

## ANNEX II: TERMS OF REFERENCE

<b>1. BACKGROUND INFORMATION</b> .....	<b>2</b>
1.1. Partner country .....	2
1.2. Contracting Authority .....	2
1.3. Country background .....	2
1.4. Current situation in the sector .....	2
1.5. Related programmes and other donor activities .....	3
<b>2. OBJECTIVE, PURPOSE &amp; EXPECTED RESULTS</b> .....	<b>3</b>
2.1. Overall objective .....	3
2.2. Purpose .....	3
2.3. Results to be achieved by the Contractor .....	3
<b>3. ASSUMPTIONS &amp; RISKS</b> .....	<b>4</b>
3.1. Assumptions underlying the project.....	4
3.2. Risks .....	4
<b>4. SCOPE OF THE WORK</b> .....	<b>4</b>
4.1. General .....	4
4.2. Specific work.....	5
4.3. Project management .....	6
<b>5. LOGISTICS AND TIMING</b> .....	<b>7</b>
5.1. Location.....	7
5.2. Start date & Period of implementation of tasks.....	7
<b>6. REQUIREMENTS</b> .....	<b>7</b>
6.1. Staff .....	7
6.2. Office accommodation .....	9
6.3. Facilities to be provided by the Contractor .....	9
6.4. Equipment.....	9
<b>7. REPORTS</b> .....	<b>10</b>
7.1. Reporting requirements .....	10
7.2. Submission and approval of reports .....	10
<b>8. MONITORING AND EVALUATION</b> .....	<b>10</b>
8.1. Definition of indicators .....	10
8.2. Special requirements .....	10

## **1. BACKGROUND INFORMATION**

### **1.1. Partner country**

Republic of Moldova

### **1.2. Contracting Authority**

Ministry of Internal Affairs represented by Information Technology Service

### **1.3. Country background**

Republic of Moldova is a part in the Financing Agreement concluded with the European Commission as of December 2016 regarding to cross-border cooperation programs financed under Regulation (EU) No 232/2014 of the European Parliament and the Council establishing a European Neighborhood Instrument including all subsequent modifications and additions. In this aspect, accordingly to the request of the European Commission and Management authority of the program the Lead beneficiaries of the projects must assure the project evaluation processes among the project implementation period and the technical audit of the project after the closure of the project.

### **1.4. Current situation in the sector**

Managing for results has become a political priority for the European Commission. Our institution needs to demonstrate the concrete impact of the project over the program objectives. In addition, budgetary constraints, the increasing demand of the general public for the project to ensure greater accountability, as well as the need to draw lessons from past experience, all require a greater attention to ensuring impact.

For the Lead Beneficiary, which is confronted with a challenging policy context in both the enlargement and neighbourhood regions, ensuring and demonstrating the clear impact of its interventions is a particularly pressing policy priority.

In such a context, it is indispensable to carefully design new policies and actions, to monitor implementation through relevant indicators, identify the main results and determine the EU contribution to these results. We need to ensure that our policy decision-making processes as well as our planning and programming exercises are fed by relevant data, knowledge and lessons learned.

All this requires a strong ability to design interventions, as well as a deep understanding of the links between planning/programming, implementation (and its monitoring) and evaluation.

The project management activity should provide planning, coordination, monitoring and controlling project activities, according with the budget and established plan.

At the beginning of the action, the partners should establish a Project Steering Committee composed of representatives of all project partners.

The Project Steering Committee (PSC) must act for the best performance of the project activities, in order to avoid and mitigate the risks for not achieving the project objectives and results or to increase the budget. Any deliverable of the project must be approved by PSC, before being transmitted to the Contracting Authority, ensuring a Joint Project Implementation and a good coordination between the project management teams. The project beneficiaries shall use a joint budget divided between them according to the activities carried out. Co-financing shall be insured by all partners in order to prove the commitment of each partner. There will be only one Joint Project budget and one Joint reporting.

The PSC shall be led by the project manager assigned by Lead Beneficiary.

Project management and coordination during the whole project implementation will provide effective organization of project implementation, achieving of specific objectives, quality reporting, as well as sustainability accomplishment after project implementation.

