

# Offer

2020-50-014

## Bid for Consulting Services within the Program for the Development of Local Suppliers - Lot No. 2

Reference: Mtender  
OCDS-B3WDPI-MD-1592559143759  
CPV-Code: 79400000-8

Date of Offer 22.07.2020

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## 1 Task Definition

One of the major challenges for the Moldovan economy is the still low share of supplies from local companies to the multinational companies (MNCs) that have invested and operate in Moldova, caused by the low technological readiness of the local SMEs, the low quality of inputs supplied and their insufficient management capabilities.

In an attempt to foster linkages between MNCs inward-investors in the automotive sector and local suppliers, the Ministry of Economy of the Republic of Moldova approved the Local supplier development Program (LSDP), meant to build on the experience of other east and central European countries in linking local suppliers to major foreign investors. The general objective of the Local Supplier Development Program (LSDP) is to increase the competitiveness of the suppliers in the Republic of Moldova to a level that would make them attractive as suppliers for the MNCs investing in the automotive sector of the Republic of Moldova. The program is divided into three stages and begins with the selection of participants and provision of general technical assistance for a group of around 50 local companies.

For this task technical assistance, training, and consultancy support in areas such as technology management, quality control, organizational change, etc. is required to evaluate the suppliers in business reviews and elaborate short-term actions plans. The service provider therefore offers his experience of more than 250 reviews for suppliers in the automotive sector to support the LSDP and enhance the competitiveness of the Moldovan suppliers.



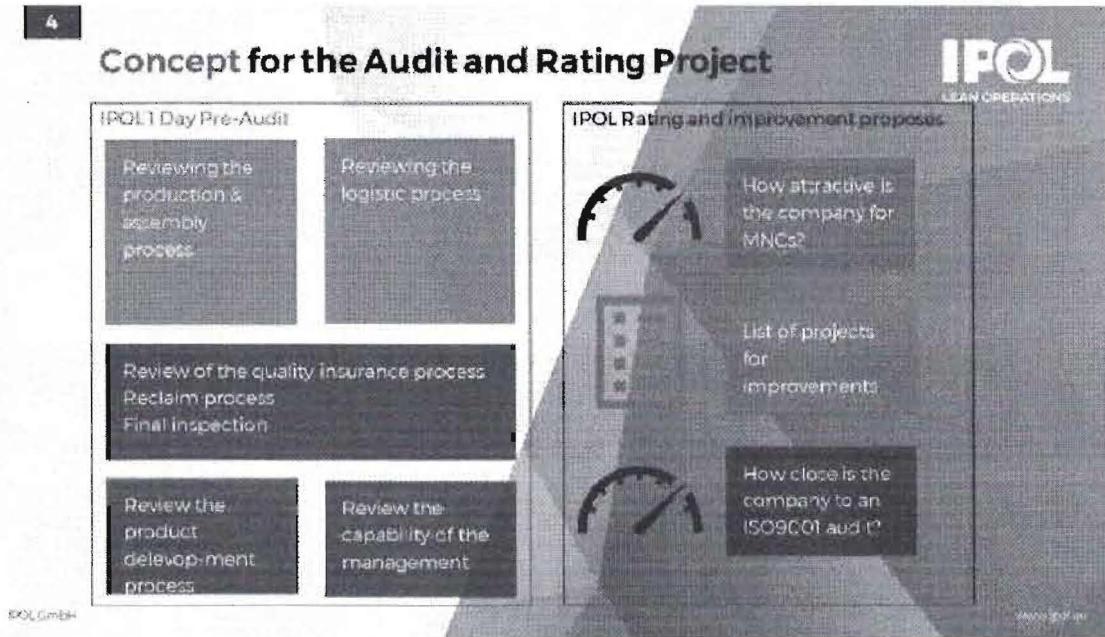
## 2 Scope of Services

The service provider offers the fulfillment of the following tasks according to the specification of the tender. The tasks are aligned to work packages as to be seen in the table below:

Project scope according to specification	Work package	Short description of the work package
Elaboration of evaluation and monitoring systems for the program	1	In work package 1 the concept for the evaluation will be determined. To guarantee a fair evaluation process the evaluation model will be explained in more detail by defined characteristics according to the EFQM model.
Preparation for the evaluation of 30 suppliers (identification of assessors, preparation of assessment methodology and evaluation forms, lists, etc.).	1	
Selection of assessors, preparation of first general business review methodology team training.	2	The characteristics from work package 1 will be trained by the assessors from IPOL and the local consultant.
Specific team training for assessors, including for the local consultants focused on the business review process.	2	In addition to the features from the EFQM model, best practice examples are noted in a training document to ensure comparability.
Business review of selected suppliers (30 local companies)	3	For each of the 30 companies a business review will be carried out.
Elaboration of short-term action plans (6-8 months) for suppliers participating in the program, based on findings from the assessments.	3	The business review consists of three steps: <ol style="list-style-type: none"> <li>1. Preparation of the audit</li> <li>2. Execution of the audit at the premises of the company</li> <li>3. Preparation of a report of the audit</li> </ol>
Elaboration of report on initial assessments (first interim report) with concrete parameters for the technical support for the 30 local companies involved in the program.	3	The report contains the assessment of the current situation, the short-term action plans, and the concrete parameters for the further development.

## 2.1 Work Package 1 - Elaboration of the Evaluation

The evaluation and monitoring, which will be implemented, is based on the EFQM-model. In the figure below the concept and procedure for the evaluation is outlined.



The rating for each company will be determined using an evaluation form, which is also outlined in the figure below. All the fields of activity of the company will be rated, so that they can be compared among each other.

Fields of activity	Topic	0	1	2	3	4	5
Production	Technical state of development						
	State of the core process						
	State of the management the production						
	Work safety						
Logistics	Segregation of production and logistics						
	Storaging						
	Intern & extern transportation						
	Processes in production planning & scheduling						
Quality	Processes in material planning & customer support						
	Further administration (fl. sales, etc.)						
	General approach (final inspection etc.)						
	Tolerance to defects						
Development	Claim management						
	Quality function deployment						
	System-Design/Process-FMEA						
Capability of Management	Poka Yoke						
	Efforts to standardization						
	Knowledge						
	Vision						
	Leadership						

The deliverables of this work package contain

- Description of the evaluation and monitoring system of the program results
- Evaluation forms
- List of internal and external assessors

The deliverables will be handed over in electronic form (PDF-document).

## 2.2 Work Package 2 – Training of the Assessors and Local Consultants

The second work package contains the development of a training document with all details about the evaluation procedure. A special remark is set on the comparability of the reviews. Therefore, the evaluations forms are explained in detail in the training document. Best practices and examples will be shown to ensure a fair rating of each company.

The training document will be handed out in electronic form and will be used for the training of the local consultants. The training session of the local consultants and assessors will be held to complete this work package. The training documents are handed over afterwards in electronic form (PDF-document).

## 2.3 Work Package 3 – Execution of the Business Reviews

The work package 3 contains the development of the short-term action plans and the report for each of the 30 companies. The business review contains three steps:

1. Preparation of the audit  
The assessor gathers information and set the focus and agenda of the review. The agenda is sent to the company to ensure to have the necessary staff available on the day of the review.
2. Execution of the audit at the premises of the company  
The audit will be carried out in one day at the premises of the company by one IPOL-assessor together with a local consultant. The review will be done according to the individual agenda, which contains in-depth inspection at the shop floor and several interviews with company workers.
3. Preparation of a report of the audit  
After the visit at the company the report will be developed by the assessor, containing photos from the shop floor inspection, the individual short-term action plan, and the rating according to the methodology of work package.

The package is completed with the delivery of the reports of the 30 companies in electronic form (PDF-document).

## 2.4 Signature

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