

CONTRACT No. MD-MOED-510127-CS-CQS

THIS CONTRACT ("Contract") is entered into this **20 of March 2026**, by and between:

Ministry of Education and Research of the Republic of Moldova (hereinafter called "the Client"), represented by Minister, Mr. Dan Perciun, having its principal place of business at 1, Piata Marii Adunari Nationale, MD-2033, Chisinau, Republic of Moldova, and

Joint Venture (JV) European Innovation Solutions S.A. (leader partner) represented by Dr. Paris Kokorotsikos, Chairman of the BoD & CEO with its headquarters at 21, Antoni Tritsi str., 555 35 Thessaloniki, Greece VAT registration No:EL094372028 with **International Association of Science Parks and Areas of Innovation (member partner)**, represented by Ms. Ebba Lund, CEO with its headquarters at C/Marie Curie, 35, (PTA)-29590-Campanillas-Malaga, Spain, VAT registration No:ES-G29758240 and **ProConsulting Ltd. (member partner)** represented by Anatolie Palade, Director with its headquarters at Chisinau, MD-2004, 23/9 Petru Movila Street, Republic of Moldova, registration number: 1003600032254 (hereinafter called "the Consultant")

WHEREAS, the Client wishes to have the Consultant perform the services hereinafter referred to, and

WHEREAS, the Consultant is willing to perform these services,

NOW THEREFORE THE PARTIES hereby agree as follows:

- 1. Services**
 - (i) The Consultant shall perform the services specified in Annex A, "Terms of Reference and Scope of Services," which is made an integral part of this Contract ("the Services").
 - (ii) The Consultant shall provide the personnel listed in Annex B, "Consultant's Personnel," to perform the Services.
 - (iii) The Consultant shall submit to the Client the reports in the form and within the time periods specified in Annex C, "Consultant's Reporting Obligations."

- 2. Term**

The Consultant shall perform the Services during the period commencing **March 20, 2026** and continuing through **November 30, 2026**, or any other period as may be subsequently agreed by the parties in writing.

The contract has a validity period from the moment of signing it until **December 31, 2026**

- 3. Payment**
 - A. Ceiling

For Services rendered pursuant to Annex A, the Client shall pay the Consultant an amount not to exceed **EUR 79,043 (Seventy-Nine Thousand and Forty-Three Euros)**. This amount has been established based on the understanding that it includes all of the Consultant's costs and profits as well as any tax obligation that may be imposed on the Consultant.

- B. Schedule of Payments

The schedule of payments is specified below:

The schedule of payments is specified below:

EUR 7 904,00 will be paid against approval by the Coordinator mentioned in paragraph 4 of the **Deliverable 1** specified in Annex B.

EUR 11 857,00 will be paid against approval by the Coordinator mentioned in paragraph 4 of the **Deliverable 2** specified in Annex B.

EUR 11 857,00 will be paid against approval by the Coordinator mentioned in paragraph 4 of the **Deliverable 3** specified in Annex B.

EUR 47 426,00 will be paid against approval by the Coordinator mentioned in paragraph 4 of the **Deliverables 4 and 5** specified in Annex B.

C. Payment Conditions

Payment shall be made in EUR no later than 30 days following submission by the Consultant of invoices to the *Client*.

4. **Project Administration**

A. Coordinator.

The Client designates *the Project Executive Director as Client's Coordinator*. the Coordinator will be responsible for the coordination of activities under this Contract, for acceptance and approval of the reports and of other deliverables by the Client and for receiving and approving invoices for the payment.

B. Reports.

The reports listed in Annex C, "Consultant's Reporting Obligations," shall be submitted in the course of the assignment, and will constitute the basis for the payments to be made under paragraph 3.

5. **Performance Standards**

The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any employees assigned under this Contract that the Client considers unsatisfactory.

6. **Inspections and Auditing**

The Consultant shall permit, and shall cause its Sub-Consultants to permit, the Bank and/or persons or auditors appointed by the Bank to inspect and/or audit its accounts and records and other documents relating to the submission of the Proposal to provide the Services and performance of the Contract. Any failure to comply with this obligation may constitute a prohibited practice subject to contract termination and/or the imposition of sanctions by the Bank (including without limitation s determination of ineligibility) in accordance with prevailing Bank's sanctions procedures.

7. **Confidentiality**

The Consultants shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client's business or operations

without the prior written consent of the Client.

- 8. Ownership of Material** Any studies reports or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software¹.
- 9. Consultant Not to be Engaged in Certain Activities** The Consultant agrees that, during the term of this Contract and after its termination, the Consultants and any entity affiliated with the Consultant, shall be disqualified from providing goods, works or services (other than consulting services that would not give rise to a conflict of interest) resulting from or closely related to the Consulting Services for the preparation or implementation of the Project
- 10. Insurance** The Consultant will be responsible for taking out any appropriate insurance coverage.
- 11. Assignment** The Consultant shall not assign this Contract or sub-contract any portion of it without the Client's prior written consent.
- 12. Law Governing Contract and Language** The Contract shall be governed by the laws of Republic of Moldova, and the language of the Contract shall be English.
- 13. Dispute Resolution** Any dispute arising out of the Contract, which cannot be amicably settled between the parties, shall be referred to adjudication/arbitration in accordance with the laws of the Client's country.
- 14. Termination**

The Client may terminate the Contract with at least 10 working days written notice to the Consultant after the occurrence of any of the events specified in sub-paragraphs (a) through (d) of this Clause:

 - (a) if the Consultant does not remedy a failure in the performance of their obligations under the Contract within seven working days from the date of written notification or within any further period as may be further agreed with the Client in writing;
 - (b) if the Consultant becomes insolvent or bankrupt;
 - (c) if the Consultant, in the judgment of the Client, has engaged in corrupt, fraudulent, collusive, coercive, or obstructive practice in competing for or in executing the Contract.
 - (d) if the Client, in its sole discretion, decides to terminate the Contract.
- 15. Removal and/or Replacement of Personnel** Except as the Client may otherwise agree, no changes shall be made in the Consultant's Personnel. If, for any reason beyond the reasonable control of the Consultant, such as retirement, death, medical incapacity, among others, it becomes necessary to replace any of the Consultant's Personnel, the Consultant shall provide as a replacement a person of equivalent or better qualifications.

¹ Restrictions about the future use of these documents and software, if any, shall be specified at the end of paragraph 8.

16. Fraud and Corruption

A. General

If the Client determines that the Consultant has engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices, in competing for or in executing the Contract, then the Client may, after giving 14 days notice to the Consultant, terminate the Consultant's employment under the Contract, and the provisions of paragraph 14 shall apply as if such expulsion had been made under Sub-Clause 14A.

B. Definitions

For the purposes of this Clause, the terms set-forth below are defined as follows:

- (i) “corrupt practice” is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party²;
- (ii) “fraudulent practice” is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation³;
- (iii) “collusive practice” is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party⁴;
- (iv) “coercive practice” is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party⁵;
- (v) “obstructive practice” is
 - (aa) deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or
 - (bb) acts intended to materially impede the exercise of the Bank’s inspection and audit rights.

² “Another party” refers to a public official acting in relation to the selection process or contract execution. In this context, “public official” includes World Bank staff and employees of other organizations taking or reviewing procurement decisions.

³ A “party” refers to a public official; the terms “benefit” and “obligation” relate to the selection process or contract execution; and the “act or omission” is intended to influence the selection process or contract execution.

⁴ “Parties” refers to participants in the selection process (including public officials) attempting to establish bid prices at artificial, noncompetitive levels.

⁵ A “party” refers to a participant in the selection process or contract execution.

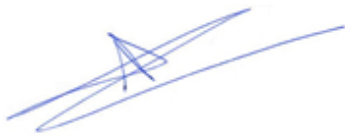
C. Measures to be Taken

In pursuance of this policy, the Bank:

- (a) will cancel the portion of the loan allocated to a contract if it determines at any time that representatives of the Borrower or of a beneficiary of the loan were engaged in corrupt, fraudulent, collusive or coercive practices during the selection process or the execution of that contract, without the Borrower having taken timely and appropriate action satisfactory to the Bank to remedy the situation;
- (b) will sanction a Consultant, including declaring the Consultant ineligible, either indefinitely or for a stated period of time, to be awarded a Bank-financed contract if it at any time determines that the Consultant has, directly or through an agent, engaged in corrupt, fraudulent, collusive or coercive practices in competing for, or in executing, a Bank-financed contract.

FOR THE CLIENT

FOR THE CONSULTANT

Mr. Dan Perciun, Minister Ministry of Education and Research of the Republic of Moldova 1 Piata Marii Adunari Nationale, MD-2033, Chisinau, Republic of Moldova	Dr. Paris Kokorotsikos, Chairman of the BoD & CEO  <i>European Innovation Solutions S.A. (leader partner)</i> 21, Antoni Tritsi str., 555 35 Thessaloniki, Greece
MF-TR Chisinau – State budget, Fiscal code: 1006601000107 Bank account no.: 227201 Bank code: TREZMD2X IBAN: _____	VAT registration No:EL094372028 Bank: EFG Eurobank S.A. Bank code: ERBKGRAAXXX IBAN: GR67 026 0030 000 098 0200080227
Ms. Ebba Lund, CEO <i>International Association of Science Parks and Areas of Innovation (member partner)</i> C/Marie Curie, 35, (PTA)-29590-Campanillas-Malaga, Spain,	Anatolie Palade, Director <i>ProConsulting Ltd. (member partner)</i> Chisinau, MD-2004, 23/9 Petru Movila Street, Republic of Moldova

LIST OF ANNEXES

Annex A: Terms of Reference and Scope of Services

Attachment 1 to the Terms of Reference: Description of approach, methodology and work plan

Annex B: Consultant's Personnel

Annex C: Consultant's Reporting Obligations

**Ministry of Education and Research (MoER)
Moldova Higher Education Project (MHEP)**

Procurement Reference: MD-MOED-510127-CS-CQS

TERMS OF REFERENCE

**Feasibility, Technical Design & Procurement Readiness for the
Agricultural Innovation Center of the Technical University of Moldova**

1. Background and Justification

1.1 Moldova Higher Education Project

Moldova Higher Education Project (MHEP) is a World Bank - financed Project to be implemented between May 2020 and December 2029 by the Ministry of Education and Research (MoER). The original Project is financed by the International Development Association (IDA) Credit of EUR 35.7 million (US\$39.4 million equivalent). To continue education reforms in higher education sector and to strengthen the capacity for research and innovation in the higher education system to enable growth in its priority economic sectors, the Government of Moldova (GoM) requested Additional Financing for MHEP, which was approved by the World Bank on May 13, 2025.

