions, investment value, co-financing contribution, key outputs, and results.
- The format and structure of beneficiary data sheets shall be coordinated and approved by the Green Transition Project Team, to ensure consistency across project activities.

3.3. Collection and analysis of performance indicators

- Collect quantitative and qualitative indicators related to project implementation, including environmental, economic, and operational performance indicators, in line with the Project Results Framework.
- Analyse results achieved at both programme level and individual beneficiary level, assessing progress toward objectives related to resource efficiency, environmental performance, and competitiveness and other relevant factors/goals.

3.4. Evaluation and lessons learned

- Conduct an analysis of results achieved under the non-cash support mechanism and by each beneficiary in particular.
- Describe the Results and Lessons Learned upon completion of the active implementation phase, highlighting key findings, challenges encountered, corrective measures applied, good practices, and recommendations for scaling or replication.

3.5. Reporting on project implementation

The Contractor shall prepare and submit the following reports to UNDP/Green Transition Project, in accordance with agreed timelines and formats:

- One Inception Report, outlining the detailed methodology and implementation plan, procurement procedure & templates, monitoring & evaluation framework, and reporting tools;
- Three Progress Reports (simplified), including narrative progress updates and financial statements, documenting implementation status, expenditures, risks, and corrective actions;
- One Final Report on the completion of non-cash support implementation, summarizing achieved outputs and results, lessons learned, and recommendations;
- Any additional reports as specified in the Deliverables section of the ToR or reasonably requested by UNDP for monitoring or communication purposes.

III. Milestones and tasks

The Contractor shall take full responsibility for the provision of services described in this ToR in close consultation and cooperation with UNDP/Green Transition Project team. The Scope of Work shall be implemented through the completion of the following Milestones, each corresponding to a logical phase of the assignment and a coherent set of activities:

Milestone 1. Inception, Methodology and Operational Setup

This milestone focuses on establishing the methodological, operational, and coordination foundations for the assignment. It will be considered achieved upon UNDP approval of the inception package and operational readiness. Key tasks include, but are not limited to:

1.1. Development and submission of an Inception Report, including:

- Detailed methodological approach for implementation of Activities 1–3;
- Comprehensive activity plan, timeline, and sequencing of activities;
- Monitoring and evaluation framework, including indicators and tools;
- Procurement procedures & templates;
- Reporting tools and formats (programmatic and financial);
- Risk management and mitigation measures;
- Roles and responsibilities of experts delivering training, mentoring, and coaching;
- Beneficiary engagement approach;
- Communication channels and coordination mechanisms with stakeholders.

To note: The methodology and Inception Report must be approved by the UNDP / Green Transition Project Team at the initial phase of the contract.

Milestone 2. Beneficiary Engagement and Non-Cash Support Preparation. This milestone covers beneficiary onboarding, validation and refinement of the Green Development Project proposals, and operational readiness for the implementation of non-cash support mechanism. It ensures that beneficiaries are technically, administratively, and procedurally prepared for effective implementation in compliance with UNDP rules.

Key tasks include but are not limited to:

2.1. Conducting needs assessment and on-site visits : Conduct a comprehensive Needs Assessment for all selected beneficiaries, resulting in the development of a consolidated Needs Assessment Report. This task shall include, but not be limited to, the following elements:

(i) Preparation of a needs assessment methodology to be applied consistently across all beneficiaries, covering technical, operational, environmental and preliminary capacity building aspects.

(ii) Conducting an initial on-site visit (prior to the signing of the Support Agreement) to each beneficiary to assess the current business situation, objectives, technical and operational constraints, preliminary readiness for implementing green, RECP, EE, and eco-innovative solutions and needs.

(iii) Identification of preliminary implementation and investment needs, to inform minor refinement of the Green Development Project proposals;

(iv) Preparation of a final concise Needs Assessment Report, serving as the basis for minor updating and finalizing the Green Development Project proposals and preparing for agreement signature.

2.2 Review and Update of Green Development Project Proposals (Pre-Agreement)

- Review existing Green Development Project proposals against the findings of the Needs Assessment;
- Update (up to 20% of the initial proposal) and refine each GDP to ensure technical feasibility, eligibility, and readiness for implementation;
- Finalized GDPs shall serve as the technical basis for the non-cash support agreements.

2.3. Development and coordination of Non-Cash Support Agreements : (i) Draft a template agreement outlining the terms and conditions of non-cash support for selected beneficiaries; (ii) Coordinate the agreement template with UNDP Moldova/Green Transition's Project Team to ensure compliance with project requirements, procedures and standards; (iii) finalize agreements for signature with all selected beneficiaries.

2.4. Organization of the non-cash support mechanism Launch Meeting: (i) Plan, schedule and deliver a half-day launch meeting with all beneficiaries to formally initiate the implementation phase of the non-cash support mechanism; (ii) Prepare the meeting agenda, presentations, and supporting materials to clearly communicate objectives, roles and responsibilities, implementation and timelines, and next steps ; (iii) Facilitate the signing of non-cash support agreements during the launch meeting.

Note: All the logistical arrangements for the launch meeting (i.e. venue rental, technical equipment, catering etc.) and other aspects needed for a successful organisation of the Launch meeting shall be covered by the Green Transition Project.

2.5. Post-agreement Engagement with Beneficiaries for Capacity-Building and Implementation Planning. Following the signing of the Non-Cash Support Agreements: (i) Conduct individual post-agreement meetings with each beneficiary to define detailed training and coaching needs and agree on implementation sequencing and coordination arrangements; (ii) These meetings shall inform the design of tailored training and coaching programmes under Milestone 3.

2.6. Procurement Planning and Execution: (i) Update and adjust, where necessary, up to 20% of the initial proposal, the Green Development Project proposals for each beneficiary, including detailed procurement plans for the acquisition of goods, equipment, technical assistance and business development services ; (ii) Implement the procurement process of the goods, equipment, technical assistance and business development services in compliance with UNDP rules, public procurement standards and international best practices; (iii) Ensure transparent procurement procedures, proper record keeping, and timely financial reporting to UNDP; (iv) Facilitate the involvement of the beneficiaries' representatives in the procurement evaluation processes, where applicable, including participation Evaluation Committee. (v) Ensure proper handover of procured goods and services to beneficiaries upon completion of procurement. 2.7. Monitoring of implementation progress: (i) Apply the Monitoring and Evaluation framework approved under Milestone 1, to track the progress of Green Development Project implementation for each beneficiary ; (ii) Conduct regular reviews , on-site monitoring visits (2 per project implementation period) and and follow-up with beneficiaries to identify any challenges, risks, delays or issues and propose corrective actions , in coordination with UNDP/GT project team.

2.8. Coordination of payments and interim reporting: (i) Coordinate payments for goods and services under the awarded support in accordance with green development projects, signed agreements, approved budgets, and applicable procurement procedures; (ii) Prepare and submit interim implementation and financial progress updates to the UNDP / Green Transition Project Team, summarizing implementation status, expenditures incurred, and key issues requiring attention.

Milestone 3. Development and implementation of tailored training and coaching support programs - covers the **design, delivery, and monitoring of capacity-building support** for non-cash support beneficiaries. It aims to strengthen beneficiaries' technical, managerial, and financial capacities to effectively implement Green Development Projects and adopt green, resource-efficient and cleaner production (RECP) measures, eco-innovations, energy efficiency and renewable energy solutions, thereby improving productivity, cost efficiency, and market competitiveness.

Tasks under this milestone include, but are not limited to, the following:

3.1. Post-Agreement Capacity Needs Validation

Following the signing of the Non-Cash Support Agreements:

- Conduct ten (10) individual post-agreement meetings (one per beneficiary) to validate and detail training and coaching needs, building on the findings of the Needs Assessment conducted under Milestone 2;
- Prepare focused agendas and summaries for each meeting, clearly identifying capacity gaps and support priorities linked to GDP implementation.

The logistics of the meetings and associated expenditures shall be ensured by the selected Contractor.