In accordance with the composition of the project team the main attributions and responsibilities will be established for each member, in order to obtain a unitary and coordinated project implementation.

The attributions and the area of expertise for each member will be established accordingly to their knowledge and personal competencies.

The project teams will ensure the permanent monitoring and periodically evaluations of the project activities. The obtained data will be used in the final evaluation process.

## **1.5. Related programmes and other donor activities**

Joint Operational Programme Romania- Republic of Moldova 2014-2020.

## **2. OBJECTIVE, PURPOSE & EXPECTED RESULTS**

### **2.1. Overall objective**

To contribute the Lead Beneficiary in the planning, monitoring and closing processes of the project, risk evaluation process, level of achievement expected from the implementation of the goals, final project evaluation.

### **2.2. Purpose**

The purposes of this contract are as follows:

- Systematic and objective assessment of the on-going and completed intervention, its design, implementation and results. The aim is to ensure 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.
- An consultancy of 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.

### **2.3. Results to be achieved by the Contractor**

- 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

### **3. ASSUMPTIONS & RISKS**

#### **3.1. Assumptions underlying the project**

The development, ongoing maintenance of the project processes and schedule, final reporting of achievements and lesson learning process.

#### **3.2. Risks**

- Legislative modifications that affect prices or public procurement procedures;
- Personal migration during the implementation period;
- Modification of legal provisions regarding investments, public procurements or other related legislation;
- Possible delay of public procurement service for design, manufacturing and installation of equipment;
- Costs modification for materials, raw materials (exchange rate depreciation).

### **4. SCOPE OF THE WORK**

#### **4.1. General**

##### **4.1.1. Description of the assignment**

The consultancy will attempt to ensure as systematically and objectively as possible the relevance, efficiency, achievements (outputs, prospects for achieving expected outcomes and impact) and sustainability of the project. To this end, the consultancy will assess the achievements of the project against its key objectives, as set out in the revised project document and the inception report, including re-examination of the relevance of the objectives and of the design. It will also identify factors that have facilitated or impeded the achievement of the objectives.

The stakeholders will be consulted and in the field as part of the consultancy, and their reports, comments and feedback will be sought as part of the consolidated report process. The consultancy will span the entire project process from the beginning to the present, but will be limited in focus to major project activities and results. The consultancy will extend over all specific geographic areas covered by the project, and assess the entire results chain, but will focus more specifically on outputs and planned outcomes, and also the likelihood of achieving planned impacts. Inter alia, this includes analysis of pertinent issues such as management arrangements, procurement and financial procedures, risk assessment, timeliness of interventions, selection of beneficiaries, and prospects for sustainability.

##### **4.1.2. Geographical area to be covered**

Republic of Moldova whole area, Romania - Botosani, Iasi, Vaslui, Galati regions, Major Centre Bucharest

### **4.1.3. Target groups**

Consultancy engages the same actors who are engaged in policy making and implementation. It, actually, provides the opportunity to also include actors who are key: potential and actual beneficiaries and intended target populations. All actors (especially experts, consultancy managers, contracting authority's representatives, programme managers) are bound by the ethical principles of consultancy.

The immediate beneficiaries are:

- Project beneficiaries
- Program Management Authority
- European Commission
- National Authority (Republic of Moldova, "Antena" office)
- Experts
- Audit and evaluation entities

### **4.2. Specific work**

The consultants will be expected to prepare a more targeted and specific set of documents and to complete the progress, interim and final reports, and in line with the above consultancy purpose and focus descriptions.

However, the following issues and questions are expected to be included in the consultancy:

- Consulting Beneficiary management team and overseeing 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.
- 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 management of local and foreign consultants, monitoring progress on deliverables under those contracts and providing feedback as necessary, and coordination of the work of the consultants consistent 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 to the PSC for approval.
- Guide the PMU staff in the performance of their respective duties and ensure 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 hold orientation seminar for his team members from the project and Waste sector 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.