The Additional Financing (AF) is financed by the International Bank for Reconstruction and Development (IBRD) credit of EUR 30 million (US\$32.4 million equivalent) and concessional co-financing from the Global Concessional Financing Facility (GCFF) in the amount of US\$8.475 million equivalent (EUR 7.5 million). The Loan Agreement (Additional Financing for Higher Education Project) was ratified by the Parliament of the Republic of Moldova by the Law no 148 dated June 19, 2025.

The revised Project Development Objective (PDO) is to strengthen the capacity for research, quality assurance and refugee response in higher education, and to improve labor market orientation and internationalization in selected higher education institutions.

The AF will enhance the development impact of the ongoing project by continuing to support ongoing reforms on quality and labor market relevance, scale up and strengthen reform efforts in internationalization, support new efforts in research and innovation, and undertake key strategic reform initiatives, with concerted efforts for an integrated refugee response.

The AF aims to support the GoM in its efforts to transform and capacitate the higher education system to: (a) meet the needs of the labor market; (b) become a stronger member of the European and international research and innovation community; (c) support businesses with relevant technology infusion; and (d) become an attractive destination for international students and improve hosting conditions, while continuing to deepen the reforms being implemented under the ongoing project.

Under the AF, the Project is comprised of five components as described below.

- Component 1 - Improving the Quality Assurance Mechanisms and Strategic Policy Initiatives;
- Component 2 - Improving Labor Market Orientation, Research and Innovation;
- Component 3 - Project Management and Monitoring and Evaluation;
- Component 4 - Internationalization of Higher Education;
- Component 5 – Contingency Emergency Response.

Component 1 – Improving the Quality Assurance Mechanisms and Strategic Policy Initiatives. This component aims to improve Moldova higher education system's quality assurance mechanisms, which would also contribute to improve its labor market orientation. It comprises four sub-components that support activities in: (i) National Qualifications Framework (NQF) and Quality

Assurance (QA); (ii) System Management and Monitoring; (iii) Higher Education Financing; and (iv) Strategic policy initiatives.

The new subcomponent 1.4 Strategic policy initiatives has been introduced under the AF to support the capacity building of university leadership and administrative teams to implement results-based strategic policy initiatives that improve administrative and financial efficiency of the higher education sector, enable better use of digital tools and data sharing, improve the academic environment of students, and strengthen academic integrity norms, training and compliance practices.

Component 2 – Improving the Labor Market Orientation, Research and Innovation. Under the original project, this component comprises two subcomponents: Subcomponent 2.1 HEIP preparation and Subcomponent 2.2 HEIP implementation, and finances the design and implementation of a targeted and needs-based program (Higher Education Improvement Program - HEIP) aimed at improving the labor market orientation of Moldova's higher education institutions, as well as their research capacity.

The AF aims to strengthen research and innovation capacity at universities, enhance capacity for management of research and facilitation of interuniversity collaboration for research, and strengthen university-industry collaboration.

Two new subcomponents have been introduced under Component 2: Subcomponent 2.3 Improving Research and Innovation in Higher Education to strengthen institutional capacity for management of research and creating state-of-the-art research infrastructure/laboratories to enable high quality research while promoting a culture of research among young researchers; and Subcomponent 2.4 Establishment and operationalization of an Agriculture Innovation Center in the Technical University of Moldova (TUM) focusing on climate-resilient agriculture and food technology, through: (i) carrying out a technical feasibility study and preparation of a business plan for the Agriculture Innovation Center Sub-project; and (ii) developing a proposal for the Agriculture Innovation Center Sub-project and carrying out the activities under the Agriculture Innovation Center Sub-project with the defined outputs in the approved proposal by MoER, including, among others, industry-oriented agriculture training plans and curricula, training of teachers in the faculty or department of agriculture (including English language training), business start-up incubation and acceleration activities, agriculture extension programs, applied research projects, and international partnerships.

Component 3 – Project Management. This component supports the day-to-day management of the Project by the MoER with assistance of a dedicated team of individual consultants who would provide managerial, fiduciary, and technical support to the implementation of the Project for its full duration.

Component 4 - Internationalization of higher education. This component supports internationalization of selected higher education programs and improvement of on-campus living conditions of students by renovating and refurbishing selected students' dormitories with modern amenities that would enhance student's on-campus experience. The objective of this sub-component is to incentivize Moldovan universities to undertake a set of time-bound activities that would make the current higher education system more attractive for international and refugee students, teachers and researchers.

Under the AF, this component will scale up existing project interventions under Component 4 on internationalization to attract international students, including refugees, improve efficiency, financial sustainability and relevance of higher education programs, and enhancing students' on-campus living experience. The Project will finance the renovation and refurbishment of additional dormitories in selected universities.

Component 5 - Contingent Emergency Response Component. This component will provide immediate response to an Eligible Crisis or Emergency, as needed, in case a natural or man-made disaster or emergency arises.

In this context, technical assistance is needed for carrying out a technical feasibility study and preparation of a business plan for the Agriculture Innovation Center Sub-project. Through Agriculture Innovation Center Sub-project will be established and operationalized the Agriculture Innovation Center of the TUM „AgroTek Innovation Center” (hereinafter referred to as AgroTek Innovation Center). Agriculture Innovation Center Sub-project, with dedicated financing of EUR 4.375 million under the MHEP, should be implemented in 30 months, starting from forth semester of 2026 year.

1.2 Strategic Context and Rationale

Moldova’s agricultural sector is both a backbone and a bottleneck for the national economy. It contributes around a quarter of GDP and sustains nearly one-third of employment. However, it remains exposed to climate variability, fragmented landholding, and low technology penetration. According to BNS data, agricultural output contracted by almost 30% in 2022 due to drought and external shocks. By contrast, Moldova’s ICT sector has surged, with turnover increasing from ~USD 300 million in 2018 to USD 731 million in 2022, driven by exports of software services and fiscal incentives. This duality reveals both vulnerability and opportunity: agriculture needs transformation, and ICT provides the tools to achieve it.

Moldova’s agricultural sector is both a pillar and a bottleneck of the economy. It contributes around a quarter of GDP and sustains nearly one-third of employment, yet remains highly exposed to climate shocks, fragmented landholding, and low technology uptake. In 2022, agricultural output contracted by nearly 30% due to drought and external pressures (BNS). By contrast, Moldova’s ICT sector has grown rapidly, with turnover more than doubling from USD 300 million in 2018 to USD 731 million in 2022, driven by software exports and fiscal incentives. This duality underscores both vulnerability and opportunity: agriculture requires transformation, and ICT provides the tools to enable it.

AgroTek Innovation Center is designed to be the national hub for climate-resilient agriculture and food technologies, bridging academia, industry, and government, and integrate applied research, prototyping and certification labs, greenhouses for testing. It will also provide training, internships, and micro-credentials, strengthening the skills pipeline while fostering industry–university collaboration.

The AgroTek Innovation Center is seen as a part of a bigger project – creation of an industrial park for agriculture sector in Moldova. In this regard, TUM established a limited liability company “Agrotek Park” SRL for initiation of the procedure for creation of an industrial park.

By Government Decision No 528 of 26.08.2025, the GoM grants “AgroTek Park” SRL the status of Industrial Park, Category B (hereinafter referred to as Moldova Agrotek Park), under Law no. 182/2010 on industrial parks. “Agrotek Park” SRL will managing and implementing the economic and investment activities connected to the Moldova Agrotek Park. Functioning as the designated legal entity of the TUM, it provides the institutional framework through which TUM ensures the operationalization, administration, and sustainability of projects associated with the development of the Moldova Agrotek Park.

Moldova Agrotek Park is designed as a flagship response—an innovation hub and RDI catalyst for Agriculture 4.0 and 5.0, embedding robotics, digitalization, and sustainability into agri-food value chains. It will operationalize the Triple Helix model, linking academia, industry, and government to: translate applied research into commercial solutions, provide SMEs and startups with incubation, acceleration, and shared facilities, and inform policies with data-driven, innovation-based evidence. Moldova Agrotek Park will leverage synergies between higher education, ICT, and agri-food innovation. This ensures the project is not only a national hub for modernizing agriculture but also a regional platform for disruptive innovation in climate-smart food systems—positioning Chisinau as a node for agri-tech fairs, pilot projects, and cross-border collaboration, including partnerships with Ukrainian institutions and international investors.

The argument for Moldova Agrotek Park is reinforced by the national needs and global trends: declining productivity in traditional farming, rising expectations for sustainable and climate-smart agriculture, and the acceleration of digital transformation globally. Moldova's education-research-innovation gap is particularly acute in agriculture, where outdated curricula, limited applied R&D, and fragmented collaboration hinder competitiveness. Moldova Agrotek Park directly addresses this gap by revitalizing university infrastructure, providing applied research labs, fostering public-private partnerships, and offering a visible platform for innovation and technology transfer. The AgroTek Innovation Center will be established as an integral component of the Moldova Agrotek Park, strategically anchored on two complementary pillars of innovation and applied development. These pillars are materialized through two key facilities within the Mircesti campus of TUM:

- **AgroTek Arena – Incubator for Digital Agriculture, Robotics, and FoodTech (Mircesti 44)**, designed to foster entrepreneurship, prototyping, and technology transfer in emerging agri-food technologies and smart farming solutions;
- **Innovation and Applied Research Campus in Agribusiness (Mircesti 42)**, focused on advanced research, capacity building, and the promotion of resilient agricultural systems aligned with industry needs.

