

ANNEX III: ORGANISATION & METHODOLOGY

To be completed by the tenderer

1. RATIONALE

The overall objective of the mission, as per our understanding, is to assist the Lead Beneficiary in the planning, monitoring and closing processes of the project, including the risk evaluation process, in reaching the level of achievement expected from the implementation of the goals, and in the final project evaluation.

In order to fulfil the overall objective above, we will work towards achieving the following purposes:

- Systematic and objective assessment of the on-going interventions and of the already completed ones, of the project design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability.
- Providing of credible and useful information, enabling the incorporation of lessons learned into the decision – making process of both recipients and donors.
- Consultancy on the process of determining the worth or significance of an activity, policy or intervention at the moments of planning, during implementation and when the project is completed.

We understand the geographical area in scope of the project are: the Republic of Moldova (whole area), Romania - Botosani, Iasi, Vaslui, Galati regions, Major Centre Bucharest.

The immediate beneficiaries are:

- Direct Project beneficiaries;
- Program Management Authority;
- European Commission;
- National Authority (Republic of Moldova, “Antena” office);
- Evaluators;
- Audit and evaluation entities.

We will address the following topics in our assessment:

- Project identification and formulation
 - Clarity and realism of the project's broader and immediate objectives, including specification of targets and identification of beneficiaries and prospects for sustainability.
 - The feasibility of meeting the project's stated targets and objectives.
 - The extent to which lessons from earlier projects were taken on board in the formulation process including lessons and recommendations given on existing evaluation reports at the time.
 - Relevance of the project to the needs of target beneficiaries.
 - Clarity and logical consistency between, inputs, activities, outputs and progress towards achievement of objectives (quality, quantity and time-frame).
 - Realism and clarity in the specification of prior obligations and prerequisites (assumptions and risks).

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- Realism and clarity of external institutional relationships, and in the managerial and institutional as well as security framework for implementation and the work plan.
 - Likely cost-effectiveness of the project design.
 - The appropriateness and relevance of evaluation-foreseen role within a post-crisis, respective comparative advantages and approach to crisis-context programming.
 - The extent to which factors of vulnerability and resilience were taken into account in the formulation process.
 - Clarity and realism of the project's broader and immediate objectives, including specification of baselines and targets, identification of beneficiaries, and prospects for sustainability.
 - The appropriateness of the project's criteria for the selection of beneficiaries and trainees for achieving stated aims.
- Project ownership & relevance
 - Who initiated the project and for what reason?
 - Relevance of the project to the ENI priorities, strategies, programmes and needs
 - Whether the counterparts have been appropriately involved and were participating in the identification of their critical problem areas and in the development of technical cooperation strategies and are actively supporting the implementation of the project approach within a joint project framework
 - Is the local ownership of the project ensured? Of the Government, counterparts and at the level of beneficiaries?
 - Efficiency and adequacy of project implementation
 - Availability of funds as compared with budgetary inputs.
 - The quality and timeliness of input delivery (expertise, training, equipment, methodologies, etc.) as compared to the work plan(s).
 - Managerial and work efficiency.
 - Implementation difficulties.
 - Adequacy of monitoring and reporting.
 - The extent of national support and commitment and the quality and quantity of administrative and technical support by project Beneficiaries.
 - Effectiveness and Project Results

The evaluation will include a full and systematic assessment of outcomes and outputs produced to date (quantity and quality as compared with work plan and progress towards achieving the immediate objectives), and will be limited to results defined under the direct responsibility of Beneficiaries.

This includes the relevance of the outputs produced and the extent to which the target groups are making use of these outputs, with particular attention to gender aspects as well as capacity development plans and outcomes, which have already occurred or which are likely to happen through the utilization of outputs.

The evaluation will also assess the contribution of the project to increasing the cooperation capacity and the information exchange between the public authorities from Romania and Republic of Moldova over cross border area, through the implementation of an integrated communication system. The extent to which local (community, public administration or institutional) resilience and recovery in targeted regions (assessed against the project's stated results) were enhanced.