3.2. Design of Group Training Programmes:

- Design two (2) group training programmes, each with a duration of four (4) hours, aligned with identified post-agreement capacity needs; goods and services delivered or to be procured under Activity 1;
- Training topics shall include, inter alia: RECP measures and eco-innovations; ESG principles; Energy efficiency and renewable energy solutions; Production optimization and cost reduction; Access to green finance and competitiveness enhancement.

3.3. Delivery of Group Training Sessions

- Organize and deliver two (2) group training sessions for all non-cash support beneficiaries (with participation of up to two (2) representatives per beneficiary);
- Engage qualified trainers/speakers and prepare training materials;
- Ensure delivery of interactive, practice-oriented sessions.

All logistical arrangements related to group training events (venue, technical equipment, catering, etc.) shall be covered by the Green Transition Project.

3.4. Design of Tailored Coaching Programmes

- Based on the outcomes of individual needs assessments, develop ten (10) tailored coaching support programmes (one per beneficiary);
- Each programme shall define challenges, objectives, scope, delivery approach, indicative timeline, and expected results.

3.5. Delivery of Mentoring and Coaching Support

- Deliver tailored coaching support to each beneficiary, for a maximum cumulative duration of up to twelve (12) hours per beneficiary, calculated on the basis of approximately two (2) coaching hours per month over a period of up to six (6) months;
- Coaching shall cover technical, financial, and business development aspects related to GDP implementation;
- Provide continuous guidance, advice, and feedback to support beneficiaries in applying acquired knowledge and skills during project implementation.

The logistics and associated expenditures related to coaching delivery shall be ensured by the Contractor.

3.6. Learning, Feedback, and Effectiveness Review

- Monitor the progress and effectiveness of training and coaching activities;
- Collect feedback from beneficiaries and relevant stakeholders;
- Identify lessons learned and areas for improvement to enhance impact and inform future green transition interventions.

3.7. Documentation and Reporting

- Document all capacity-building activities, outputs, and outcomes under this milestone;
- Provide inputs for progress and final reports related to training and coaching activities, in line with the reporting requirements of the assignment.

Milestone 4: Summing-up and Reporting

4.1. Ensure compilation of data sheets of each beneficiary to be used for developing success stories.

4.2. Analysis of the results achieved by the project and each beneficiary in particular and develop Progress Report(s) and about the active implementation phase of assignment addressing the key findings, major challenges and recommendations.

4.3. Develop the Final Report and Lessons learned upon the end of the active implementation phase of assignment addressing the key findings, major conclusions, and recommendations.

Elaboration of project implementation reports:

- One Inception Report;
- Three Progress Reports (simplified), including financial Report/Statements;
- Final report on completion of the assignment.
- Other reports as described in the Deliverables section.

The Contractor will take full responsibility for the provision of required services in close co-operation with UNDP project team. The Contractor shall Budget the expenses required under the assignment. The Budget should be submitted according to FORM K: FORMAT FOR FINANCIAL PROPOSAL.

IV. DELIVERABLES AND INDICATIVE TIMEFRAMES (please refer to the detailed description of key activities, formulated above)

LOT 1	Milestones	Deliverables	Target date
	<p>Milestone 1. Inception, Methodology and Operational Setup</p>	<p>1.1 Inception Report, including assignment methodology, M&E framework, procurement procedures and templates, reporting tools, activity plan that outlines the overall strategy, communication and coordination mechanisms, timeline, and key milestones for the implementation of activities under the assignment.</p> <p><u>Present to UNDP the Inception Report (IR) containing the deliverables 1.1 completed</u></p>	<p>1 month after contract commencement date IR</p>
	<p>Milestone 2. Beneficiary Engagement and Non-Cash Support Preparation</p>	<p>2.1 One (1) concise Beneficiary Needs Assessment Report with individual evaluation per each beneficiary prepared.</p> <p>2.2 All Green Development Projects proposals reviewed and updated</p> <p>2.3 Ten (10) Agreements for Non-Cash Support developed, coordinated and signed.</p> <p>2.4 One (1) non-cash support mechanism launch meeting organised (agenda, presentations, list of participants) and delivered</p> <p><u>Present to UNDP the Inception Report (IR) containing the deliverables 2.1-2.4 completed</u></p> <p>2.5 Individual procurement plan for each beneficiary developed (PR1)</p> <p>2.6 Tenders for procuring eligible goods and services launched for all beneficiaries and finalized for 50% of beneficiaries (PR1)</p> <p>2.7 Tenders for procuring eligible goods and services finalized for remaining 50% of beneficiaries. (PR 2)</p> <p>2.8 Eligible goods and services procured accordingly, co-financing contribution received and checked accordingly for at least 50% of beneficiaries. (PR2)</p> <p><u>Present to UNDP the First Progress Report (PR1) containing the deliverables 2.5-2.6 completed</u></p> <p><u>Present to UNDP the Second Progress Report (PR2) containing the deliverables 2.7-2.8 completed</u></p>	<p>1 month after contract commencement date IR</p> <p>4 months after contract commencement date PR1</p> <p>7 months after contract commencement date PR2</p>

		<p>2.9 Eligible goods and services procured accordingly, co-financing contribution received and checked accordingly for remaining 50% of beneficiaries. (PR3)</p> <p>2.10 The procurement activities under the GDPs are fully implemented, completed and handed over to at least 50% of beneficiaries. (PR3)</p> <p>2.11 The procurement activities under the GDPs are fully implemented, completed and handed over to remaining 50% of beneficiaries. (FR)</p> <p><u>Present to UNDP the Third Progress Report (PR3) containing the deliverables 2.9-2.10 completed</u></p> <p><u>Present to UNDP the Final Report (FR) containing the deliverables 2.11 completed</u></p>	<p>10 months after contract commencement date</p> <p>PR 3</p> <p>13 months after contract commencement date</p> <p>FR</p>
	<p><u>Milestone 3. Development and implementation of tailored training and coaching support programs</u></p>	<p>3.1 Ten (10) Individual Meetings (one per beneficiary) facilitated and conducted (PR1)</p> <p>3.2 Two (2) Training programmes designed according to the needs of beneficiaries, developed and coordinated with the Green Transition Project (PR1)</p>	<p>4 months after contract commencement date</p> <p>PR1</p>
<p>3.3 Two (2) Training Sessions organized and delivered in line with the coordinated training programmes (PR2)</p> <p>3.4 Individual coaching sessions for each beneficiary over 3 months carried out (a total of 30 coaching sessions/ 60 hours)(PR2)</p> <p><u>Present to UNDP the First Progress Report (PR1) containing the deliverables 3.1-3.2 completed</u></p> <p><u>Present to UNDP the Second Progress Report (PR2) containing the deliverables 3.3-3.4 completed</u></p>		<p>7 months after contract commencement date</p> <p>PR2</p>	
<p>3.5 Individual coaching sessions for each beneficiary over 3 months carried out (a total of 30 coaching sessions/ 60 hours) (PR3)</p> <p><u>Present to UNDP the Third Progress Report (PR3) containing the deliverable 3.5 completed</u></p>		<p>10 months after contract commencement date</p> <p>PR 3</p>	
	<p><u>Milestone 4: Summing-up and Reporting</u></p>	<p>4.1. Fact sheets for all beneficiaries, with brief data and information about the beneficiaries and their Green Development Projects developed, coordinated and approved by Green Transition Project. (FR)</p> <p>4.2. One (1) Final Report (FR), with qualitative and quantitative indicators and disaggregated data provided of the assignment, and lessons learned, the</p>	<p>13 months after contract commencement date</p> <p>FR</p>

		<p>key findings, major conclusions, and recommendations.</p> <p>4.3. As annex to FR develop and submit brief overview for each project with one-page description of each intervention.</p> <p><u>Present to UNDP the Final Report (FR) containing the deliverables 4.1-4.3 completed</u></p>	
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All the above will be implemented in close coordination with Green Transition Project team and UNDP approval. The volume of work indicated in the table above is considered sufficient for implementing the proposed tasks.