Together, these two facilities provide the structural foundation for the Moldova Agrotek Park, ensuring a synergistic integration of research, innovation, education, and entrepreneurship in climate-resilient agriculture and food technology.

As part of the the AgroTek Arena Incubator, important progress has been made with a pilot initiative funded by development partners, namely by the Swedish Government funds and UMAEF. An MOU to this end was concluded in July 2025 by TUM, Ministry of Economic Development and Digitalization (MoEDD), Innovate Moldova, Sweden, and UMAEF establishing the Agrotek Arena Incubator for digital agriculture, robotics, and foodtech within the Mircesti campus. The incubator will occupy approximately 1,300 m² distributed across three floors (1–3) of the Mircesti 44 building. Planned works for establishing the Incubator include full modernization of interiors, replacement of windows for energy efficiency (across five floors), modernization of the heating system (four floors), and cleaning of obsolete spaces. The facility will host modern offices, meeting rooms, a media studio, networking areas, laboratories, and co-working spaces.

The legal foundation of Moldova Agrotek Park is provided by Government Decision No 528 of 26.08. 2025, which grants “AgroTek Park” SRL the status of Industrial Park, Category B, under Law no. 182/2010 on industrial parks. The decision allocates a 5-hectare nucleus within the Mircesti campus of the TUM, together with two core buildings: Mircesti 42 (5,046 m²) and Mircesti 44 (956 m²). These assets are transferred from the public to the private domain of the state in line with Law no. 121/2007 on the management of public property. The transfer is made under a 30-year title, renewable, with the explicit condition that they are used only for agri-tech, digitalisation, and R&D purposes. If these conditions are breached, assets revert to the state.

“Agrotek Park” SRL, as administrator of Moldova Agrotek Park, is subject to semi-annual reporting obligations to the MoEDD and the Public Property Agency (PPA), covering investment progress, occupancy, and compliance with industrial park law. Any change in ownership, shareholding, or management must be notified within ten days. MoEDD and PPA retain oversight powers, including the right to revoke the title in cases of non-compliance.

2. Objectives of the Assignment

This chapter defines the scope, objectives, and specific requirements for preparing a bankable package that positions Agrotek Innovation Center as a national/regional innovation hub and RDI catalyst for Agriculture 4.0/5.0, fully aligned with the Triple Helix cooperation model.

2.1 Overall Scope

The objective of this consultancy is to prepare the Technical Feasibility Study and the Business Plan for the establishment and operationalization of the Agrotek Innovation Center at TUM. The assignment covers a pre-market study, feasibility validation, concept development, detailed technical design (including building and space planning), and business/financial modelling, all in line with World Bank standards and acceptable to other IFIs.

The Consultant will also provide legal recommendations regarding the regulation and framework of cooperation between the AgroTek Innovation Center and “Agrotek Park” SRL, as administrator of Moldova Agrotek Park. Subsequent implementation activities are not part of this ToR.

- **Geographic and asset coverage:** Mircești 42 (24,000 m²) and Mircești 44 (≈956.5 m²) as the initial infrastructure nucleus.
- **Positioning and functional focus:** The nucleus shall embed the Triple Helix model with facilities for RDI, incubation, co-working, teaching labs, and exhibition support. Architectural and interior space planning for Mircești 42 and 44 must ensure flexible layouts for labs, classrooms, co-working, incubation, administrative, and exhibition areas.

This consultancy will start with a preliminary phase which shall be introduced prior to the full Technical Feasibility Study, aimed at clearly outlining the list of anticipated services, analyzing the real market demand for them and market gaps to be filled incl. product differentiation from existing offerings, technology gaps, and mapping and profiling end-users of the Agrotek Park, including farmers, start-ups, agri-food SMEs, processors, technology providers, investors, academia, and R&D entities.

The study will identify the key structural challenges in the agri-food sector which Agrotek Park is expected to address (examples: low digitalization levels, fragmented land ownership, limited access to applied research, lack of testing and validation infrastructure, need for climate-smart technologies).

This phase will define as well the preliminary commercial service portfolio of the Park and, based on the identified market needs/gaps and potential end-users and investors, develop financial scenarios for a up to 10 year horizon, including a projected revenue scenario which targets up to EUR 49 million cumulative income during the maturity period, with indicative financing streams (examples: leasing, PPP, research grants, memberships, space rental, laboratory/testing services, private investment, etc.).

The outputs of this phase will guide the full Feasibility Study and Business Plan, informing design decisions, institutional model selection and investment structuring.

2.2 Objectives of the Technical Feasibility Study

The Consultant shall pursue the following objectives, ensuring consistency with Chapter 1 and international good practice:

1) Technical and Infrastructure Validation

To evaluate the readiness and adequacy of the existing infrastructure and utilities at the Mircești 42 and 44 buildings facilities, identifying gaps, upgrade requirements, and cost implications needed to operationalize the AgroTek Innovation Center.

2) Market and Socio-Economic Justification

To analyze the market demand, stakeholder needs, and socio-economic impact of the AgroTek Innovation Center, including its potential to generate jobs, support SMEs and start-ups, enhance technology transfer, and strengthen Moldova’s resilience in agriculture and food systems.

3) Institutional and Governance Design

To propose a clear governance framework and institutional setup for the AgroTek Innovation Center, aligned with the mission of TUM, Moldova Agrotek Park, including the role of “Agrotek

Park” SRL as administrator, the oversight functions of MoEDD and PPA, and the establishment of a Board of Administration with TUM representation within the “Agrotek Park” SRL.

4) Financial and Business Planning

To develop a robust 10-year financial and business plan that ensures sustainability, covering capital and operational expenditures, potential revenue streams, risk management strategies, and mechanisms for scaling and long-term viability.

5) Legal and Regulatory Alignment

To provide legal recommendations on cooperation between the TUM, as administrator of AgroTek Innovation Center, and “Agrotek Park” SRL, ensuring compliance with Moldovan law on industrial parks, higher education, and international best practices in governance and transparency.

6) Environmental and Social Compliance

To ensure that the proposed subproject aligns with the World Bank’s Environmental and Social Framework (ESF) and Moldovan regulations, by identifying potential risks, proposing mitigation measures, and embedding inclusiveness, gender equality, and stakeholder engagement in all project phases.

3. Scope of Services

The Consultant will deliver the following integrated services, ensuring consistency with Chapter 2.

1) Phase zero will consist of the Pre-Market Study comprising market analysis, end-users and financial model.

The Consultant shall conduct an initial analytical phase forming the basis for the Technical Feasibility Study and Business Plan, including:

- assessment of market demand/gap for the foreseen services, and technology/innovation gaps;
- mapping of end-users, investors and potential beneficiaries;
- identification of sector challenges to be addressed by Agrotek Park;
- international benchmarking of comparable agri-tech parks;
- preliminary business model and revenue model options;
- financial modelling under multiple growth scenarios;
- early revenue projections for up to 10 years;
- definition of commercial service lines and the most feasible institutional setup.

2) Technical Assessment of Infrastructure and Utilities

The study must provide not only a feasibility analysis but also a **clear structural concept for the AgroTek Innovation Center**, addressing the following aspects:

- A detailed description of the Center’s components, specifying what facilities will be included.
- Identification of the works to be undertaken, the goods to be procured, and any services to be contracted if necessary.
- Review of the existing infrastructure at the **Mircesti campus facilities** (Mircesti 44 and Mircesti 42).
- Assessment of the availability and reliability of utilities, including electricity, heating/cooling, water supply, sewage, telecommunications/ICT, and renewable energy potential.
- Identification of **infrastructural gaps** that may affect the functionality of the AgroTek Innovation Center.
- Preparation of **cost estimates and technical recommendations** for upgrading or adapting facilities to meet the Center’s requirements.

- Provide a clear structural concept for the AgroTek Innovation Center, describing its components.

3) Potential impact and Socio-Economic Analysis

- Assess socio-economic benefits including job creation, skills development, rural resilience and increased productivity.
- Estimate impact on agri-food competitiveness, exports and value-added production.
- Evaluate market uptake and expected benefits for farmers/SMEs (cost reduction, yield growth, reduced losses).
- Estimate economic effects of digital and climate-smart technology adoption.
- Identify potential for start-up formation, SME scaling and investment attraction.
- Propose measurable KPIs and impact indicators for monitoring socio-economic performance.

4) Proposal of an Institutional and Governance Model

- Recommend governance structures for the AgroTek Innovation Center within the Moldova Agrotek Park framework.
- Define roles of TUM, „Agrotek Park” SRL, MoED, MoEDD, and other stakeholders.
- Propose the composition and mandate of the Board of Administration (including TUM representatives).
- Suggest operational management procedures, decision-making flow, and accountability mechanisms.

5) Development of a 10-Year Financial and Business Plan

- This section will incorporate the findings of the pre-market study regarding the financial model which shall be covering CAPEX, OPEX, and proposal of income generating activities for AgroTek Innovation Center.
- Propose scenarios for income generation (applied research projects, industry partnerships, EU/IFI grants, technology transfer).
- Include risk analysis and mitigation strategies.
- Develop a roadmap for sustainability and scaling beyond the initial investment phase.
- Develop a business plan for establishment and operationalization of AgroTek Innovation Center.

6) Legal Recommendations on Cooperation with „Agrotek Park” SRL

- Draft legal recommendations and options for formalizing cooperation between the AgroTek Innovation Center and „Agrotek Park” SRL.
- Ensure compliance with Moldovan legislation on industrial parks and higher education institutions.
- Define ownership, IP rights, service agreements, and revenue-sharing models.
- Include governance clauses to avoid conflicts of interest and ensure transparency.

