

## ANNEX III: ORGANISATION & METHODOLOGY

### To be completed by the tenderer

Please provide the following information:

#### 1. RATIONALE

- Any comments you have on the Terms of Reference for the successful execution of activities, in particular regarding the objectives and expected results, thus demonstrating the degree of understanding of the contract. Your opinion on the key issues related to the achievement of the contract objectives and expected results.

Our understanding is that the goal of this service contract is to ensure the proper project management on behalf of the Lead Beneficiary while also ensuring that the activities designated to Beneficiary 1 are conducted on time.

For the successful execution of activities, we shall provide a team of two experts with sound background in project management, in particular in cross-border and EU funded projects.

Considering that the project management services will be provided within the Joint Operational Program Romania - Republic of Moldova 2014-2020, we will ensure that all required information is submitted on time according to the rules and regulation of the Managing Authority of the JOP Romania - Republic of Moldova 2014-2020, as well as to the instruction provided by the Joint Technical Secretariat of the Programme.

More specifically:

- ✓ Any instructions, guidelines, and manuals issued by the Managing Authority in relation to the implementation of the Contract shall be strictly followed by the Contractor.
- ✓ We will ensure that the Lead Beneficiary and the Beneficiaries will use for the verification of expenditure the control system established at national level.
- ✓ All official documents such as notification, cover letter, addenda, etc. shall bear the registration number from the organisation.
- ✓ If amendments to the Contract shall be requested by the Contracting Authority, the Contractor shall draft them. Any amendment to the Contract, including the annexes thereto, will be set out in writing in an addendum. The Contractor shall draft a duly justified request and will submit to the Lead Beneficiary in advance so it has enough time to analyse it and submit it to the Managing Authority.
- ✓ If project foreseen visibility materials, all of them will receive the ex-ante approval prior to be printed or executed. In this regard, at least 3 working days shall be needed in order to obtain the necessary approvals. If changes are required, the time may be extended. The Contractor shall be guided by the visibility manual of the programme. All visibility elements, such as the logo of Programme, the EU flag, disclaimer, etc. shall be on all materials, products to be developed.
- ✓ The performance of the project management services shall not be later than 31<sup>st</sup> December 2023, at the latest.
- ✓ All payments shall be made according to the law.
- ✓ The procurement procedures shall be conducted according to Procurement and grants for European Union external actions (PRAG), including templates and details related to each type of procedures (mainly PRAG chapters 2, 3, 4, 5 and 8).
- ✓ If not already submitted, the Lead Beneficiary shall submit all necessary documents requested by the national laws to begin execution of the infrastructure (i.e. the feasibility

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study(ies) or equivalent, the building permit(s) and any other execution details, consents, approvals, authorizations and agreements, etc.).

- ✓ The interim and final reports shall be accompanied by an expenditure verification report. The contract shall draft the narrative and financial report, while the audit company shall conduct the verification of expenditures. The interim and final reports shall describe the project's implementation during the reporting period. The Contractor on behalf of the Lead Beneficiary shall collect from the Beneficiary 1 all the necessary information and draw up consolidated interim and final reports. These reports shall cover the project as a whole, regardless of which part of it is financed by the MA; consist of a narrative and a financial report using the templates provided through MA's instructions; provide a full account of all aspects of the project's implementation for the period covered, including status of the procurement procedures of the contracts and achievement of project outputs and results as measured by the corresponding indicators and with clear reference to relevant sources of verification; describe the difficulties encountered and measures taken to overcome them; present the status of implementing the measures recommended following the monitoring or verification missions undertaken.
- ✓ The timeline for presenting the reports is as follows:
  - for progress reports - no later than 30 days after 6 months (for standard projects)/4 months (for LIPs) of the implementation period of the project;
  - for interim report - 90 days following the end of either when at least 70 % of the previous payment was incurred or if half of the implementation period has elapsed;
  - for final report - no later than six months after the implementation period of the project.
- ✓ The Contractor shall provide support in filling-in the FIF, if required by the Contracting Authority.
- ✓ At the request of the Contracting Authority, the Contractor shall draft official correspondence, notifications, reporting documents, addenda, public procurements procedures, risk plan and shall perform other management activities in order to assure a good implementation of the project.
- ✓ We will be in close connection with the Beneficiary's 1 project implementation team, and both institutions will use any mean of communication available to ensure the project management. All communications will be made available to the Lead Beneficiary's Project Manager.
- ✓ We will work closely with the Lead Beneficiary and Beneficiary 1 to achieve the project objectives. The Lead Beneficiary will review and approve all reporting documents prepared by us.
- ✓ Cooperation with Oficiul Antena Chisinau, National Authority and JTS.
- An explanation of the risks and assumptions affecting the execution of the contract.

We have identified the following risks that might affect the execution of the contract:

- ✓ Risks related to Russian aggression, effects of post pandemic and limitations set by authorities, including:
  - Delays in obtaining the information needed from beneficiaries or third parties.
  - The extension of the State of Emergency.
  - the escalation of the war from the region in the Republic of Moldova.
  - Legislative modifications that might affect prices or public procurement procedures.

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- Modification of legal provisions regarding investments, public procurements or other related legislation.
- Costs modification for materials, raw materials (exchange rate depreciation).

The following assumptions were considered:

- ✓ Willingness of the Lead Beneficiary to properly implement the project.
- ✓ Openness of the Oficial Antena, National Authority and JTS to execute the contract on time.
- ✓ Professionalism, expertise of the key personnel.

## 2. STRATEGY

- An outline of the approach proposed for contract implementation.