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- Prospects for achieving the expected impact and sustainability:

Prospects for achieving the desired outcomes and impact and prospects for sustaining the project's results by the beneficiaries and the host institutions after the termination of the project, and identification of developmental changes (economic, environmental, social and institutional) that are likely to occur as a result of the intervention, and how far they are sustainable. This will include an assessment of the local commitment at various levels to resource allocation for scaling up similar interventions, and an analysis of the impact of the project – and how these relate to and build on earlier Beneficiary projects.

The likely impact that the project will have on the beneficiaries:

- Is the project likely to have the intended impact?
- Particular attention will be paid to the functional viability of established institutions or services and the existence or development of medium term plans for beneficiaries.
- Functional growth, skills development, time reaction reduction.

- Project coordination and management

The extent to which:

- National management and overall field coordination mechanisms of the project have been efficient and effective.
- HQ-based management, coordination, quality control and input delivery mechanisms have been efficient and effective.
- Monitoring and self-evaluation has been carried out effectively, based on indicators for outputs, outcomes and objectives and using that information for project steering and adaptive management.
- Changes in planning documents during implementation have been approved and documented.
- Coordination envisaged with any other development cooperation programmes in the country has been realized and benefits achieved.
- Synergy benefits can be found in relation to other Beneficiaries and JOP activities in the country.

Risks and assumptions

2. STRATEGY

Throughout the project, our consultants will observe a proven waterfall type methodology that is closely aligned with the one of the Project Management Institute.

Specific work

Our consultants will prepare a specific set of documents that will be more targeted, in line with the consulting purposes above and with the focus areas described below. We shall also complete the progress, interim and final reports.

Specifically, our consulting mission will include activities addressing the following topics, issues and questions:

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- Provide consulting to the Beneficiary management team and oversee the day-to-day activities of the PMU related to the management and implementation of the Project, including procurement, project monitoring and evaluation, financial management, progress and financial reporting;
- Provide overall supervision of project activities and arrange for public consultations as required.
- Participate and represent the PMU as non decision-making member in the Project Steering Committee (PSC) and serve as secretary of the committee.
- Draft Terms of References and manage the local and foreign consultants, monitor the progress on deliverables under those contracts and provide feedback as necessary, and coordinate the work of the consultants in alignment with the overall project implementation plan.
- Undertake external high level communication.
- Prepare, or as appropriate supervise, the preparation of progress reports, annual reports, project completion report and other reports that may be required by the stakeholders.
- Prepare, or as appropriate supervise, the preparation of annual work plans and budgets and present these to the PSC for approval.
- Guide the PMU staff regarding the performance of their respective duties, assist towards the efficient functioning of the unit and ensure that clear working arrangements are established for collaborating with the Moldavian authorities on all management, financial, accounting and procurement matters.
- Participate in building and implementing the detailed concept and approaches, as part of the overall framework and methodology of POP's project.
- Lead the development of work plans, workshops and periodical work sessions and meetings for the unit, and deliver an orientation seminar for the project team members to clarify the project's objective and methodology.
- Identify implementation arrangements and needed resources to implement the project and ensure consultancy for proper management of funds, including accounting, financial control and audit procedures established by the program as well as the procurement of goods, works and services in accordance with Grant Contract provisions.

Deliverables

- Technical and financial progress reports, individual and consolidated each 4 months
- 2 x Technical and financial interim reports
- Technical and financial final report
- All the documents related to project implementation processes (notifications, justifications, requests, clarification etc.)
- Technical and Financial dossiers
- Project documentation list

Reporting specifications

We shall submit the following reports in English language, in both electronic format and hardcopy (one original and 2 copies). The copies shall be numbered and assumed "According to the original":

- Individual and consolidated Technical and financial progress report will be produced every 4 months throughout the implementation period, in maximum 30 days after receiving the notification from the Contracting Authority. The reports shall be done in accordance with the templates provided by the Joint Technical Secretariat (JTS).
- Individual and consolidated Technical and financial interim report will be produced every 12 months throughout the implementation period, in maximum 90 days after receiving the

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notification from the Contracting Authority. The report shall be done in accordance with the templates provided by the Joint Technical Secretariat (JTS). The report shall be joined by the Audit report that confirms the eligibility of the expenditures made during the reporting period.