7) Compliance with World Bank ESF and Procurement Regulations

- Assess potential environmental and social risks associated with the subproject.
- Ensure compliance with the World Bank Environmental and Social Framework (ESF) and Moldovan national regulations.
- Provide guidelines for gender equality, inclusion, and stakeholder engagement.

- Ensure that all procurement recommendations follow World Bank Procurement Regulations (2016, revised).

4. Detailed Deliverables and Timeline

1) Inception Report (Month 1)

- Detailed work plan, methodology, and timeline.
- Confirmation of team composition and division of responsibilities.
- Initial stakeholder mapping and data collection strategy.

2) Pre-Market Study Report (Month 2–4)

- Report covering anticipated services, market demand/gap assessment, user/investor/beneficiary mapping, preliminary business and revenue model and similar successful institutional models.
- Includes financial scenario estimations with a potential revenue projection target of up to EUR 49 million within 10 years.
- This report represents a pre-condition for proceeding with the Technical Feasibility Study.

3) Diagnostic Report (Month 4–5)

- Technical infrastructure and utilities assessment findings.
- Identification of environmental and social safeguards (ESF compliance).

4) Draft Feasibility Study & Business Plan (Month 7)

Prepared according to the agreed structure, the Draft Feasibility Study shall include:

- a description of the Mircești 42 and 44 buildings together with geotechnical data, utilities, and energy performance;
- an assessment of stakeholder needs, SME and start-up demand, academic demand, sectoral benchmarking, and regional positioning as an innovation hub;
- a functional programme with space planning, energy audits, and proposals for zoning of laboratories, classrooms, co-working, incubation, and support spaces;
- a governance and institutional framework clarifying the role of “Agrotek Park” SRL as administrator of Moldova Agrotek Park, the responsibilities of TUM and national authorities, and the composition of the Board of Administration;
- a dedicated business plan for the establishment and operationalization of the AgroTek Innovation Center, setting out concrete steps for start-up, management, and long-term sustainability and potential revenue streams;
- an environmental and social framework addressing occupational health and safety, inclusiveness, and climate-smart approaches;
- a risk analysis covering technical, financial, environmental, demand-side, and institutional risks together with mitigation measures;
- a phased implementation roadmap for a ten-year horizon, highlighting quick wins, scalability, sequencing, and an indicative Gantt chart.

5) Final Feasibility Study & Business Plan (Month 8)

- Integrated and validated document in Romanian and English.
- Incorporation of feedback from TUM, MoER, MoEDD, PPA, and the World Bank.
- Executive summary highlighting key recommendations for implementation.

- Annexes: stakeholder consultations, legal framework, financial models, governance proposals, ESF compliance checklists.

5. Qualifications criteria and Team Composition

5.1 Company qualification criteria

(i) General experience (40 points)

- Minimum of 7 years of relevant professional experience in providing consultancy services related to feasibility studies, technical design, business planning, or strategic development of large-scale innovation-oriented infrastructure projects.
- The firm shall demonstrate practical experience in EU Member States, preferably through assignments involving fully operational science, technology, or innovation parks.
- Demonstrated experience working under World Bank Procurement Regulations, Environmental and Social Framework (ESF), or equivalent IFI standards will be considered a advantage.

(ii) Specific experience (60 points)

- Proven experience in at least three (3) completed assignments during the last 7 years involving the preparation of feasibility studies and/or business plans for Science & Technology Parks, Innovation Parks, Industrial Parks, Large-scale innovation or research infrastructure projects. Experience. Assignments in AgriTech / AgTech will be an advantage.
- Experience applying the Triple Helix model (Academia–Industry–Government) in project design, governance, or operational frameworks Experience in projects developed in partnership with universities or higher education institutions will be an advantage.
- The firm must demonstrate the organizational and technical capacity to mobilize multidisciplinary teams, combining international and local expertise.

5.2 Core Team Requirements

The Consultant shall mobilize a multidisciplinary team of experts with proven international and regional experience in feasibility studies, technical design of industrial/innovation parks or equivalent infrastructure. The team must combine technical, financial, environmental, and institutional expertise, ensuring that all aspects of the assignment are addressed to international standards.

Key Experts will not be evaluated at the shortlisting stage.

At least **5 key experts** shall be proposed. Each expert must demonstrate relevant qualifications, professional experience, and prior assignments with WB/EBRD/IFI projects. The following profiles are required:

1) Team Leader / Project Manager

- Minimum Master's degree in engineering, architecture, or project management.
- At least 15 years of experience in managing feasibility/design/supervision of industrial or technology parks, science parks, or equivalent.
- Proven track record with WB/EBRD/IFI-funded assignments.
- Skills in coordinating multidisciplinary teams and stakeholder engagement.

2) AgriTech Market & Innovation Analyst / Market Research Lead

- Master's degree or higher in Economics, Agribusiness, Innovation, or related field.

- At least **10 years' experience** in market research, economic analyses, economic and/or business development

Proven expertise in: agri-tech or agri-food sectors economic development, Startup/SME support

Knowledge of sustainable agriculture, innovation, digital farming, and climate-smart solutions.

3) Strong stakeholder engagement skills, with experience liaising with government, public institutions, donors, and private investors. **Technical Infrastructure Expert**

- Degree in architecture/civil engineering/mechanical engineering
- 10+ years of experience in design and rehabilitation of education, RDI, or industrial facilities.
- Experience with space programming, functional layouts, and accessibility standards.
- Knowledge of BREEAM/EDGE or equivalent green certification processes.

4) Financial & Economic Analyst

- Degree in economics, finance, or business administration.
- 10+ years of experience in business planning, financial modelling, and economic appraisal (NPV, FIRR, EIRR, BCR) of infrastructure or industrial park projects.
- Experience with blended finance and PPP structures.

5) AgroTech Innovation Expert

- Master's degree or higher in Agricultural Economics, Agribusiness, Innovation, or related field.
- At least **10 years' experience** in agri-food innovation, agribusiness development, or management of incubators/technology parks.
- **Proven expertise** in:
 - Designing and operating incubators/accelerators for agri-tech or agri-food sectors.
 - Startup/SME support, investment readiness, and blended finance.
 - Governance models, PPPs, and project structuring.
- **Knowledge** of sustainable agriculture, digital farming, and climate-smart solutions.
- **Strong stakeholder engagement** skills, with experience liaising with government, IFIs, donors, and private investors.

5.3 Support Staff

In addition to the 5 key experts, the Consultant may propose support staff (junior engineers, CAD technicians, surveyors, translators, etc.) as necessary. These will not be scored individually but must be adequate to deliver the assignment.

6. Implementation Arrangements

6.1 Institutional Arrangements

- **TUM:** The Technical University of Moldova will be responsible for day-to-day management, fiduciary oversight, support for technical review and no-objection for all deliverables, in coordination with the Project Management Team of the MHEP Project (PMT) from MoER. TUM will provide access to facilities, data on academic programmes, and alignment with teaching and research needs.
- **“Agrotek Park” SRL:** As the administrator and legal entity managing the Moldova Agrotek Park, “Agrotek Park” SRL will provide technical input on functional requirements, tenant outreach, and governance structures.

- **PMT:** Provides financing, technical review, and no-objection at all deliverables and key milestones.

6.2 Progress Monitoring

- **Monthly Progress Meetings:** Consultant to present progress, challenges, and updated timelines to TUM and PMT.
- **Ad-hoc Briefings:** As requested by TUM/PMT.

6.3 Language and Accessibility

- Reports must be delivered in **English and Romanian**; executive summaries provided in both languages.
- All reports must be accessible (digital versions searchable, compliant with accessibility standards for persons with disabilities).

Description of Approach, Methodology and Work Plan

4.1 Background and Strategic Context

The present assignment is embedded within the framework of the **Moldova Higher Education Project (MHEP)**, financed by the World Bank and implemented by the Ministry of Education and Research of the Republic of Moldova. The Additional Financing approved in 2025 explicitly strengthens the research and innovation dimension of higher education, with a specific subcomponent (2.4) dedicated to the **establishment and operationalization of an Agricultural Innovation Center at the Technical University of Moldova (TUM)**.

This strategic direction reflects Moldova's broader development challenge: the need to modernize its productive sectors—especially agriculture—while simultaneously aligning its higher education and research system with European standards and innovation-driven growth models.

The assignment therefore goes beyond a conventional feasibility study. It concerns the preparation of a **bankable, technically sound, institutionally robust and World Bank-compliant investment package**, capable of transforming TUM into a nucleus of applied research, technology transfer, incubation and industry collaboration in the agri-food domain.

Moldova's Agricultural Sector

Agriculture remains a structural pillar of Moldova's economy. It contributes approximately one quarter of GDP and provides employment to nearly one third of the labor force. The sector plays a decisive role in exports, rural livelihoods, food security and territorial cohesion.

However, it is simultaneously one of the country's most vulnerable sectors. Recent droughts and climate shocks led to dramatic output contractions (nearly 30% in 2022), revealing structural fragilities:

- High exposure to climate variability
- Low irrigation coverage
- Fragmented land ownership
- Limited mechanization and automation
- Weak integration of digital technologies
- Insufficient applied research and testing infrastructure

Moldova's agri-food processing sector, although export-oriented (wine, fruits, oilseeds, cereals, processed foods), remains largely positioned in low- to medium-value segments. Productivity gaps persist compared to EU benchmarks, while certification, quality assurance, traceability and innovation capacity remain limited.

At the same time, Moldova has demonstrated that transformation is possible. The rapid expansion of its ICT sector—doubling turnover within a few years—illustrates the potential of combining talent, incentives and export orientation. The challenge is to replicate this dynamism within

agriculture and food systems through **Agriculture 4.0 and 5.0 approaches**, embedding digitalization, robotics, AI, climate-smart technologies and precision farming.