LOT 2: Fast Track Challenge Programme: Targeted Support for Innovative Green MSMEs (Activity 3.1.2)

The strategy of the Green Transition Project is to accelerate Moldova’s private sector engagement in the green economy by enabling MSMEs to pilot **innovative green solutions** in energy efficiency, renewable energy, waste management and circularity, sustainable mobility, and other eco-innovation initiatives.

In this respect, UNDP Moldova is looking to engage a **company/organization, or consortium of companies/organizations**, to design and implement a **Fast Track Challenge Programme (FTC Programme)** targeting existing MSMEs. The FTC Programme will focus on enabling MSMEs to develop their own **Green Innovation Project (GIP)**, a structured proposal outlining the enterprise’s innovative solution, implementation plan, budget, expected environmental and economic benefits, and co-financing commitment and pilot innovative green solutions in the areas of:

- Energy efficiency and renewable energy
- Waste management and circularity
- Sustainable mobility and transport
- Other complementary eco-innovation initiatives

This support mechanism will combine **non-refundable, non-cash support component**, that is including procurement of works and/or goods/equipment and/or services, coupled with capacity building support, particularly the training and coaching assistance.

Each selected MSME will receive up to **20,000 USD** in non-cash support, covering a maximum of **70% of the total project value**, with the remaining **30% co-financed by the beneficiary** (only monetary contribution, no in-kind contributions permitted). A special attention will be given to women and young entrepreneurs.

The selected Contractor (company/organization or consortium) shall be responsible for the implementation of the FTC Programme, including project refinement, procurement of non-cash support, capacity building, implementation monitoring, and reporting, in close coordination with UNDP.

To note: The identification and selection of 10 beneficiaries of the non-cash support, under Lot 2, will be carried out by UNDP Moldova/Green Transition Project based on a clear selection and eligibility criteria. The final list of beneficiaries will be approved by the Project Board and subsequently presented to the selected Contractor (company, organization, or consortium) for further implementation under this assignment. The FTC Programme will be conducted in close cooperation with UNDP Moldova/Green Transition Project to ensure transparency, visibility, and alignment with Green Transition Project and national green transition objectives.

Special attention shall be given to proposals that:

- Foster inclusivity, with priority given to women- and youth-led enterprises;
- Demonstrate high potential for innovation, whether through new or improved technologies, business models, production processes, or market approaches that contribute to greener, more sustainable solutions (e.g., resource efficiency, waste circularity, low-carbon technologies, sustainable mobility);
- Show strong capacity for co-financing (minimum 30% from the total value of the Green Innovative Project).

After the start of the assignment, the beneficiaries' project proposals shall be reviewed, refined and contribution will be re-checked, and a **Support Agreement** will be signed with each beneficiary. An **Award Ceremony** will be organized to mark the start of implementation. The contribution and non-cash support amounts (up to USD 20,000.00) are to be directed towards the acquisition of eligible equipment, goods, digital tools, and/or relevant development services, in conformity with the approved **Green Innovation Project(s) - GIPs**.

The payments for the respective goods and services under the awarded support shall be carried out by the Contractor in conformity with the provisions of the Beneficiaries' **Green Innovation Project**, agreed with UNDP. All procurement procedures must respect UNDP procurement rules, international best practices, and public procurement standards, ensuring transparency, accountability, and proper reporting. The Contractor shall conduct at least two (2) monitoring visits per beneficiary during the GIP implementation to ensure proper use and integration of the supported equipment/services.

Specific attention will also be paid to another component of the assignment: **capacity building, training, coaching and best practice sharing**. The Contractor shall organize:

- At least **3 (three) advanced half-day training events**, for all the beneficiaries, in the areas of eco-innovations, sustainable business models and strategy, ESG principles and reporting, EPR, waste management & circularity, and product/service and production improvement and upgrading.
- **Individual coaching** for each beneficiary, delivered (tentative 1 session per month) by a pool of at least 2 experienced coaches (business and innovation development), throughout the implementation period of the assignment since non-cash support award.
- Additionally, at least, two (2) **on-demand group consulting sessions** addressing specialized topics (e.g., taxation, authorizations, branding, financial management, digital marketing, etc.).

It is expected that the Contractor will ensure that the coaches maintain active contact with the beneficiaries, organizing calls, group events, trainings, and meetings with beneficiaries. This will ensure continuity, sustainability, and practical knowledge transfer beyond the GIP implementation phase.

Milestones and tasks

The Contractor(s) will take full responsibility for the provision of required services described in this ToR in close consultation and cooperation with UNDP project team. The Scope of Work shall be met through the completion of a set of Milestones with relevant sub-tasks that include, but are not limited to the following:

Milestone 1. Assignment Methodology Development and Planning (Inception phase)

The Contractor shall prepare and submit an **Inception Report** detailing the methodology and work plan for the FTC Programme, including:

- Description and sequencing of assignment phases;
- Roles and Responsibilities of the experts providing training and coaching to beneficiaries;

- Methodology for implementing the assignment and GIPs;
- Methodology for the initial trainings and support activities including coaching and individual consulting sessions;
- Procurement procedures and mechanisms for monitoring proper use of non-cash support and beneficiary co-financing;
- Monitoring & Evaluation framework;
- Measures to ensure sustainability of achieved results through non-refundable, non-cash support;
- Reporting tools for the FTC Programme, including narrative and financial reports.

Note: The proposed methodology must be approved by Green Transition Project at the initial phase of the contract.

Milestone 2. Review and update of Green Innovation Projects and agreement signing (pre-implementation phase)

Upon receipt of the approved list of beneficiaries from UNDP, the Contractor shall:

- Assist all beneficiaries in reviewing and upgrading² their Green Innovation Projects to achieve stated goals, provide clear definition of goods and services to be purchased;
- *Note: Changes to the approved Green Innovation Project proposals, including modifications to activities and budget reallocations, are permitted only within the approved scope of the project and may not exceed twenty percent (20%) of the originally approved project budget. Any such changes shall require prior written approval from UNDP Moldova / the Green Transition Project.*
- Verify beneficiaries' financial contribution (at least 30% of the total value of the GIP).
- Prepare and sign Support Agreements with selected beneficiaries, defining eligible expenses implementation responsibilities and reporting requirements.
- Organize an Award/Launch event, in close coordination with UNDP, to officially launch the implementation of the Green Innovation Projects. Therefore, the contractor is expected to develop the draft Agenda, list of participants, prepare presentations.

Note: The costs and expenses for the logistical aspects (venue, catering, technical etc.) of the meeting shall be covered by the Green Transition Project/UNDP.

Milestone 3. Implementation of Non-Cash Support/Green Innovation Projects

Following agreement signing, the Contractor shall:

- Conduct on-site visits to each beneficiary to: (i) apply the M&E framework approved under Activity 1; (ii) finalize procurement plans and technical specifications aligned with approved GIPs.
-
- Implement procurement of eligible goods, works, and services in compliance with UNDP rules and international best practices
- Provide non-refundable, non-cash support of up to USD 20,000 per beneficiary, covering a maximum of 70% of the total project value, through the procurement of eligible goods and/or services. Such procurement shall be carried out in accordance with the approved Green Innovation Project (GIP) plan, the agreed project implementation methodology, and applicable procurement procedures, and shall be implemented in close coordination with the beneficiary.

2 Changes to the approved Green Innovation Project proposals, including modifications to activities and budget reallocations, are permitted only within the approved scope of the project and may not exceed twenty percent (20%) of the originally approved project budget. Any such changes shall require prior written approval from UNDP Moldova / the Green Transition Project.

- Provide targeted technical and business advisory support to ensure effective operationalization of procured solutions.
- Conduct at least two (2) monitoring visits per beneficiary during GIP implementation.
- Ensure transparent procurement, proper record keeping and timely financial reporting to UNDP.

Milestone 4. Capacity Building Support: Training and Coaching

The Contractor shall deliver structured capacity-building support, including:

- Organisation and delivery at least three (3) advanced half-day, in-person, advanced trainings for all beneficiaries on topics , such as: eco-innovation, sustainable business models and strategy, ESG principles, EPR, waste circularity, and product/service improvement or any other relevant topic.
- Provision of individualized coaching support for each beneficiary, for a maximum cumulative duration of up to thirty (30) coaching hours per beneficiary, delivered flexibly, 6 months of implementation period, by a pool of at least two experienced coaches covering technical, financial, and business development areas.