For the contract implementation, we propose to, first of all, get in touch with management of the Lead Beneficiary in order to be informed about the general goal, specific objectives, and envisaged activities within the project. For this reason, we propose to work together with the implementation team during an inception meeting that will gather the representatives of LB and B1 of the project.

The following working tools shall be used: email, phone application, such as WhatsApp, Viber, Telegram, google drive, etc.

We will analyse the project documents such as: contract and its annexes, instructions issued by MA, also the workplan, activities conducted, activities to be performed, etc.

Draft and coordinate a timetable with activities for performing the management services.

The draft documents shall be sent to the Project Manager for approval, prior to be submitted further.

Following the review and suggestions, if any, we shall draft the final documents.

- A list of the proposed tasks you consider necessary to achieve the contract objectives.

The following task we consider necessary to achieve the contract objectives:

- Draft and submit the interim and final reports.
- Draft and submit all documents issued by MA/ JTS within the specified time.
- Draft and submit on time information requested by MA/JTS.
- Monitoring of activities implemented by both beneficiaries.
- Prepare all internal documents on time.

- Inputs and outputs.

### Inputs:

- management team of LB and B1;
- information provided by LB and B1 to draft all necessary documents;
- all documents produced so far related to the project implementation;
- tender documents;
- contractors reports and reception minutes;
- Photos taken so far, etc.

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### Outputs:

- 1 interim report
- 1 final report
- Notifications
- Addenda (if requested by the LB)
- Tender documents for procurement
- Management documents according to the contract.

### 3. BACKSTOPPING

- A description of the support facilities (back-stopping) that the contractor will provide to the team of experts during execution of the contract. The back-up function will be assessed in the evaluation and should be carefully explained in the organisation and methodology, including the list of staff, units, capacity of permanent staff regularly intervening as experts on similar projects, provision of expertise in the region/country or origin as well as partner countries, organisational structure, etc. which are supposed to ensure that function, as well as the available quality systems and knowledge capitalisation methods and tools, within the respective members of the consortium.

From the beginning during the project execution, a dedicated team of professionals will provide backstopping services and support to carry quality assurance of the project. The backstopping of the project is designed according to the structure of the project. The full expertise of the backstopping team will thus be easily accessible for the project team. AO Solutii Comunitare with its liaison person will be involved in the technical backstopping and will support the team of experts in the quality assurance of the assignment. Finally, AO Solutii Comunitare will give logistical and organisational support to the project.

- A description of any subcontracting arrangements with a clear indication of the tasks that will be entrusted to subcontractors and a statement by the tenderer guaranteeing the eligibility of subcontractors.

Not applicable.

### 4. INVOLVEMENT OF ALL MEMBERS OF THE CONSORTIUM

- If a tender is submitted by a consortium, a description of the input from each member of the consortium and the distribution and interaction of tasks and responsibilities between them. Furthermore, the involvement of all members of the consortium will be considered added value in the tender evaluation. If the tender is submitted by a single company, the total of available points for this part in the evaluation grid will be allocated.

Not applicable.

### 5. TIMETABLE OF WORK

- The timing, sequence and duration of the proposed tasks, taking into account travel time.
- The identification and timing of major milestones in executing the contract, including an indication of how the achievement of these would be reflected in any reports, particularly those stipulated in the Terms of Reference.

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- The methodologies contained in the offer should include a work plan indicating the envisaged resources to be mobilised.

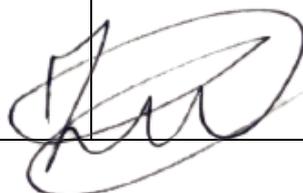
The timeline for the implementation of the management services of the project is from March 1<sup>st</sup>, 2023 until December 31<sup>st</sup>, 2023 according to the terms of reference issued by the Contracting Authority. The major milestones are for the interim report (90 days); final report (6 months); progress reports (30 days); ex-ante approval (3 working-days); addenda (at least 45 days before the date on which the amendment should enter into force); notification (3 working-days); preparation of tender dossier (at least 7-10 working days); official correspondence (1 working-day); other tasks (2-7 days depending on its complexity).

### 6. LOG FRAME

A logical framework reflecting the considerations described in items 1 – 3 (see the Project Cycle Management Manual available from the PCM Home page:

[https://ec.europa.eu/europeaid/aid-delivery-methods-project-cycle-management-guidelines-vol-1\\_en](https://ec.europa.eu/europeaid/aid-delivery-methods-project-cycle-management-guidelines-vol-1_en)).

	<b>PROJECT SUMMARY</b>	<b>INDICATORS</b>	<b>MEANS OF VERIFICATION</b>	<b>RISKS / ASSUMPTIONS</b>
Goal	Perform the Project Management for the Lead Beneficiary	Interim and Final report	Reception report and payment received from MA	Delays in obtaining the information needed from beneficiaries or third parties. The extension of the State of Emergency. The escalation of the war from the region in the Republic of Moldova. Legislative modifications that might affect prices or public procurement procedures. Modification of legal provisions regarding investments, public procurements or other related legislation. Costs modification for materials, raw materials (exchange rate depreciation). Willingness of the Lead Beneficiary to properly implement the project. Openness of the Oficiul Antena, National Authority and JTS to execute the contract on time. Professionalism, expertise of the key personnel.
Outcomes	Level of performance achieved within the project	Terms proposed in the timetable reached	Reaching all the indicators of service contract	
Outputs	1 interim report 1 final report Notifications Addenda (if requested by the LB) Tender documents for procurement Management documents according to the contract	Number of documents drafted, submitted, and approved	Approval received from JTS/ MA or management of the LB	
Activities	Project management services according to the Contract	N/A	N/A	




February 17, 2023

Denis Zacon

Executive Director of AO Solutii Comunitare

15 January 2016

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