Academic and Scientific Production

Moldova maintains a solid academic base, with institutions such as the Technical University of Moldova (TUM) providing expertise in engineering, agronomy, and applied sciences. However, quantitative indicators highlight structural limitations in research intensity and commercialization.

Gross domestic expenditure on R&D remains below 0.3% of GDP, significantly lower than the EU average of approximately 2.2%–2.3%. Private sector participation in R&D is limited, and business-funded research represents only a modest share of total expenditure.

Scientific publication output is comparatively low relative to regional peers, and citation impact in applied agricultural and food technology fields remains limited. Patent filings and university spin-offs are also modest, reflecting weak technology transfer and commercialization mechanisms. Moldova's participation in EU research programs is growing but remains small in scale, often without coordination roles.

These indicators confirm that the key challenge is not the absence of academic capacity, but the limited infrastructure for translating research into marketable innovation. The AgroTek Innovation Center is therefore designed to strengthen applied RDI, enhance university–industry collaboration, and institutionalize commercialization pathways within Moldova's agri-food ecosystem.

The Technical University of Moldova (TUM) hosts relevant academic departments, research laboratories and technical competencies in agronomy, engineering, digital technologies and applied sciences. Yet, as in many transition economies, the gap between academic research and industry application remains significant.

Challenges include:

- Outdated curricula insufficiently aligned with modern agri-tech needs
- Limited laboratory modernization
- Weak commercialization pathways
- Insufficient incubation and acceleration mechanisms
- Fragmented collaboration with SMEs and farmers

The MHEP Additional Financing recognizes that universities must become **active engines of applied research, innovation and industry collaboration**. The AgroTek Innovation Center directly addresses this structural reform agenda.

EU Approximation and Strategic Alignment

Moldova's EU accession pathway imposes additional structural requirements:

- Alignment with EU agri-food standards (SPS, traceability, sustainability)

- Climate adaptation and Green Deal compliance
- Digital public systems (e.g., IACS-type frameworks)
- Research integration within the European Research Area
- Strengthening of innovation governance and public–private cooperation

The establishment of the AgroTek Innovation Center aligns with:

- Smart specialization principles
- Triple Helix cooperation models (Academia–Industry–Government)
- EU climate-smart agriculture objectives
- World Bank ESF and procurement standards

The Center therefore serves not only as a national project, but also as a **structural reform instrument supporting Moldova’s European integration trajectory**.

Moldova Agrotek Park and the role of the Innovation Center

The AgroTek Innovation Center is not an isolated initiative. It is conceived as the innovation nucleus of the broader **Moldova Agrotek Park**, established by Government Decision No. 528 (August 2025), granting industrial park status (Category B) under Law 182/2010.

The Agrotek Park framework provides:

- A 5-hectare nucleus within the Mircești campus
- Core buildings (Mircesti 42 and 44)
- A 30-year renewable title
- Clear governance oversight by MoEDD and the Public Property Agency

Within this ecosystem, the AgroTek Innovation Center will operate as:

- The RDI engine
- The incubation and acceleration hub
- The applied research and testing facility
- The skills and training pipeline
- The anchor for international partnerships

The two complementary pillars **AgroTek Arena (Digital Agriculture, Robotics, FoodTech Incubator)** and **Innovation and Applied Research Campus in Agribusiness** ensure integration of research, entrepreneurship, prototyping, and commercialization.

This structure reflects international best practices in science and technology park development and positions the project as a **national platform for Agriculture 4.0/5.0 transformation**.

Why an AgroTek Innovation Center is structurally necessary

The need for the AgroTek Innovation Center is driven by converging structural pressures and opportunities:

1. **Climate urgency:** Moldova requires resilient, water-efficient, data-driven agriculture systems.
2. **Productivity and value-add:** Transition from commodity-based exports to higher-value processed and certified products.
3. **SME competitiveness:** Farmers and agri-food SMEs need testing, certification, prototyping and advisory support.
4. **Talent retention and attraction:** Prevent brain drain by creating innovation-driven career pathways in agritech.
5. **Investment attraction:** Position Chişinău as a regional agri-tech hub capable of attracting investors, startups and international partnerships.
6. **Policy coherence:** Create an evidence-based platform to inform agricultural and innovation policies.

Without a dedicated innovation infrastructure bridging research and market application, Moldova risks remaining trapped in a low-productivity agricultural equilibrium.

Strategic Framing

The AgroTek Innovation Center must be positioned not merely as an infrastructure investment, but as a **systemic transformation instrument** within Moldova's agricultural and innovation ecosystem. Its strategic framing defines its long-term relevance, governance logic, service portfolio and financial model.

The Center is conceived as a **multi-functional innovation platform** responding to structural sectoral challenges while anchoring Moldova's transition toward climate-smart, digital and value-added agriculture.

AgroTek Innovation Center is designed to operate as:

1. National Agriculture 4.0 Hub: The AgroTek Innovation Center will serve as Moldova's primary hub for **Agriculture 4.0 and 5.0 transformation**, integrating:

- Precision farming technologies
- Robotics and automation
- AI-based decision-support systems
- Climate-resilient cultivation methods
- Smart irrigation and resource management
- Digital traceability and certification tools

By bridging Moldova's strong ICT capabilities with agricultural production, the Center creates a national platform where **digitalization meets agri-food value chains**.

It will function as a demonstration site, pilot testing environment and knowledge diffusion node, accelerating technology adoption across farms, cooperatives and agri-food SMEs.

2. Applied Research, Development & Innovation (RDI) Platform: The Center is strategically framed as an **applied RDI interface**, translating academic research into commercially viable solutions.

Key characteristics include Prototyping laboratories; Testing and validation facilities; Certification and quality infrastructure; Industry-driven research projects; and International R&D partnerships. This applied orientation reduces the structural gap between research outputs and market uptake. It also strengthens TUM's capacity to participate in European research frameworks and industry-funded research programs.

The platform ensures that Moldova moves from isolated academic research toward **problem-solving, industry-embedded innovation**.

3. Incubation & SME Accelerator: AgroTek Innovation Center will incorporate structured **incubation and acceleration mechanisms** targeting Agri-tech startups; Food-tech innovators; Digital agriculture solution providers; SME modernization projects; and Spin-offs from TUM research.

Services will include:

- Business mentoring and coaching
- Investment readiness support
- Access to testing infrastructure
- Networking with investors and agribusiness actors
- Internationalization pathways

This component directly addresses Moldova's need to strengthen SME competitiveness and foster innovation-driven entrepreneurship within rural and agri-food sectors.

4. Triple Helix Demonstrator: The AgroTek Innovation Center embodies the **Triple Helix model (Academia–Industry–Government)** in practice.

Its governance and operational design must:

- Integrate TUM's academic and research capacities
- Engage industry actors as active partners, not passive beneficiaries
- Ensure alignment with national agricultural and innovation policies
- Maintain transparent oversight through public authorities

The Center should function as a **demonstration model of structured public–private cooperation**, serving as a template for future innovation infrastructures in Moldova. By institutionalizing collaboration rather than ad hoc cooperation, it will generate systemic impact beyond its physical boundaries.

5. Anchor Asset within Moldova Agrotek Park: Strategically, the AgroTek Innovation Center represents the **core innovation nucleus** of the broader Moldova Agrotek Park ecosystem.

As an anchor asset, it:

- Increases the attractiveness of the Industrial Park
- Generates tenant demand
- Creates critical mass of innovation activities

- Provides shared RDI and incubation services
- Strengthens investment positioning

The Center is therefore not an isolated project but the **engine driving the long-term viability of Moldova Agrotek Park**. Its operational success will directly influence occupancy rates, investor confidence and the park's international positioning.

Our Understanding of the Assignment

The AgroTek Innovation Center is a strategic national intervention at the intersection of agriculture, higher education, innovation policy, and economic modernization.

This consultancy must deliver a fully validated, technically robust, financially sustainable, and institutionally sound framework for the establishment and operationalization of the AgroTek Innovation Center within the Moldova Agrotek Park ecosystem. The assignment must translate strategic ambition into a bankable, implementation-ready roadmap aligned with international best practices and World Bank standards.

A Feasibility Study grounded in Market Reality: The AgroTek Innovation Center must be demand-driven. The assignment therefore begins with a rigorous pre-market validation phase to confirm:

- Target user segments (farmers, agri-food SMEs, start-ups, processors, technology firms, investors, academia);
- Priority service needs and existing ecosystem gaps;
- Competitive positioning and differentiation;
- Realistic and diversified revenue opportunities.

Through stakeholder mapping and international benchmarking, this phase will define a credible value proposition and provide the foundation for a financially viable model targeting up to EUR 49 million cumulative income over a 10-year horizon under structured growth scenarios.

Infrastructure enabling Innovation: The Mircești 42 and Mircești 44 facilities constitute the physical nucleus of the Center. The consultancy must verify their technical adequacy and define the upgrades required to accommodate applied RDI laboratories; digital agriculture and prototyping facilities; incubation and acceleration spaces; and teaching, training, and demonstration functions.

This requires assessment of structural integrity, utilities capacity, energy performance, and adaptability. Identified gaps will be costed and prioritized to produce a flexible, future-ready spatial concept aligned with Agriculture 4.0/5.0 and climate-resilient design principles.

Governance balancing academic mission and commercial viability: The Center operates at the interface of TUM's academic leadership, "Agrotek Park" SRL's operational management, and state oversight (MoER, MoEDD, PPA).

The consultancy must propose a governance framework that is:

- Legally compliant with Moldovan industrial park and higher education legislation;
- Transparent and accountable;
- Capable of safeguarding public assets;

- Attractive to private partners and investors.

Clear delineation of roles, Board composition, decision-making processes, revenue management, and IP governance is essential. The institutional architecture must operationalize the Triple Helix model as a functional governance mechanism.