Note: The frequency and scheduling of coaching sessions shall be adjusted based on post-agreement needs assessments and mutual agreement between the coach and beneficiary. .

- Organization of at least two (2) **on-demand group consulting sessions** on specialized topics, such as: taxation, authorizations, branding, financial management, digital marketing, access to green finances etc.

Milestone 5. Summing-up and Reporting

The Contractor shall:

- Prepare Beneficiary fact sheet for all supported companies, suitable for visibility and communication purposes, and coordinated with UNDP.
- Collect disaggregate, and analyze implementation indicators in line with the approved M&E framework. Submit reports as follows: one (1) Inception Report, three (3) Progress Reports (simplified, including financial statements), and one (1) Final Report, summarizing results, key findings, conclusions, lessons learned and recommendations.

The Contractor shall take full responsibility for the provision of services under this Lot, in close cooperation with UNDP Moldova / the Green Transition Project Team, and shall budget all costs required for the implementation of the assignment.

IV. DELIVERABLES AND INDICATIVE TIMEFRAMES (please refer to the detailed description of key activities, formulated above)

LOT	Milestones	Deliverables	Target date
2			
	Milestone 1. Assignment Methodology Development and Planning	1.1 Inception Report , including: <ul style="list-style-type: none"> • Description of methodological approach and detailed work plan • Training methodology for the trainings and capacity building support activities including coaching, individual consulting; • Procurement procedures to be applied; 	1 month after contract commencement date IR

	(Inception Phase)	<ul style="list-style-type: none"> Monitoring & Evaluation of the non-cash support mechanism and its results; Reporting tools, including narrative and financial reports. <p><u>Present to UNDP the Inception Report (IR) containing the deliverables 1.1 completed</u></p>	
	Milestone 2. Review and Update of Green Innovation Projects and agreement signing (Pre-Implementation Phase)	2.1 Reviewed and upgraded Green Innovation Projects (GIPs) for all selected beneficiaries 2.2. Non-Cash Support Agreement template, coordinated and approved by UNDP 2.3. Signed Non-Cash Support Agreements with all beneficiaries 2.4 Award / Launch Event conducted (agenda, presentations, participants list) <p><u>Present to UNDP the Inception Report (IR) containing the deliverables 2.1- 2.4 completed</u></p>	1 month after contract commencement date IR
	Milestone 3. Implementation of Non-Cash Support/Green Innovation Projects	3.1 All necessary procurement templates and procedures adapted for the needs of the beneficiaries. Individual procurement plans elaborated/adjusted, incl. technical specifications, as well as an aggregated procurement plan per entire assignment prepared, coordinated with the GT team. (PR1) 3.2. Tenders and/or procurement processes for eligible goods and services launched and finalized for all of beneficiaries. (PR1) 3.3 Eligible goods and services procured accordingly, co-financing contribution received and checked accordingly for at least 50% of beneficiaries. (PR2) 3.4 The procurement activities under the GIPs are fully implemented, completed and handed over to at least 50% of beneficiaries. (PR2) <p><u>Present to UNDP the First Progress Report (PR1) containing the deliverables 3.1- 3.2 completed</u></p> <p><u>Present to UNDP the Second Progress Report (PR2) containing the deliverables 3.3- 3.4 completed</u></p>	4 months after contract commencement date PR1 7 months after contract commencement date PR2
		3.5 Eligible goods and services procured accordingly, co-financing contribution received and checked accordingly for remaining 50% of beneficiaries. (PR3) 3.6 The procurement activities under the GIPs are fully implemented, completed and handed over to remaining 50% of beneficiaries. (FR) <p><u>Present to UNDP the Third Progress Report (PR3) containing the deliverables 3.5 completed</u></p> <p><u>Present to UNDP the Final Report (FR) containing the deliverables 3.6 completed</u></p>	10 months after contract commencement date PR3 13 months after contract commencement date FR
	Milestone 4. Capacity Building,	4.1 At least three (3) advanced half-day training sessions delivered (agendas, materials, attendance lists) (PR2)	7 months after contract

	Training, Coaching and	<p>4.2 At least two (2) on-demand group consulting sessions conducted (PR2)</p> <p>4.3 Report on delivered tailored capacity building activities (group trainings and on-demand consulting sessions) (PR2)</p> <p><u>Present to UNDP the Second Progress Report (PR2) containing the deliverables 4.1-4.3 completed</u></p>	<p>commencement date PR2</p>
		<p>4.4 Individual coaching delivered to each beneficiary (up to 30 cumulative coaching hours per beneficiary). (PR3)</p> <p>4.5 Report on delivered tailored coaching activities (PR3)</p> <p><u>Present to UNDP the Third Progress Report (PR3) containing the deliverables 4.4-4.5 completed</u></p>	<p>10 months after contract commencement date PR3</p>
	Milestone 5: Summing-up and Reporting	<p>5.1 Beneficiary Fact Sheets (one per supported MSME), approved by UNDP</p> <p>5.2 One (1) Final Report, presenting qualitative and quantitative results of the assignment, including disaggregated data (where applicable), analysis of performance against indicators, lessons learned, key findings, major conclusions, and recommendations.</p> <p>The Final Report shall include, as technical annexes, a one-page structured overview of each supported project, focusing on implementation details, supported investments, and achieved results.</p> <p><u>Present to UNDP the Final Report (FR) containing the deliverables 5.1-5.2 completed</u></p>	<p>13 months after contract commencement date FR</p>

All the above will be implemented in close coordination with Green Transition Project team and UNDP approval. The volume of work indicated in the table above is considered sufficient for implementing the proposed tasks.

Lot 3: Support for Circular Economy Start-ups with Priority on Waste Management (Activity 3.2.2)

The Green Transition Project seeks to accelerate the growth of **circular economy start-ups** in Moldova by enabling innovative business models that reduce resource use, extend product lifecycles, and close material loops. While the main priority will be placed on **waste management and recycling solutions** (e.g., plastics, textiles, construction waste, e-waste, organic waste), the Lot will also support start-ups introducing innovative solutions in other areas of the circular economy, such as repair, reuse, sharing platforms, eco-design, and sustainable materials.

The Contractor (company/organization, or consortium of companies/organizations) will be engaged to design and implement a **non-cash support mechanism** targeting aspiring entrepreneurs and early-stage start-ups in the circular economy space.

The mechanism will provide **non-refundable, non-cash support** for procurement of goods, works, services, and digital tools, complemented by **advisory support, incubation services, and co-financing guidance**. Beneficiaries will also receive targeted **trainings, mentoring, and networking opportunities** to ensure that their business ideas become viable, scalable, and investment ready.

The key objective is to support at least **10 start-ups and/or early-stage companies** to design and implement **Circular Start-up Projects (CSPs)** aligned with circular economy principles, with a special focus on women- and youth-led initiatives.

Beneficiaries will receive up to **20,000 USD in non-cash support**, covering max. **90% of project cost**, with at least **10% co-financing** from the start-up (no in-kind contribution is considered eligible). Selected applicants will be required to demonstrate co-financing from own resources or through existing green financing instruments (e.g., Credit Guarantee Fund of ODA, National Ecological Fund).

The Contractor (company/organization, or consortium of companies/organizations) will be responsible for several stages of the **non-cash support mechanism**, including the grant awarding, procurement, capacity building (mentorship, training), monitoring, evaluation and reporting.

To note: The identification and selection of 10 beneficiaries of the non-cash support, under Lot 3, will be carried out by UNDP Moldova/Green Transition Project based on a clear selection and eligibility criteria. The final list of beneficiaries will be approved by the Project Board and subsequently presented to the selected Contractor (company, organization, or consortium) for further implementation under this assignment. The non-cash support mechanism will be implemented in close cooperation with UNDP Moldova/Green Transition Project to ensure transparency, visibility, and alignment with Green Transition Project and national green transition objectives.