- Individual and consolidated Technical and financial final report will be produced at the end of the project implementation period, in maximum 180 days after receiving the notification from the Contracting Authority. We acknowledge this term could be reduced in accordance with the instructions of the Managing Authority. The report shall be done in accordance with templates provided by the Joint Technical Secretariat (JTS). The report shall be joined by the Audit report that confirms the eligibility of the expenditures made during the reporting period.

3. BACKSTOPPING

For this engagement, we are more than confident we will provide the best professionals to conduct the required tasks.

To ensure the continued availability of our consultants we will conduct regular internal planning to review the upcoming tasks and the necessary effort. By having this approach, we will avoid the allocation of the experts on other projects and keeping them available for this engagement. In addition, we will ensure that, if necessary, we can also call on other experts to ensure the fulfilment of the requested services.

Besides the experts proposed for this project, we have an extended pool of more than 30 other similar consultants, some of us working with us for 10 years, in projects with successful implementation and 100% customer satisfaction ratio, which can be successfully integrated in any of the required tasks with no quality loss.

In order to ensure the correct fulfilment of the contract, all our consultants hold relevant certifications in the field and have relevant experience in similar projects.

We shall ensure that our experts are adequately supported and equipped. There will be sufficient administrative, secretarial and interpreting provision to enable our experts to focus on their primary responsibilities. We shall also transfer funds as necessary to support our experts' work under the contract and to ensure that our employees are paid regularly and in a timely fashion. We will ensure all those required for our experts in terms of supplies, services, documentation, logistical support, etc. for the success of the contract.

4. INVOLVEMENT OF ALL MEMBERS OF THE CONSORTIUM

Our Consortium brings together the specific skills and expertise in the area of project management and consulting and the know-how and expertise of the local environment. Both the Partners in the Consortium will participate in the project activities, thus ensuring a proper balance between local presence and remote work, and also guaranteeing a qualified understanding of the specific conditions and challenges in both the Republic of Moldova and the cross-border area in scope from Romania.

5. TIMETABLE OF WORK

The draft timetable of work is presented in Tab 1.

Activities	Frequency/duration and deadline	Deliverables
• Draft of the Technical and financial individual progress	• Each 4 months (estimated project duration 24 months)	• Consolidated Technical and

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report	but no later than 31.12.2022)	financial progress report
<ul style="list-style-type: none"> • Consolidating of the Technical and financial progress report for all the partners 		
<ul style="list-style-type: none"> • Draft of the Technical and financial interim individual report 	<ul style="list-style-type: none"> • Each 12 months (estimated project duration 24 months but no later than 31.12.2022) 	<ul style="list-style-type: none"> • Consolidated Technical and financial interim report
<ul style="list-style-type: none"> • Consolidating of the Technical and financial interim report for all the partners 		
<ul style="list-style-type: none"> • Draft of the Technical and financial final individual report 	<ul style="list-style-type: none"> • At the end of the project implementation period but not later than 31.12.2022 	<ul style="list-style-type: none"> • Consolidated Technical and financial final report
<ul style="list-style-type: none"> • Consolidating of the Technical and financial final report for all the partners 		
<ul style="list-style-type: none"> • All the documents related to project implementation processes (notifications, justifications, requests, clarification etc.) 	<ul style="list-style-type: none"> • During the implementation period but not later than 31.12.2022 	<ul style="list-style-type: none"> • Documents
<ul style="list-style-type: none"> • Technical and Financial dossiers 	<ul style="list-style-type: none"> • During the implementation period but not later than 31.12.2022 	<ul style="list-style-type: none"> • Dossiers
<ul style="list-style-type: none"> • Project documentation list 	<ul style="list-style-type: none"> • During the implementation period but not later than 31.12.2022 	<ul style="list-style-type: none"> • Doc list