Financial Sustainability and Growth: A central output is a robust 10-year business and financial plan ensuring long-term sustainability. The Center must progressively reduce dependency on public funding through diversified income streams, including leasing and shared facilities; laboratory and testing services; applied research and industry contracts; EU and IFI funding; Incubation and training programs; PPP and blended finance mechanisms.

The financial model will incorporate scenario analysis, risk assessment, cash flow projections, and sustainability milestones, demonstrating the Center's capacity to evolve into a self-sustaining innovation ecosystem.

Legal and Regulatory structuring: The assignment must formalize cooperation between TUM and "Agrotek Park" SRL through a clear legal framework addressing asset use and ownership arrangements; revenue-sharing mechanisms; intellectual property governance; compliance with industrial park and higher education legislation; conflict-of-interest safeguards.

Alignment with World Bank Environmental and Social Framework: From inception, the project must comply with the World Bank Environmental and Social Framework (ESF) and procurement regulations. The consultancy will integrate:

- Environmental and social risk screening;
- Occupational health and safety standards;
- Climate-smart and energy-efficient design principles;
- Gender equality and inclusiveness measures;
- Structured stakeholder engagement;
- Procurement readiness and packaging strategies.

This ensures that the AgroTek Innovation Center is not only strategically positioned but fully prepared for implementation under World Bank procedures and international best practice standards.

4.2 Overall Methodological Framework

The Joint Venture proposes a structured, evidence-driven methodology to deliver a bankable, technically sound, financially sustainable, and implementation-ready Feasibility Study and Business Plan for the AgroTek Innovation Center.

Fully aligned with the ToR, the approach ensures validated market demand; confirmed infrastructure readiness; clear governance architecture; a robust 10-year financial model; and full compliance with World Bank ESF and procurement standards.

The methodology is deliberately sequenced so that each step builds on the previous one—market validation informs technical design, technical validation feeds financial modelling, governance ensures sustainability, and safeguard compliance secures implementation readiness.

The following seven steps outline the structured pathway for delivering the assignment.

STEP 1 – Pre-Market Study

Objective: To validate market demand, define user segments, identify innovation gaps, and develop preliminary revenue scenarios.

Activities

Activity 1.1 – Market Baseline and Ecosystem Analysis: A structured assessment of Moldova’s agri-food, agribusiness, and digital agriculture ecosystem will be undertaken, including productivity levels, value-chain bottlenecks, SME structure, ICT penetration, climate resilience gaps, and research–industry interaction weaknesses. The purpose is to establish a data-driven baseline and clearly identify structural gaps that AgroTek is expected to address.

Activity 1.2 – End-User Segmentation and Demand Validation: Potential user groups will be mapped and segmented, including farmers, agri-food SMEs, start-ups, processors, technology providers, research entities, and investors. Through targeted interviews and structured consultations, service demand, utilization expectations, and willingness-to-pay will be validated to ensure commercial realism.

Activity 1.3 – International Benchmarking and Service Portfolio Structuring: Comparable medium-scale agri-tech and innovation parks will be benchmarked to assess governance models, service portfolios, occupancy dynamics, and revenue diversification mechanisms. Based on validated demand and benchmarking insights, a structured commercial service portfolio for AgroTek will be defined.

Activity 1.4 – Preliminary Financial Scenarios and Revenue Modelling: Validated service lines will be translated into preliminary 10-year revenue projections under conservative, base, and accelerated scenarios. Assumptions on occupancy, lab utilization, pricing logic, grant absorption, and partnership income will be tested through sensitivity analysis to establish financial viability boundaries.

Inputs: National sector data; stakeholder consultations; benchmarking cases; preliminary infrastructure assumptions

Timeplan: Months 1–4

Expected Outcome: Demand-validated service portfolio and scenario-based revenue projections forming the foundation of the Feasibility Study and Business Plan

Deliverables: Pre-Market Study Report

Experts to be involved: AgriTech Market Analyst; Financial & Economic Analyst; AgroTech Innovation Expert; Governance/Benchmarking Expert; Local Stakeholder Liaison; Team Leader

Relevant JV Expertise: EInS – Financial modelling and IFI-compliant feasibility structuring; IASP – Science park benchmarking and service portfolio design; Pro Consulting – Moldova market validation and stakeholder engagement

STEP 2 – Technical Infrastructure & Utilities Assessment

Objective: To assess the technical adequacy of Mircești 42 and 44, identify infrastructure gaps, and define costed upgrade requirements to operationalize the AgroTek Innovation Center.

Activities

Activity 2.1 – Structural and Building Condition Assessment: A comprehensive review of Mircești 42 and 44 will be conducted, including structural integrity, load-bearing capacity, spatial adaptability, safety compliance, and accessibility standards. Existing architectural and engineering documentation will be validated through site inspections to confirm readiness for laboratories, incubation areas, teaching facilities, co-working spaces, and exhibition functions.

Activity 2.2 – Utilities and Technical Systems Evaluation: A detailed assessment of utilities will examine electricity capacity, HVAC systems, water supply, sewage, telecommunications/ICT backbone, and renewable energy integration potential. Particular attention will be given to the requirements of advanced RDI laboratories and digital agriculture prototyping functions, ensuring that technical systems can support high-demand equipment and operational continuity.

Activity 2.3 – Functional Programming and Space Planning: Based on validated service lines from Step 1, a functional zoning concept will be developed for laboratories, incubation areas, classrooms, co-working spaces, administrative offices, and shared facilities. The spatial layout will prioritize flexibility, scalability, energy efficiency, and user flow optimization consistent with innovation hub standards.

Activity 2.4 – Cost Estimation and Technical Upgrade Roadmap: Infrastructure gaps identified in Activities 2.1–2.3 will be translated into a structured CAPEX estimate and prioritization matrix. Upgrade options will be evaluated in terms of cost, feasibility, implementation complexity, and alignment with the 10-year business model to ensure financial and operational coherence.

Inputs: Architectural drawings; geotechnical and structural documentation; utilities data; site inspections; validated service portfolio from Step 1

Timeplan: Months 2–5

Expected Outcome: Technical feasibility validation with a costed infrastructure upgrade roadmap aligned to AgroTek operational requirements

Deliverables: Diagnostic Report (technical assessment; functional programme; CAPEX estimates; upgrade recommendations)

Experts to be involved: Technical Infrastructure Expert; Energy/Utilities Specialist; CAD/Space Planning Specialist; Financial Analyst; Local Technical Advisor; Team Leader

Relevant JV Expertise: EInS – Industrial and innovation infrastructure feasibility and cost modelling; IASP – Functional space standards for science and innovation parks; Pro Consulting – Local construction standards, utilities coordination, and regulatory compliance validation.

STEP 3 – Potential Impact & Socio-Economic Analysis

Objective: To assess the socio-economic benefits, competitiveness effects, and measurable performance indicators associated with the AgroTek Innovation Center.

Activities

Activity 3.1 – Economic Impact Modelling: Using validated demand and infrastructure assumptions, direct and indirect economic impacts will be quantified, including job creation, SME productivity gains, value-added growth, and export potential in agri-food value chains. Both short-term operational effects and medium-term innovation spillovers will be assessed.

Activity 3.2 – Technology Adoption and Climate Resilience Analysis: The potential impact of digital agriculture tools, robotics, testing facilities, and climate-smart technologies facilitated by AgroTek will be evaluated. Adoption curves and resilience gains will be modelled to assess contribution to yield improvement, loss reduction, and modernization of farming practices.

Activity 3.3 – SME Scaling and Investment Attraction Potential: The role of incubation, acceleration, and applied research services in supporting start-up formation, SME scaling, and investment attraction will be analysed. The assessment will examine how AgroTek can strengthen Moldova’s innovation ecosystem and improve university–industry linkages.

Activity 3.4 – KPI and Monitoring Framework Development: A structured KPI framework will be developed covering operational indicators (occupancy, lab utilization), financial indicators (revenue diversification), and socio-economic indicators (SMEs served, partnerships, technology validations), aligned with MHEP and World Bank reporting requirements.

Inputs: Pre-Market Study outputs; infrastructure cost assumptions; sector benchmarks; national statistics

Timeplan: Months 3–6

Expected Outcome: Quantified socio-economic justification and structured KPI framework supporting investment rationale

Deliverables: Socio-Economic Impact Chapter integrated into Draft Feasibility Study

Experts to be involved: Financial & Economic Analyst; AgriTech Market Analyst; AgroTech Innovation Expert; Local Data Specialist

Relevant JV Expertise: EInS – Economic appraisal and impact modelling; IASP – Innovation ecosystem performance metrics; Pro Consulting – Alignment with Moldova statistical and policy context.

STEP 4 – Institutional and Governance Model

Objective: To design a clear, legally compliant governance and institutional framework balancing TUM leadership, Agrotek Park SRL management, and state oversight.

Activities

Activity 4.1 – Institutional Mapping and Legal Context Review: A structured review of the Industrial Park Law, TUM governance framework, and oversight mechanisms will be conducted to define institutional boundaries, decision-making authority, and compliance constraints affecting AgroTek operations.

Activity 4.2 – Governance Structure and Board Design: Alternative governance scenarios will be developed addressing Board composition, management roles, reporting lines, and accountability mechanisms. The model will operationalize the Triple Helix framework through structured industry engagement and transparent decision processes.

Activity 4.3 – Operational Management and Accountability Framework: Clear procedures for tenant selection, service pricing, lab access, partnership approvals, and financial reporting will be defined. Safeguards against conflicts of interest and mechanisms ensuring transparency and sustainability will be incorporated.

Inputs: Legal documentation; institutional statutes; stakeholder consultations; benchmarking results

Timeplan: Months 5–6

Expected Outcome: Operationally implementable governance framework aligned with Moldovan law and international best practice

Deliverables: Governance and Institutional Model Chapter in Draft Feasibility Study

Experts to be involved: Governance Expert; Legal Expert; Team Leader; AgroTech Innovation Expert

Relevant JV Expertise: EInS – IFI governance structuring and institutional design; IASP –

Science park and Triple Helix governance models; Pro Consulting – Moldovan legal compliance and regulatory validation.