Special attention shall be given to proposals that:

- Are led by women and youth;
- Show strong potential for innovation in circular economy (new technologies, services, and/or business models);
- Demonstrate financial feasibility, including at least 10% co-financing from own resources or leveraged from existing financing instruments (Credit Guarantee Fund under ODA, NEF, others);
- Have potential for positive environmental, social, and economic impact.

After the start of the assignment, the co-financing contribution of each selected start-up will be re-checked, and a **Support Agreement** will be signed with every beneficiary. Following this, an **Award Ceremony** will be organized to formally launch the implementation of the Circular Start-up Projects (CSPs).

The non-cash support amounts and the beneficiaries' contributions will be directed towards the acquisition of **eligible equipment, goods, digital tools, development services, and works**, as well as other relevant costs, in conformity with the approved **Circular Start-up Project proposal and budget**. The payments for the respective goods and services under the awarded support shall be carried out by the Contractor in conformity with the provisions of the beneficiaries' CSPs, adjusted/improved by the Contractor and agreed with UNDP/Green Transition Project. All procurement procedures must comply with **UNDP procurement rules, international best practices, and public procurement standards**, ensuring transparency, accountability, and proper reporting.

In parallel, specific attention will be devoted to **capacity building, training, and experience sharing**. The Contractor will organize at least **four (4) advanced half-day trainings** in areas such as business administration and strategy, marketing, circular economy business models, financial management, marketing and product upgrading, ESG

principles, and waste management innovation and/or other relevant topics chosen based on beneficiaries' need assessment.

Each beneficiary shall receive **individualized mentoring support**, delivered by a pool of **at least two experienced mentors**, focusing on circular economy business models, waste-related solutions, technical feasibility, and market development. Mentoring support shall be provided **over a period of up to ten (10) months**, with a maximum cumulative duration of up to **thirty (30) mentoring hours per beneficiary**, calculated on the basis of three (3) mentoring hours per month.

The assigned mentors are expected to maintain active and continuous engagement with the beneficiaries, ensuring effective follow-up, continuity of support, and practical knowledge transfer throughout the mentoring period. This engagement may include regular mentoring interactions, participation in group learning or networking events, and facilitation of connections with established entrepreneurs, industry experts, and potential investors, as relevant. Such interactions shall aim to enhance the sustainability, scalability, and long-term impact of the supported Circular Start-up Projects (CSPs).

Note: The distribution, frequency, and sequencing of mentoring sessions may be adjusted based on the outcomes of the needs assessment and agreed jointly between the mentor(s) and the beneficiary, while ensuring effective support throughout the mentoring period.

Additionally, the Contractor will organize at least **2 group, on-demand, consulting sessions**, addressing the needs in accessing additional funds for CSPs and further growth.

Key Activities

The objectives identified and scope of services defined under Lot 3 shall be met through activities that include, but are not limited to, the following:

1. Inception and Methodology Development

- a. Preparation of the methodological approach and detailed work plan for the implementation of tasks, including, inter alia: detailed description and sequencing of the phases of the assignment .
- b. Define Roles and Responsibilities of the experts which will be engaged in providing on-the ground support in the form of training and mentorship to the beneficiaries;
- c. Topics and methodology for the trainings, mentorship, individual consulting, and any other relevant support necessary for successful implementation of the GSPs;
- d. Detailed description of procurement procedures and monitoring of proper use of received goods and services; provision of logistical/administrative support to beneficiaries.
- e. Methodology for monitoring/evaluation of assignment implementation and achieved results, including circular economy indicators (e.g., waste diverted, CO₂ reduced etc.).
- f. Reporting tools, including programmatic and financial reports, as described in the Deliverables section.

The proposed methodology must be approved by the Green Transition Project at the initial phase of the contract.

2. Update of Circular Start-up Projects, Award Ceremony and Support Agreement Signing

- a. Assist beneficiaries in upgrading their Circular Business Projects (CBPs) proposals to a higher level of quality, including refining business plans, objectives, budgets and defining goods/services to be procured, capacity building support activities (trainings, mentorship) needed.
- b. Verify the co-financing contributions of selected beneficiaries (at least 10% of the total value of the CSP).

- c. Prepare the agenda, list of participants, and presentations for the **Award Ceremony**, organized in coordination with UNDP.
- d. Prepare and sign **Support Agreements** with beneficiaries, defining obligations, eligible expenses and reporting requirements.

Note: The costs and expenses for the logistical aspects (venue, catering, technical etc.) of the meeting shall be covered by the Green Transition Project/UNDP.

3. Capacity Building, Training, and Incubation

- a. Develop and deliver at least **4 advanced half-day trainings** on topics such as financial management, circular economy business models, marketing and product upgrade, ESG principles, investment readiness or other topics identified according to beneficiaries' needs assessment.
- b. Facilitate **individualized mentorship support for each beneficiary**, delivered by a pool of at least two experienced mentors covering technical, financial, and business development areas, for a period of up to ten (10) months. Mentorship shall be provided for a maximum cumulative duration of **up to thirty (30) hours per beneficiary**, calculated on the basis of approximately three (3) mentoring hours per session, per month.
- c. Organize at least **2 group on-demand consulting sessions** (e.g., addressing the needs in accessing additional funds, further growth and successful implementation of the project and business sustainability).

Note: The frequency, format, and scheduling of mentoring sessions per month may be adjusted based on the outcomes of the needs assessment and by mutual agreement between the mentor(s) and the beneficiary, while ensuring effective support throughout the implementation period.

4. Implementation of Non-Cash Support/ Circular Start-up Projects

The Contractor shall ensure that beneficiaries not only receive the necessary non-cash support but also the operational guidance to successfully launch and sustain the Circular Start-up Projects (CSPs). This will include:

- a. Business Plan Review and Logistical/Administrative Support
 - Review and refine beneficiaries' CBPs and business plans to ensure feasibility and alignment with circular economy objectives.
 - Provide on-demand logistical and administrative support during business launch, including but not limited to company registration, legal guidance, identifying potential operational spaces, obtaining authorizations, and meeting taxation obligations.
- b. Mentors Induction and Capacity Building
 - Organize one (1) induction training (1 day) for at least 2 mentors to build a uniform approach to providing continuous support to beneficiaries.
 - Mentors will work in coordination with the Contractor and, where relevant, Local Partners.
- c. Continuous Individual Mentorship
 - Ensure regular, individualized mentoring to all beneficiaries across areas such as accounting, legal compliance, loan application preparation, taxation, eco-innovations and RECP integration etc.
 - Provide a minimum of 4 hours per beneficiary per month, including monthly calls and on-site meetings, each 3 months, to ensure practical, ongoing support.
- d. Procurement of Eligible Goods and Services
 - Organize procurement of eligible goods, services, and works within the non-cash support awarded for each beneficiary.
 - All procurement shall conform with the provisions of the beneficiaries' CSPs, the approved project implementation methodology, and UNDP procurement procedures.
 - Procurement shall be conducted in close coordination with each beneficiary, ensuring transparency, accountability, and compliance with public procurement standards and international best practices.

5. Summing-up and Reporting

- a. Compile fact sheets for all the beneficiaries that received support under the assignment, each providing concise, communication-oriented information on the supported beneficiaries and their respective Circular Start-up Projects, suitable for visibility, knowledge sharing, and stakeholder communication, developed by the Contractor and coordinated and approved by the UNDP Green Transition Project Team.
- b. Collect indicators on waste reduced, jobs created, private co-financing leveraged, and overall results, disaggregated per each beneficiary project and evaluate the non-cash support mechanism results.
- c. Prepare and submit the **Final Report** and lessons learned, addressing key findings, conclusions, and recommendations.
- d. Elaboration of assignment progress reports:
 - One Inception Report;
 - Three Progress Reports (simplified), including financial Report/Statements;
 - Final report on completion of non-cash support mechanism;
 - Other reports as described in the Deliverables section.