• **Draft Timetable (proposed start date: 29 July 2020)**

<b>Activity</b>	<b>Time period (estimated contract months)</b>	<b>Deliverable</b>
Draft of the Technical and financial individual progress report	Each 4 months (estimated project duration 24 months but no later than 31.12.2022)	Consolidated Technical and financial progress report
Consolidating of the Technical and financial progress report for all the partners		
Draft of the Technical and financial interim individual report	Each 12 months (estimated project duration 24 months but no later than 31.12.2022)	Consolidated Technical and financial interim report
Consolidating of the Technical and financial interim report for all the partners		
Draft of the Technical and financial final individual report	At the end of the project implementation period but not later than 31.12.2022	Consolidated Technical and financial final report
Consolidating of the Technical and financial final report for all the partners		
All the documents related to project implementation processes (notifications, justifications, requests, clarification etc.)	During the implementation period but not later than 31.12.2022	Documents
Technical and Financial dossiers	During the implementation period but not later than 31.12.2022	Dossiers
Project documentation list	During the implementation period but not later than 31.12.2022	Doc list

The Contractor must comply with the latest Communication and Visibility Manual for EU External Actions concerning acknowledgement of EU financing of the project. (See <https://ro-md.net/identitate-vizuala/>)

### **4.3. Project management**

#### **4.3.1. Responsible body**

Project Management team of the Contracting Authority.

#### **4.3.2. Management structure**

The Project Steering Comity (PSC) is composed from members of the Beneficiaries Project Management teams. Project Manager appointed by Lead Beneficiary will ensure the leadership of PSC.

Project management and coordination during the whole project implementation will provide effective organization of project implementation, achieving of specific objectives, qualify reporting, as well as sustainability accomplishment after project implementation.

Any deliverable of the project must be approved by PSC, before being transmitted to the Contracting Authority, ensuring a Joint Project Implementation and a good coordination between the project management teams.

The project management will be done through: written agreements between partners, e-communication on-line, workshops (formal and informal), internal approvals during the project.

The Consultancy Team will report to the Lead Beneficiary trough the PSC component. The members of the PCS shall not be a direct recipients of the project support as well as those that manage the projects directly to ensure objectivity. The Project Manager of the LB and the Assistant Manager will provide technical guidance on consultancy and ensure independent of consultancy process, and that policy is followed. The legal expert, the project manager will manage the evaluation and provide logistical support. The Project coordinator will make the approving and reception of the deliverables after preventive verification by the Project manager.

#### **4.3.3. Facilities to be provided by the Contracting Authority and/or other parties**

Not supplementary offices should be rented, the necessary workspaces will be provided to the consultancy by the beneficiaries of the project in the main offices. The Contractor, should take the all-logistical support, including meeting organization.

## **5. LOGISTICS AND TIMING**

### **5.1. Location**

Cnisiu city, Republic of Moldova

### **5.2. Start date & Period of implementation of tasks**

The intended start date is 29.07.2020 and the period of implementation of the contract will be 24 months from this date. Please see Articles 19.1 and 19.2 of the Special Conditions for the actual start date and period of implementation.

## **6. REQUIREMENTS**

### **6.1. Staff**

Note that civil servants and other staff of the public administration of the partner country, or of international/regional organisations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave.

#### **6.1.1. Key experts**

Key experts are defined and they must submit CVs and signed Statements of Exclusivity and Availability.

All experts who have a crucial role in implementing the contract are referred to as key experts. The profiles of the key experts for this contract are as follows:

**Key expert: Team Leader**

Qualifications and skills

**Education:**

Advance degree (Master) in international relations, Public Administration Public Policy or other relevant field.

**Language:**

- Proficiency in written and spoken English is essential. Ability to communicate in Romanian language would be an asset.

General professional experience

**Functional Competencies:**

- Consistently approaches work with energy and a positive, constructive attitude.
- Ability to work under pressure and to meet deadlines.
- Demonstrates excellent oral and written communication skills.
- Demonstrates openness to change and ability to manage complexities.
- Self-reliant and able to work as a part of a multi-cultural team in a stressful.

**Professionalism:**

- Shows pride in work and in achievements; is conscientious and efficient in meeting commitments; observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges and, remains calm in stressful situations.

**Communication:**

- Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and, responds appropriately; asks questions to clarify and, exhibits interest in having two-way communication; tailors language, tone, style and, format to match the audience and, demonstrates openness in sharing information and, keeping people informed.