Tab. 1 Timetable of work

6. LOG FRAME

A logical framework reflecting the considerations described in items 1 – 3 is presented in Tab.2

	Narrative description	Objectively Verifiable Indicators	Means of Verification	Assumptions
Goal	To ensure the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability	6 - Progress reports, delivered each 4 months of implementation period of the project.	Acceptance procedures	<ul style="list-style-type: none"> • Project scope still adequate • All Partners have allocated enough personnel, with the right skills and enough time for the project • Financial allocation is sufficient • There are no legislative vacuums or changes affecting the initial project environment • There is sufficient top management support for the project implementation • There are no technology challenges for the project implementation • Stakeholders are communicating and cooperating properly
Purpose	Systematic and objective assessment of the on-going and completed intervention, its design, implementation and results	2 - Intermediary reports, delivered each 12 months of implementation period of the project.		
Outputs	<ul style="list-style-type: none"> • Technical and financial progress reports individual and consolidated each 4 months • Technical and financial interim reports every 12 months • Technical and financial final report • All the documents related to project implementation processes (notifications, justifications, requests, clarification etc.) • Technical and Financial dossiers • Project documentation list 	1 - Final report, delivered no later than 31.12.2022. 1 – Technical and Financial dossiers 1 original and 2 copies “According to the original”, numbered pages. 1 - List of documents accordingly to dossiers content		
Activities	<ul style="list-style-type: none"> • Provide consulting to the Beneficiary management team and oversee the day-to-day activities of the PMU related to the management and implementation of the Project, including procurement, project monitoring and evaluation, financial management, progress and financial reporting; • Provide overall supervision of project activities and arrange for public consultations as required. • Participate and represent the PMU as non decision-making member in the Project Steering Committee (PSC) and serve as secretary of the committee. • Draft Terms of References and manage the local and foreign consultants, monitor the progress on deliverables under those contracts and provide feedback as necessary, and coordinate the work of the consultants in alignment with the overall project implementation plan. • Undertake external high level communication. • Prepare, or as appropriate supervise, the preparation of progress reports, annual reports, project completion report and other reports that may be required by the stakeholders. • Prepare, or as appropriate supervise, the preparation of annual work plans and budgets and present these to the PSC for approval. • Guide the PMU staff regarding the performance of their respective duties, assist towards the efficient functioning of the unit and ensure that clear working arrangements are established for collaborating with the Moldavian authorities on all management, financial, accounting and procurement matters. • Participate in building and implementing the detailed concept and approaches, as part of the overall framework and methodology of POP's project. • Lead the development of work plans, workshops and periodical work sessions and meetings for the unit, and deliver an orientation seminar for the project team members to clarify the project's objective and methodology. • Identify implementation arrangements and needed resources to implement the project and ensure consultancy for proper management of funds, including accounting, financial control and audit procedures established by the program as well as the procurement of goods, works and services in accordance with Grant Contract provisions 	<ul style="list-style-type: none"> • Communication content, frequency and duration in accordance with the communication plan • Meeting minutes submitted within 5 days after the PSC meetings • Terms of reference drafted for local and foreign consultants • Feedbacks are sent in due time, in accordance with the communication and escalation plan • Clear work arrangements in place for collaborating with the Moldavian authorities on all management, financial, accounting and procurement matters • Financial management matches the financial control and audit rules • Project team aligned with respect to the project objective and methodology • Procurement follows the program's rules and procedures • Timely Procurement deliveries, in line with the project plan • Stakeholders are satisfied 	<ul style="list-style-type: none"> • Project plan • Email listing • Phone communication listing • Financial audit reports clean • Procurement audit reports clean • Stakeholder satisfaction survey 	

Tab 2. The project logical framework matrix