The Contractor will take full responsibility for the provision of required services in close co-operation with UNDP project team. The Contractor shall Budget the expenses required under the assignment.

IV. DELIVERABLES AND INDICATIVE TIMEFRAMES (please refer to the detailed description of key activities, formulated above)

LOT 3	Milestones	Deliverables	Indicative timeline
	Milestone 1. Inception & Methodology Development	1.1. Description of methodological approach and detailed work plan; 1.2. Training methodology for the trainings and support activities including mentorship, individual consulting. 1.3. Procurement procedures and templates to be applied. 1.4. Methodology for monitoring/evaluation of the non-cash support mechanism and its results; <u>Present to UNDP the Inception Report containing the above-mentioned deliverables.</u> <u>One Inception Report (IR)</u> <u>(Deliverables 1.1-1.4 completed)</u>	1 month after contract commencement date IR
	Milestone 2. Update of Circular Start-up Projects, Award Ceremony and Support Agreement Signing	2.1. All Circular Start-up Project proposals reviewed and updated, including the verification of the co-financing contribution of each beneficiary. 2.2. One Award Ceremony event supported: <ul style="list-style-type: none"> • inputs for the agenda • proposed list of participants • coordinate presentations 2.3. Support Award Agreements prepared and signed. <u>Present to UNDP the Inception Report (IR) containing the deliverables 2.1. -2.3. completed</u>	1 month after contract commencement date IR

	<p>Milestone 3. Capacity Building, Training, and Incubation</p>	<p>3.1. One (1st) advanced half-day group trainings for beneficiaries organised and delivered 3.2. Individual mentorship sessions for each beneficiary over 3 months carried out (a total of 30 mentorship sessions) 3.3 One (2nd) advanced half-day group trainings for beneficiaries organised and delivered 3.4. Individual mentorship sessions for each beneficiary over 3 months carried out (a total of 30 mentorship sessions) 3.5. One (1st) group on-demand consulting session organised and carried out Submission and UNDP acceptance of the First Progress Report (PR1) as evidence of completion of Deliverables 3.1 and 3.2. Submission and UNDP acceptance of the Second Progress Report (PR2) as evidence of completion of Deliverables 3.3 - 3.5.</p>	<p>4 months after contract commencement date PR1</p> <p>7 months after contract commencement date PR2</p>
		<p>3.6. One (3rd) advanced half-day group trainings for beneficiaries organised and delivered 3.7. Individual mentorship sessions for each beneficiary over 3 months carried out (a total of 30 mentorship sessions) 3.8. One (2nd) group on-demand consulting session(s) organised and carried out 3.9. One (4th) advanced half-day group trainings for beneficiaries organised and delivered 3.10. Individual mentorship sessions for each beneficiary over 1 month carried out (a total of 10 mentorship sessions) Submission and UNDP acceptance of the Third Progress Report (PR3) as evidence of completion of Deliverables 3.6 and 3.8. Submission and UNDP acceptance of the Final Progress Report (FR) as evidence of completion of Deliverables 3.9 and 3.10.</p>	<p>10 months after contract commencement date PR 3</p> <p>14 months after contract commencement date FR</p>
	<p>Milestone 4. Implementation of Non-Cash Support/Circular Start-up Projects</p>	<p>4.1. Tenders for procuring eligible goods and services launched for all beneficiaries and finalized for 50% of beneficiaries. (PR 1) 4.2. Tenders for procuring eligible goods and services finalized for remaining 50% of beneficiaries. (PR 2) 4.3. Eligible goods and services procured accordingly, co-financing contribution received and checked accordingly for at least 50% of beneficiaries. (PR2)</p>	<p>4 months after contract commencement date PR1</p> <p>7 months after contract commencement date PR2</p>

		<p>Submission and UNDP acceptance of the First Progress Report (PR1) as evidence of completion of Deliverables 4.1.</p> <p>Submission and UNDP acceptance of the Second Progress Report (PR2) as evidence of completion of Deliverables 4.2 and 4.3.</p>	
		<p>4.4. Eligible goods and services procured accordingly, co-financing contribution received and checked accordingly for remaining 50% of beneficiaries. (PR3)</p> <p>4.5. The procurement activities under the CSPs are fully implemented, completed and handed over to at least 50% of beneficiaries. (PR3)</p> <p>4.6. The procurement activities under the CSPs are fully implemented, completed and handed over to remaining 50% of beneficiaries. (FR)</p> <p>Submission and UNDP acceptance of the Third Progress Report (PR3) as evidence of completion of Deliverables 4.4 and 4.5.</p> <p>Submission and UNDP acceptance of the Final Report (FR) as evidence of completion of Deliverables 4.6.</p>	<p>10 months after contract commencement date PR 3</p> <p>14 months after contract commencement date FR</p>
	Milestone 5: Summing-up and Reporting	<p>5.1. Fact sheets for all beneficiaries, with brief data and information about the beneficiaries and their Circular Start-up Projects developed, coordinated and approved by Green Transition Project</p> <p>5.2. One (1) Final Report (FR), with qualitative and quantitative indicators and disaggregated data provided of the assignment, and lessons learned, the key findings, major conclusions, and recommendations.</p> <p>As annex to the FR develop and submit Brief overview for each project with one-page description of each support.</p> <p><u>Submission and UNDP acceptance of the Final Report (PR3) as evidence of completion of Deliverables 5.1.-5.2.</u></p>	<p>14 months after contract commencement date FR</p>

All the above will be implemented in close coordination with Green Transition Project team and UNDP approval. The volume of work indicated in the table above is considered sufficient for implementing the proposed tasks.

Note: The indicated tentative timeframe has been estimated as being sufficient/feasible for the envisaged volume of work to be completed successfully and is proposed as a guideline for the duration of the assignment. The provision of the envisaged deliverables approved by UNDP shall be the only criteria for Contractor’s work being completed and eligible for payment/s.

Confidentiality statement

All data and information received from the UNDP for the purposes of this assignment are to be treated confidentially and only to be used for the execution of these Terms of Reference.

All intellectual property rights arising from the execution of these Terms of Reference are assigned to UNDP.

The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of UNDP.

Institutional arrangements

The Contractor will be awarded a contract with UNDP Moldova for the delivery of services applied for and will work under the overall supervision of the **Green Transition Project Team** (Project Manager, Component Manager, and Grant/Programme Specialist). Since the contracts foresee reimbursement of costs, the Contractor must demonstrate financial stability and competence in financial management and reporting.

All reports to UNDP shall be submitted in **English** (hard and electronic copy). All deliverables shall be agreed with and endorsed by UNDP. Materials for beneficiaries (application guidelines, training agendas, presentations, forms, etc.) shall be developed and submitted in **Romanian and Russian**, as relevant for the target groups.

The Contractor will be responsible for arranging all necessary transportation and logistical arrangements, and for establishing and maintaining effective working relationships with all involved parties. All costs for the organization of events (trainings, outreach, meals, transport, etc.) shall be borne by the Contractor and budgeted accordingly in the proposal.

Role of UNDP/Green Transition Project Team:

- Provide required information and support for the Contractor on principles and implementation modality during the entire project cycle.
- Lead the communication and visibility process of the Project by involving the Project Communications Officer and co-organize visibility events.
- Support the Contractor in engaging with relevant stakeholders to ensure impact and alignment with national green transition priorities.
- Endorse application packages, implementation procedures, evaluation criteria, and templates prepared by the Contractor.
- Provide induction on UNDP procurement principles (transparency, best value for money), if necessary, and ensure that procurement procedures are followed.
- Organize joint monitoring visits to beneficiaries, identify issues, and propose corrective actions in cooperation with the Contractor.
- Train and coach Contractor and beneficiaries, if the case, on gender equality, gender-sensitive communication, and ensure all activities are implemented in line with gender mainstreaming principles.
- Assess achieved results, document best practices, lessons learned, and recommendations for similar future interventions.