**Planning and Organizing:**

- Identifies priority activities and assignments; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary and, uses time efficiently.

**Client Orientation:**

- Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect and, meets time line for delivery of product or services to client.

**Teamwork:**

- Works collaboratively with colleagues to achieve organizational goals; builds consensus for task purpose and direction with team members and, supports and acts in accordance with final group decisions, even when such decisions may not entirely reflect own position.

**Technological awareness:**

- Keeps abreast of available technology, actively seeks to apply technology to appropriate tasks and, shows willingness to learn new technology.

#### Specific professional experience

- Previous experience and substantive knowledge on results-based management (RBM) and results-oriented monitoring and projects/programmes evaluation;
- Minimum 5 years of relevant professional experience in the field of communication, infrastructure or sustainable development, project management.
- PMP certification or equivalent.
- Master of Business Administration certification or equivalent.
- Additional skills in communication and infrastructure development is preferable.
- Experience in working for the EU or other international development organizations in an international setting would be an asset.
- Technical knowledge in the targeted focal area(s)
- Knowledge of Public Administration processes
- Excellent analytical and problem-solving skills and proven ability to draft recommendations stemming from key findings is essential.
- Experience of working at the policy level/strategic level would be an asset.
- Excellent report writing skills are essential.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc).

#### **6.1.2. Other experts, support staff & backstopping**

CVs for experts other than the key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles. The Contractor shall select and hire other experts as required according to the needs. The selection procedures used by the Contractor to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience.

The costs for backstopping and support staff, as needed, are considered to be included in the tenderer's financial offer.

#### **6.2. Office accommodation**

Office accommodation for each expert working on the contract is to be provided by the Contracting Authority or by the case by the Partners.

#### **6.3. Facilities to be provided by the Contractor**

The Contractor shall ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion. Contractor will ensure all necessities in terms of supplies, services, documentation, logistical support, etc. for the success of the contract.

#### **6.4. Equipment**

No equipment is to be purchased on behalf of the Contracting Authority / partner country as part of this service contract or transferred to the Contracting Authority / partner country at the end of this

contract. Any equipment related to this contract which is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

## 7. REPORTS

### 7.1. Reporting requirements

The Contractor will submit the following reports in English in one original and 2 copies, 1 electronic copy, the copies should be numbered and assumed "According to the original":

- **Individual and consolidated Technical and financial progress report** to be produced for periods of 4 months during the implementation period, maximum in 30 days after receiving the notification from Contracting Authority. The report should be done in accordance with templates provided by the Joint Technical Secretariat (JTS). The Contractor should proceed with his/her work unless the report will be accepted by the JTS.
- **Individual and consolidated Technical and financial interim report** to be produced for periods of 12 months during the implementation period, maximum in 90 days after receiving the notification from Contracting Authority. The report should be done in accordance with templates provided by the Joint Technical Secretariat (JTS). The report should be joined by the Audit report that confirm the eligibility of the expenditure made during the report period. The Contractor should proceed with his/her work unless the report will be accepted by the JTS.
- **Individual and consolidated Technical and financial final report** to be produced at the end of the project implementation period, maximum in 180 days after receiving the notification from Contracting Authority (the term could be reduced in accordance with the instructions of the Managing Authority). The report should be done in accordance with templates provided by the Joint Technical Secretariat (JTS). The report should be joined by the Audit report that confirm the eligibility of the expenditure made during the report period. The Contractor should proceed with his/her work unless the report will be accepted by the JTS.

### 7.2. Submission and approval of reports

The report referred to above must be submitted to the Project Manager identified in the contract. The Project Manager is responsible for approving the reports.

## 8. MONITORING AND EVALUATION

### 8.1. Definition of indicators

- 6 - Progress reports, delivered each 4 months of implementation period of the project.
- 2 - Intermediary reports, delivered each 12 months of implementation period of the project.
- 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.

### 8.2. Special requirements

Risk, stakeholders, change management registers will be elaborated, which will include but not will be limited to identification, impact, reaction, procedures. Management plan updated, with clear and

risk related evaluation procedures. Plan of the immediately measures to be taken in terms of best project/program objectives achievements.