STEP 5 – 10-Year Financial and Business Plan

Objective: To develop a financially sustainable, risk-adjusted 10-year Business Plan for the AgroTek Innovation Center.

Activities

Activity 5.1 – CAPEX and OPEX Modelling: Infrastructure upgrade costs from Step 2 and operational requirements from Step 4 will be translated into detailed capital and operational expenditure projections. Staffing models, maintenance costs, utilities, and administrative overhead will be structured into a phased financial plan.

Activity 5.2 – Revenue Architecture and Scenario Development: Diversified revenue streams will be structured including leasing, lab services, applied research contracts, training programs, incubation services, grants, and partnerships. Conservative, base, and accelerated growth scenarios will be developed and stress-tested.

Activity 5.3 – Cash Flow, Sensitivity and Risk Analysis: Cash flow projections will assess liquidity stability and break-even timing. Sensitivity testing will evaluate exposure to occupancy rates, pricing assumptions, grant absorption, and operational costs. Risk mitigation strategies will be embedded in the model.

Activity 5.4 – Sustainability and Scaling Roadmap: A phased operational roadmap will define early-stage stabilization measures, medium-term scaling strategies, and long-term sustainability milestones toward maturity.

Inputs: Pre-Market Study results; CAPEX estimates; governance model; socio-economic analysis

Timeplan: Months 4-8

Expected Outcome: Bankable 10-year Business Plan demonstrating sustainability and growth potential

Deliverables: Draft Feasibility Study & Business Plan

Experts to be involved: Financial & Economic Analyst; Team Leader; AgroTech Innovation Expert; Governance Expert; Local Fiscal Advisor

Relevant JV Expertise: EInS – Advanced financial modelling and IFI-style business planning; IASP – Revenue diversification and incubation monetization models; Pro Consulting – Fiscal and operational feasibility within Moldovan context.

STEP 6 – Legal Recommendations on Cooperation with “Agrotek Park” SRL

Objective: To provide legally grounded options for formalizing cooperation between TUM and Agrotek Park SRL, including ownership, IP rights, and revenue-sharing mechanisms.

Activities

Activity 6.1 – Legal Framework Analysis: Applicable Moldovan legislation on industrial parks, higher education institutions, and public asset management will be analysed to determine constraints and opportunities affecting AgroTek’s operational structure.

Activity 6.2 – Cooperation and Revenue-Sharing Options: Practical options will be developed for formalizing cooperation between TUM and Agrotek Park SRL, including service agreements, IP management provisions, asset-use arrangements, and revenue-sharing mechanisms.

Activity 6.3 – Governance Safeguards and Transparency Mechanisms: Legal clauses and structural safeguards will be proposed to prevent conflicts of interest, ensure accountability, and maintain compliance with oversight requirements.

Inputs: Industrial Park Law; TUM statutes; governance model outputs; stakeholder consultations

Timeplan: Months 6–7

Expected Outcome: Legally viable cooperation framework strengthening institutional robustness

Deliverables: Legal Recommendations Annex integrated into Draft Feasibility Study

Experts to be involved: Legal Expert; Governance Expert; Team Leader

Relevant JV Expertise: EInS – Translating legal design into operational governance; IASP – Governance clauses typical to science park operations; Pro Consulting – Moldovan legal drafting and compliance assurance.

STEP 7 – World Bank ESF Compliance & Procurement Readiness

Objective: To ensure full compliance with World Bank Environmental and Social Framework (ESF) and procurement regulations, securing implementation readiness.

Activities

Activity 7.1 – Environmental and Social Screening: Potential environmental, occupational health and safety, and climate-related risks associated with renovation and operation will be identified. Mitigation measures will be integrated into infrastructure and operational recommendations.

Activity 7.2 – Inclusion, Gender, and Stakeholder Engagement Framework: Practical measures ensuring equitable access to services, gender inclusiveness, and structured stakeholder engagement will be embedded into governance and operational planning.

Activity 7.3 – Procurement Packaging and Implementation Readiness: Procurement packaging strategies, technical specification structuring, and CAPEX prioritization matrices aligned with World Bank Procurement Regulations will be developed to ensure seamless transition from feasibility to implementation.

Inputs: WB ESF guidance; infrastructure findings; legal recommendations; CAPEX roadmap

Timeplan: Months 7–8

Expected Outcome: Implementation-ready feasibility package compliant with WB safeguards and procurement standards

Deliverables: ESF and Procurement Readiness Chapter integrated into Final Feasibility Study & Business Plan

Experts to be involved: Environmental/Social Specialist; Procurement Advisor; Team Leader; Legal Expert

Relevant JV Expertise: EInS – WB safeguard integration and procurement structuring; IASP – Sustainability integration in innovation park operations; Pro Consulting – National environmental and procurement compliance alignment

4.3 Work Plan & Timeline

	M1	M2	M3	M4	M5	M6	M7	M8
STEP 1 – Pre-Market Study								

	M1	M2	M3	M4	M5	M6	M7	M8
<i>STEP 2 – Technical Infrastructure & Utilities Assessment</i>								
<i>STEP 3 – Potential Impact & Socio-Economic Analysis</i>								
<i>STEP 4 – Institutional and Governance Model</i>								
<i>STEP 5 – 10-Year Financial and Business Plan</i>								
<i>STEP 6 – Legal Recommendations on Cooperation with “Agrotek Park” SRL</i>								
<i>STEP 7 – World Bank ESF Compliance & Procurement Readiness</i>								

Consultant's Personnel

4.5 Organization and Staffing

4.5.1 JV Structure and Functional Complementarity

The Joint Venture is structured to combine international strategic expertise, science park operational know-how, and strong Moldovan institutional grounding.

JV Leader – European Innovation Solutions S.A. (EInS): EInS acts as overall Project Leader and contractual focal point. It provides the strategic and technical backbone of the assignment, ensuring:

- Feasibility study structuring aligned with IFI standards
- Advanced financial modelling and economic appraisal
- Integration of technical, institutional and financial streams
- Infrastructure concept validation and CAPEX structuring
- Full compliance with World Bank ESF and procurement requirements

EInS ensures methodological coherence and delivery of a bankable, implementation-ready package.

International Association of Science Parks and Areas of Innovation (IASP): IASP contributes international benchmarking and innovation ecosystem expertise, including:

- Triple Helix governance design
- International science park operational models
- Service portfolio structuring
- Incubation and acceleration best practices
- Performance metrics and ecosystem benchmarking

IASP ensures that AgroTek aligns with globally validated innovation park standards.

Pro Consulting Ltd: Pro Consulting ensures alignment with Moldovan local market and legislation realities through:

- Industrial Park Law and Higher Education Law compliance
- Legal cooperation structuring (TUM – Agrotek Park SRL)
- Stakeholder consultations and institutional facilitation
- National procurement and regulatory validation
- Romanian-language deliverables and local coordination

This guarantees institutional feasibility and local ownership.

4.5.2 Key Experts (KEs) and assignment of responsibilities

The successful delivery of this assignment requires a multidisciplinary team combining international experience in science and technology park development with strong local expertise in

Moldova's regulatory, institutional and market environment. In line with the Terms of Reference, the proposed Key Experts (KEs) collectively cover strategic planning, market and innovation analysis, technical infrastructure assessment, financial modelling, governance design, environmental and social compliance, and legal-regulatory alignment.

Each Key Expert has been selected based on proven experience in feasibility studies, business planning and implementation-ready design of innovation-oriented infrastructure projects, including assignments financed by the World Bank, EBRD, European Commission and other IFIs. The Team Leader will ensure overall coordination, methodological coherence and quality control across all deliverables, while each KE will assume clear thematic responsibility aligned with the core components of the assignment (Pre-Market Study, Technical Assessment, Socio-Economic Analysis, Governance Model, 10-Year Financial Plan, Legal Framework, ESF and Procurement Compliance).

A detailed description of qualifications, professional experience, and relevant project references for each Key Expert is provided in the Analytical CVs included under **Section 7** of this Proposal. These CVs demonstrate the team's direct relevance to the AgroTek Innovation Center assignment and its compliance with the qualification criteria set out in the ToR.

KE1 – Team Leader / Project Manager- Dr. Paris Kokorotsikos

Dr. Paris Kokorotsikos is a senior innovation and infrastructure strategist with over 30 years of international experience in science park development, innovation ecosystem structuring, and IFI-funded project preparation. He has led complex feasibility studies and business plans for science and technology parks in Europe and internationally, including large-scale PPP-based initiatives.

For AgroTek, he will ensure overall strategic coherence, quality assurance, stakeholder alignment, and delivery of a bankable, implementation-ready roadmap. His experience in governance structuring, Triple Helix operationalization, and alignment with EU and World Bank standards is critical for transforming the Center from concept to executable investment framework.

KE2 – AgriTech Market & Innovation Analyst- Anatolie Palade

Mr. Anatolie Palade is Founder and CEO of ProConsulting Ltd., with over 25 years of experience in business planning, financial modelling, SME advisory, and feasibility studies in Moldova. He holds an MBA (Newport University, USA) and is a Certified Management Consultant (CMC Global).

He has led multiple feasibility studies for science and industrial parks in Moldova (Zagarancea STP, Sîngerei MIP, PHOENIX Industrial Park), as well as irrigation infrastructure projects under the World Bank AGRRI programme.

Within AgroTek, he will lead the pre-market validation, stakeholder mapping, demand assessment, and service portfolio definition. His strong network within Moldovan SMEs, agribusiness actors, and financial institutions ensures that the Center's model is grounded in real market demand and investment capacity.

KE3 – Technical Infrastructure Expert- Vadim Țurcan

Dr. Vadim Țurcan is a PhD Civil Engineer and University Lecturer at the Technical University of Moldova, with strong expertise in construction management, public procurement, cost estimation, and infrastructure supervision.