Role of the Contractor:

- Allocate qualified personnel to deliver results as expected, including experts, trainers, coaches, and administrative staff.
- Be responsible for management of the current assignment, including remuneration of staff, trainers, consultants, and all administrative/logistical issues related to the implementation of activities.
- Ensure proper outreach and maintain permanent contact with beneficiaries.
- Ensure visibility of the Project by producing and distributing communication materials in line with UNDP rules.
- Procure required goods, works, services, and equipment according to the approved project proposals/business plans (Lot 1: Green Development Projects; Lot 2: Green Innovation Projects; Lot 3: Circular Start-up Projects), and transfer them to beneficiaries after successful implementation.
- Ensure that beneficiaries' financial contributions are verified, timely allocated, and conformant with the established criteria (Lot 1: minimum 20% co-financing, Lot 2: minimum 30% co-financing, Lot 3: minimum 10% co-financing).
- Implement and regularly monitor activities of beneficiaries in relation to their projects, ensure proper use of procured equipment/services, and support sustainability planning.
- Provide tailored coaching and mentoring programmes as foreseen under each Lot (Lot 1: MSMEs with RECP focus; Lot 2: innovative MSMEs with fast-track eco-innovation focus; Lot 3: start-ups with circular economy/waste management focus).
- Organize field visits, monitor progress, and assess additional needs for capacity development of beneficiaries as per each lot activities.
- Provide all required and ad-hoc narrative and financial reports in a timely manner, focusing both on outputs and outcomes.
- Ensure proper financial management and reporting in line with national standards and UNDP requirements.
- Implement the assignment in accordance with transparency, accountability, and gender equality principles.

Language requirements

All documentation related to the assignment indicated in Sections B. Specific Objectives and Scope and C. Deliverables and Schedules/Expected Outputs shall be in Romanian. English versions shall be provided upon request.

The Service Provider shall ensure, if necessary, interpretation into English, Romanian or/and Russian during meetings, presentations, and briefings organized through telephone or online, as well as translation of assignment related documentation and deliverables into English, Romanian and/or Russian.

Any translation, interpretation and proof-reading costs shall be listed separately in the financial proposal.

Timeframe:

The expected duration of the assignment is approximately **13-14 months per each Lot:**

1. **LOT 1:** 13 months, from May 2026 to May 2027, covering all preparatory work, methodology elaboration, need assessment, procurements, mentorship and training sessions, monitoring and reporting, as well as any other additional activity included in the methodology and work plan.
2. **LOT 2:** 13 months, from May 2026 to May 2027, covering all preparatory work, methodology elaboration, need assessment, procurements, coaching, and training sessions, monitoring and reporting, as well as any other additional activity included in the methodology and work plan.

3. **LOT 3:** 14 months, from May 2026 to June 2027, covering all preparatory work, methodology elaboration, need assessment, procurements, mentorship and training sessions, monitoring and reporting, as well as any other additional activity included in the methodology and work plan.

Responsibilities of Key Personnel:

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

A breakdown of working days allocated for each deliverable shall be submitted, clearly explaining the role of the team members involved in producing the deliverable. In this context, the Service Provider shall ensure a clear presentation of distribution of tasks and allocation of working days deemed necessary for engagement of Key staff. The proposed team should consist of but not be limited to the following members:

1. Project Manager:

Responsible for planning and overall management of project activities, ensuring quality implementation, endorsing procurements for beneficiaries, drafting and submitting reports to UNDP.

2. Project Officer:

Responsible for the implementation of project activities, data collection, beneficiary monitoring, and organization of events.

3. Trainer/Capacity-Building Expert:

Responsible for design and delivery of capacity-building activities (need assessment, curriculum development, training, coaching, mentoring sessions).

4. Financial Officer:

Responsible for financial management, including reception and bookkeeping of financial documents, payments to vendors and sub-contractors, and preparation of financial reports.

5. Procurement Officer:

Responsible for market analysis, preparation of procurement documentation, collection of offers, ensuring compliance with UNDP procurement principles, and overseeing execution of procurements for non-cash support.

6. Sector-Specific Technical Expert:

Responsible for providing technical expertise in evaluation, development of specifications, and advising beneficiaries.

Lot 1: RECP/energy efficiency/circularity expert.

Lot 2: Innovation and green technology expert.

Lot 3: Circular economy/waste management expert.

Please note: The above listed roles can be cumulated by certain team members, but not more than two roles per team member, clarifying in the Methodology the reasoning for such approach and distribution of tasks. Where a team member is proposed to cumulate two (2) roles within the same Lot, that individual shall not be assigned any additional role under another Lot, in order to ensure adequate operational capacity.

Exception: Personnel proposed for the roles of Trainer / Capacity-Building Expert and Sector-Specific Technical Expert may be assigned across multiple Lots, including all three (3) Lots, provided that the Bidder demonstrates in the Methodology adequate time allocation, relevant professional experience and technical expertise corresponding to the specific thematic requirements of each Lot and confirms that the proposed arrangement will not affect the quality and timely delivery of activities.

IMPORTANT: Companies bidding for two (2) or three (3) Lots may propose the same personnel for the following positions across all Lots: Project Manager, Trainer/Capacity-Building Expert, Financial Officer, and Sector-Specific Technical Expert.

The positions of Project Officer and Procurement Officer may be cumulated for a maximum of two (2) Lots, provided that:

- The Bidder clearly demonstrates in the Methodology the allocation of time, responsibilities, and workload per Lot;
- Adequate operational capacity is ensured to manage parallel implementation activities;
- The proposed arrangement does not compromise timely delivery, compliance with procedures, and quality of implementation.

In case a Bidder is awarded three (3) Lots, separate and dedicated Project Officer and Procurement Officer positions shall be assigned for at least one (1) of the Lots, in order to ensure sufficient workload coverage and operational efficiency. The proposed dedicated Project Officer and Procurement Officer shall have equivalent qualifications and experience to those in the original proposal.

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

Only Key staff will be subject to Technical evaluation. However, the cost of non-key staff proposed should be included in the Financial proposal under Additional Staff.

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

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

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

Bidders should describe, in detail, their previous corporate experience in similar assignments, if any. This section should include the corporate experience as well as the role of any subcontracted organization(s) indicated in the Bidder's proposal, if applicable. Descriptions of subcontractor's staff members, if applicable, should follow the format utilized for the Bidder organization.

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

Bidders agree that experts will provide high quality outputs and expertise and participate in the project at the level and duration specified. Should any changes be necessary in this regard, a formal request for the agreement of the Green Transition Project team to allow substitutions shall be submitted.

UNDP may at any time request the withdrawal or replacement of any of the Service Provider personnel should non-performance happen. Replacement will be at the Service Provider expense.

Estimated workload:

UNDP anticipates the involvement of a specified number of personnel and corresponding allocation of working days to achieve the deliverables outlined in this solicitation. These estimates are provided as a reference to guide bidders in understanding the expected level of effort. However, bidding companies are encouraged to review these

estimates and propose adjustments to the number of working days and personnel allocation, provided such changes are aligned with their technical approach and methodology. The bidders are encouraged to propose their variation to ensure timely delivery and maintain the quality of above outputs.

The workload of the proposed personnel will vary based on the number of lots awarded, the estimation of UNDP is full-time engagement of up to 8 specialists for a period of up to 13 months.

For estimation purposes, the workload of the proposed personnel in the table is presented as Full-Time Equivalent (FTE). However, the actual engagement of the experts is expected to be on a part-time basis, depending on the number of Lots awarded and the implementation needs. UNDP estimates the involvement of up to eight (8) specialists for a period of 13 - 14 months, in accordance with the implementation period of each Lot.