He holds a PhD in Civil Engineering (Technical University of Iași, Romania) and a Master's in International Public Procurement Management (University of Tor Vergata, Italy). He has served as Deputy Chief in Construction and Urban Planning at the Agency of Technical Supervision and has extensive experience with EU and EBRD procurement frameworks.

For AgroTek, he will assess the structural adequacy and modernization needs of Mircești 42 and 44, validate utilities capacity and cost estimations, and ensure that infrastructure planning aligns with public procurement, sustainability, and technical compliance standards.

KE4 – Financial & Economic Analyst- Sotiris Siagas

Mr. Sotiris Siagas is a senior financial expert with extensive experience in financial modelling, venture capital structuring, and innovation infrastructure financing. Accredited by the European Venture Capital Association, he has negotiated more than 50 start-up investments and contributed to the establishment of multiple venture capital funds (e.g., i4G Seed Fund, Digital Leap Venture Capital Fund, JEREMIE Seed Fund Greece).

He has deep expertise in designing financial models for innovation structures, including revenue forecasting, OPEX/CAPEX planning, break-even analysis, sensitivity testing, and blended finance structuring.

In AgroTek, he will develop the 10-year financial model, scenario analysis, sustainability pathways, and investment structuring framework, ensuring long-term financial viability and attractiveness to public and private investors.

KE5 – AgroTech Innovation & Governance Expert- Mariana Radov

Dr. Mariana Radov (PhD in Economics and Management) is a Certified Management Consultant with extensive experience in strategic consulting, feasibility studies, and regional development projects in Moldova.

She has served as Lead Researcher in multiple science park and industrial platform feasibility studies (Zagarancea STP, Sîngerei MIP, PHOENIX Industrial-Innovation Park), as well as irrigation infrastructure projects.

Within AgroTek, she will support governance design, institutional mapping, regulatory alignment, and ecosystem integration. Her experience in strategy development, benchmarking, and socio-economic impact assessment ensures that the Center's governance model is legally sound, policy-aligned, and operationally coherent within Moldova's institutional framework.

Together, the five Key Experts combine international science park structuring expertise, financial and venture capital competence, infrastructure and procurement know-how, and deep local market and institutional understanding — ensuring that the AgroTek Innovation Center is strategically robust, technically validated, financially sustainable, and locally grounded.

4.5.3 Non-Key Experts and Support Staff

The following expert profiles are indicative and will be activated as required during specific phases of the assignment:

Deputy Team Leader & support to Innovation Analysis- Nikos Giannoulidis: Innovation management expert with 20+ years of experience in EU and IFI-funded projects (Horizon Europe, World Bank, EBRD, EuropeAid). Director of International & Innovation Projects at European

Innovation Solutions S.A., with strong background in feasibility studies, innovation ecosystems, Smart Specialisation (RIS3), and Science & Technology Park development.

Governance & Innovation Ecosystem Expert- Laura Monasterio: Knowledge & Project Manager at IASP, with extensive experience in Science & Technology Park strategy, benchmarking and governance design worldwide. Expert in Triple Helix frameworks, international best practices, and innovation district positioning.

AgroTech Innovation Expert- Alicia Cañadas: Innovation Manager at PITA (Spain) and Coordinator of the IASP Agrifood Community. Over 20 years of experience in agri-food innovation, incubators, accelerators, and R&D project development. Strong expertise in sustainable and climate-smart agriculture.

Legal Expert – Roman Ceban: Business law and regulatory governance specialist with 15+ years of experience advising companies, NGOs and public institutions in Moldova. Managing Partner of LAW FIRM SRL and founder of ONG.legal. Extensive expertise in corporate structuring, regulatory compliance, partnership agreements and legal frameworks for investment and development projects. Strong track record in designing practical, risk-mitigated legal solutions within complex regulatory environments.

Environmental & Social Specialist – Natalia Iachimov: ESG and sustainable development expert with over 15 years of experience in green transition, donor-funded programmes and policy advisory. Currently Policy Advisor to the Ministry of Economic Development and Digitalization on ESG reform implementation. Former ILO Green Economy National Coordinator and USAID ESG consultant. Specialized in environmental risk screening, ESF alignment, gender inclusion and stakeholder engagement.

Procurement & Implementation Advisor – Diana Enachi: Public procurement and project implementation expert with 10+ years of experience supporting national reforms and IFI-funded programmes. Contributed to Moldova's public procurement framework and e-procurement reforms with EBRD. Experience with World Bank, UNDP, OECD/SIGMA and GIZ. Strong expertise in procurement structuring, compliance, transparency mechanisms and institutional capacity building.

Energy / Utilities Specialist – Sergiu Ungureanu: Energy engineer and licensed auditor with 15+ years of experience in energy efficiency, renewable energy and infrastructure assessments. Director of Novaservice Mol, with extensive involvement in EBRD, EIB and UNDP-funded programmes. Specialized in building energy systems, utilities optimization, SECAP development and photovoltaic feasibility for public and industrial infrastructure.

Local Coordinator / Project Support – Mihai Nagnibeda: Project support specialist with experience in SME advisory and donor-funded programme coordination. Currently supporting EU- and UN-funded initiatives at Business Advisory Center NGO. Skilled in stakeholder coordination, procurement processes, project documentation and funding applications. Certified SME trainer with training in public procurement procedures.

4.5.4 Delivery and Responsibility Matrix/ Overview

Workstream	Lead KE	Supporting Experts
Inception & Coordination	KE1	All
Pre-Market Study	KE2	KE4, KE5, Local Liaison
Technical Assessment	KE3	Energy Specialist, CAD
Socio-Economic Analysis	KE4	KE2
Governance Model	KE5	KE1, Legal Expert
Financial Business Plan	KE4	KE1, KE5
Legal Structuring	Legal Expert	KE5, KE1
ESF & Safeguards	ES Specialist	KE3, KE1
Procurement Readiness	Procurement Advisor	KE3, KE4

4.5.5 Management and Reporting Structure

- The Team Leader reports directly to TUM / PMT.
- Monthly progress meetings ensure milestone tracking.
- Each Key Expert is responsible for quality assurance of their workstream.
- EInS ensures full integration and final editorial responsibility.
- Pro Consulting ensures Romanian version consistency and national compliance validation.

Consultant's Reporting Obligations

4.4 Deliverables

Deliverable 1 – Inception Report: The Inception Report will confirm the Consultant's detailed methodology, work plan, staffing allocation and reporting structure. It will include a refined timeline, stakeholder engagement roadmap, data collection framework, and validation of assumptions. This deliverable ensures early alignment with TUM, PMT and relevant authorities, establishing the operational foundation for the assignment. It will serve as the contractual and technical reference point for subsequent phases.

Deliverable 2 – Pre-Market Study Report: The Pre-Market Study will validate the demand-driven logic of the AgroTek Innovation Center. It will define target user segments, identify ecosystem gaps, benchmark international agri-tech parks, and structure the preliminary service portfolio. The report will include scenario-based 10-year revenue projections and financial viability boundaries. This deliverable functions as a formal validation gate before full technical and financial consolidation.

Deliverable 3 – Diagnostic Report: The Diagnostic Report will assess the technical readiness of Mircești 42 and 44, including structural condition, utilities capacity, energy performance and adaptability for RDI, incubation and training functions. It will identify infrastructure gaps and provide costed CAPEX upgrade recommendations. Environmental and social screening findings will also be integrated. This report confirms infrastructure feasibility and informs the financial modelling phase.

Deliverable 4 – Draft Feasibility Study & Business Plan: The Draft Feasibility Study will consolidate all analytical streams into an integrated, bankable document. It will include market validation, functional space programming, governance structure, legal cooperation framework, 10-year financial model, socio-economic impact analysis, ESF compliance measures, and risk mitigation strategies. The draft will also contain a phased implementation roadmap and indicative Gantt chart. This version will be submitted for structured review by TUM, MoER, MoEDD, PPA and the World Bank.

Deliverable 5 – Final Feasibility Study & Business Plan: The Final version will incorporate all stakeholder and World Bank feedback and will be delivered in both English and Romanian. It will present a fully validated, implementation-ready and procurement-compliant package, including executive summary, financial annexes, governance framework, legal recommendations, ESF checklist and procurement readiness guidance. This deliverable will serve as the official investment decision and implementation reference document.

Cost Estimate of Services

Cost Estimate of Services and Schedule of Rates

(1) Remuneration

<i>Name</i>	<i>Rate (per working day), EUR</i>	<i>Time spent (number of working days)</i>	<i>Total (EUR)</i>
KE1 – Team Leader / Project Manager, Dr. Paris Kokorotsikos	565,22	35	19.783
KE2 – AgriTech Market & Innovation Analyst, Anatolie Palade	173,91	35	6.087
KE3 – Technical Infrastructure Expert, Vadim Turcan	173,91	35	6.087
KE4 – Financial & Economic Analyst, Sotiris Siagas	521,74	35	18.261
KE5 – AgroTech Innovation & Governance Expert, Mariana Radov	173,91	35	6.087
Non-Key Experts	217,39	50	10.870
			Sub-total (1) 67.174

(2) Reimbursables^[1]

	<i>Rate</i>	<i>No. of units</i>	<i>Total (EUR)</i>
Flights	565,22	6	3.391
Per diem	217,39	15	3.261
Various expenses for organization of meetings	434,78	6	2.609
Translation and interpretations	260,87	10	2.609
			Sub-total (2) 11,870

TOTAL COST 79,043 EUR (Seventy-Nine Thousand and Forty-Three Euros)

Summary of Costs

Item	Deliverables	Amount, EUR
1	Inception Report	7.904
2	Pre-Market Study Report	11.857
3	Diagnostic Report	11.857
4 and 5	Feasibility Study & Business Plan	47.426
Grand Total Costs of Financial Proposal		79.043