Key personnel	Estimated Number of personnel	Estimated quantity of working days needed
Key personnel 1: Project Manager	1	270
Key personnel 2: Project Officer	1	270
Key personnel 3: Trainer/Capacity-Building Expert	1	200
Key personnel 4: Financial Officer	1	270
Key personnel 5: Procurement Officer	1	270
Key personnel 6: Sector-Specific Technical Expert	3	200

Estimated workload Lot 1 (amended):

Key personnel	Estimated Number of personnel	Estimated quantity of working days needed
Key personnel 1: Project Manager	1	80
Key personnel 2: Project Officer	1	60
Key personnel 3: Trainer/Capacity-Building Expert	1	20
Key personnel 4: Financial Officer	1	30
Key personnel 5: Procurement Officer	1	60
Key personnel 6: Sector-Specific Technical Expert	1	20

Estimated workload Lot 2 (amended):

Key personnel	Estimated Number of personnel	Estimated quantity of working days needed
Key personnel 1: Project Manager	1	100
Key personnel 2: Project Officer	1	90
Key personnel 3: Trainer/Capacity-Building Expert	1	25
Key personnel 4: Financial Officer	1	40
Key personnel 5: Procurement Officer	1	80

Key personnel 6: Sector-Specific Technical Expert	1	30
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Estimated workload Lot 3 (amended):

Key personnel	Estimated Number of personnel	Estimated quantity of working days needed
Key personnel 1: Project Manager	1	100
Key personnel 2: Project Officer	1	90
Key personnel 3: Trainer/Capacity-Building Expert	1	30
Key personnel 4: Financial Officer	1	40
Key personnel 5: Procurement Officer	1	80
Key personnel 6: Sector-Specific Technical Expert	1	30

Non-key personnel (Trainers & Mentors):

At the methodology development stage, the Contractor shall propose for UNDP review and approval a list of shortlisted trainers, mentors, and other experts, accompanied by their CVs and evidence of relevant qualifications and experience. The Contractor shall take all reasonable measures to ensure that all personnel deployed under this assignment respect local customs and conform to the highest standards of moral and ethical conduct, and adhere to UNDP values, including human rights, gender equality, and respect for differences in culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, sexual orientation, or other status. UNDP reserves the right to request the withdrawal or replacement of any non-key personnel (trainers, mentors) whose performance, conduct, or adherence to these standards is deemed unsatisfactory. Any such replacement shall be made promptly and at the Contractor's expense.

f. Price and Schedule of Payments

The payments to the Contractor shall be done upon approval and acceptance of the deliverables by „Green Transition” Project Manager. Payments to cover Administrative (management and operational) costs shall be linked to instalment and shall be transferred as per the Schedule of Payments agreed with „Green Transition” Project upon the signature of the Agreement. The proposed payment schedule is tentative and shall be arranged with selected Contractor before contract signature.

Tentative Payments Schedule for Lot 1 (subject to arrangement with the Contractor)

Instalment	Instalment value as share of proposed amount for admin/ capacity building services	Tentative payment date	Payment due upon successful submission and approval of report (s)
Milestone 1. Inception, Methodology and Operational Setup	20%	June 2026	Present to UNDP the Inception Report (IR) containing the deliverables 1.1 completed

Milestone 2. Beneficiary Engagement and Non-Cash Support Preparation	20 %	November 2026	Present to UNDP the Inception Report (IR) containing the deliverables 2.1-2.4 completed Present to UNDP the First Progress Report (PR1) containing the deliverables 2.5-2.6 completed Present to UNDP the Second Progress Report (PR2) containing the deliverables 2.7-2.8 completed
	20%	May 2027	Present to UNDP the Third Progress Report (PR3) containing the deliverables 2.9-2.10 completed Present to UNDP the Final Report (FR) containing the deliverables 2.11 completed
Milestone 3. Development and implementation of tailored training and coaching support programs	20 %	November 2026	Present to UNDP the First Progress Report (PR1) containing the deliverables 3.1-3.2 completed Present to UNDP the Second Progress Report (PR2) containing the deliverables 3.3-3.4 completed
	10%	February 2027	Present to UNDP the Third Progress Report (PR3) containing the deliverable 3.5 completed
Milestone 4: Summing-up and Reporting	10 %	May 2027	Present to UNDP the Final Report (FR) containing the deliverables 4.1-4.3 completed

Tentative Payments Schedule for Lot 2 (subject to arrangement with the Contractor)

Instalment	Instalment value as share of proposed amount for admin/ capacity building services	Tentative payment date	Payment due upon successful submission and approval of report (s)
Milestone 1: Assignment Methodology Development and Planning	10%	June 2026	Present to UNDP the Inception Report (IR) containing the deliverables 1.1 completed
Milestone 2. Review and Update of Green	15 %	June 2026	Present to UNDP the Inception Report (IR) containing the deliverables 2.1- 2.4completed

Innovation Projects and agreement signing			
Milestone 3. Implementation of Non-Cash Support/Green Innovation Projects	20 %	November 2026	Present to UNDP the First Progress Report (PR1) containing the deliverables 3.1- 3.2 completed Present to UNDP the Second Progress Report (PR2) containing the deliverables 3.3- 3.4 completed
	20%	May 2027	Present to UNDP the Third Progress Report (PR3) containing the deliverables 3.5 completed Present to UNDP the Final Report (FR) containing the deliverables 3.6 completed
Milestone 4. Capacity Building, Training, and Coaching	20 %	November 2026	Present to UNDP the Second Progress Report (PR2) containing the deliverables 4.1-4.3 completed
	10%	February 2027	Present to UNDP the Third Progress Report (PR3) containing the deliverables 4.4-4.5 completed
Milestone 5: Summing-up and Reporting	5 %	May 2027	Present to UNDP the Final Report (FR) containing the deliverables 5.1-5.2 completed

Tentative Payments Schedule for Lot 3 (subject to arrangement with the Contractor)

Instalment	Instalment value as share of proposed amount for admin/ capacity building services	Tentative payment date	Payment due upon successful submission and approval of report (s)
Milestone 1. Inception & Methodology Development	5%	May 2026	Present to UNDP the Inception Report containing the above-mentioned deliverables. One Inception Report (IR) (Deliverables 1.1-1.4 completed)
Milestone 2. Update of Circular Start-up Projects, Award Ceremony and Support Agreement Signing	10%	May 2026	Present to UNDP the Inception Report (IR) containing the deliverables 2.1. -2.3. completed
	20 %	November 2026	Submission and UNDP acceptance of the First Progress Report (PR1) as

Milestone 3. Capacity Building, Training, and Incubation			evidence of completion of Deliverables 3.1 and 3.2. Submission and UNDP acceptance of the Second Progress Report (PR2) as evidence of completion of Deliverables 3.3 and 3.5.
	20%	May 2027	Submission and UNDP acceptance of the Third Progress Report (PR3) as evidence of completion of Deliverables 3.6 and 3.8. Submission and UNDP acceptance of the Final Progress Report (FR) as evidence of completion of Deliverables 3.9 and 3.10.
Milestone 4. Implementation of Non-Cash Support/Circular Start-up Projects	20 %	November 2026	Submission and UNDP acceptance of the First Progress Report (PR1) as evidence of completion of Deliverables 4.1. Submission and UNDP acceptance of the Second Progress Report (PR2) as evidence of completion of Deliverables 4.2 and 4.3.
	20%	May 2027	Progress Report (PR3) as evidence of completion of Deliverables 4.4 and 4.5. Submission and UNDP acceptance of the Final Report (FR) as evidence of completion of Deliverables 4.6.
Milestone 5: Summing-up and Reporting	5 %	May 2027	Submission and UNDP acceptance of the Final Report (PR3) as evidence of completion of Deliverables 5.1.-5.2.

Note: Financial proposals shall be submitted in USD, the payments for national bidders will be processed within 30 calendar days after acceptance by UNDP of submitted deliverables, in MDL, based on the **UNORE (exchange rate)** on the payment date. The UNORE rate changes 2 times a month, usually, on the 1st day of each month and in the middle of each month. Therefore, to avoid differences in the exchange rate the local companies should issue the fiscal invoices in the dates of 1-4th or 15-18th of each month, to allow sufficient time for payment processing.

For international bidders, both the proposal and contract shall be submitted in USD; and the payments will be processed in USD.

g. Subcontracting

The subcontracting of services is generally not allowed. Limited subcontracting can be allowed with prior written approval from the UNDP/ Green Transition project. The technical proposal submitted shall include a description of

the activities proposed for subcontracting, information about subcontractors as well as clear delimitation of roles and responsibilities of each party.