

## 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 Beneficiary a systematic and objective assessment of the ongoing and completed intervention, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability.

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 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.
- ☐ An evaluation 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.

Results to be achieved by the Contractor

- ☐ Initial evaluation of the project
- ☐ Intermediary evaluation of the project
- ☐ Final evaluation of the project
- ☐ Final Project technical audit report

The evaluation will attempt to determine 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 evaluation 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 evaluation exercise, and their comments and feedback will be sought as part of the report finalization process. The evaluation 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 evaluation 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.

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- *An explanation of the risks and assumptions affecting the execution of the contract.*

We have identified few main categories of risks that might affect the execution of the contract:

- Risks related to pandemic and limitations set by authorities, including:
  - Delays in obtaining the information needed from beneficiaries or third parties
  - declaration of State of Emergency
  - interdiction to provide face-to-face evaluation activities
  - limitations for Romanian citizens travelling to R. Moldova (key experts)
  - Covid 19 infection affecting the key experts and/or the work staff on sites and/or their organisations during performance of the contract activities or related to them
  - Risks related to the availability of the work staff to attend the full agenda - somehow related to the pandemic risks that may require involvement in other emergent activities
  - 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).

## 2. STRATEGY

*An outline of the approach proposed for contract implementation.*

We would like to suggest the following approach and main activities for the contract implementation:

- Evaluation needs meetings face to face (interviews with Beneficiary representatives, evaluation of the project before the start of the process)
- Evaluation will be performed by using electronical tools also ( e-mails, conference calls, surveys via Internet, etc.)
- Drafting of the evaluation materials, as well as its validation with Beneficiary representatives.
- Planning for the evaluation and travelling logistics (printing materials, key expert travelling and accommodation etc.)
- Final assessment of the project, according to the approved scope.
- Drafting and presentation of the Final Evaluation Report
- Settlement of the payments and contract closure.

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- *Inputs and outputs.*

### Inputs:

- Service contract & ToR
- Evaluation methodology, according to existing legal acts and regulations
- Application form
- Progress reports and financial reports released by the lead beneficiary and partners
- Tenders documentations
- Contractors reports and reception minutes
- Photos for the equipment and infrastructure delivered,
- Photos from the organized events, and courses,
- Financial audit reports
- Specific resources provided by the Contractor – evaluation materials, experts, etc.

### Outputs:

- Inception Report of maximum 12 pages to be produced after one week from the start of implementation. In the report the Contractor shall describe e.g. initial findings, progress in collecting data, any difficulties encountered or expected in addition to the work programme and staff travel. The Contractor should proceed with his/her work unless the Contracting Authority sends comments on the inception report.
- Drafts of initial, intermediary and final evaluation reports of maximum 30 pages (main text, excluding annexes). Those reports shall be submitted no later than one month before the end of the period of implementation of tasks.
- Initial, intermediary and final evaluation reports with the same specifications as the draft evaluation reports, incorporating any comments received from the parties on the draft report. The deadline for sending the reports is 5 days after receipt of comments on the draft reports. The reports shall contain a sufficiently detailed description of the different options to support an informed decision on project progress and project/program indicatives achievements. The detailed analyses underpinning the recommendations will be presented in annexes to the main reports. The final version of the reports must be provided along with the corresponding invoice.

### Indicators of the contract:

- 1 - Initial evaluation of the project, delivered no later than months 8 of implementation period of the project.
- 1 - Intermediary evaluation of the project, delivered no later than months 18 of implementation period of the project.
- 1 - Final evaluation of the project, delivered no later than months 36 of implementation period of the project.
- 1 - Final Project technical audit report, delivered no later than months 36 of implementation period of the project.

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The following issues and questions will be included in the 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).
  - ☐ 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 of Implementation

Efficiency and adequacy of project implementation including:

  - ☐ 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.

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- 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 how the target groups use the outputs, with particular attention to gender aspects as well as capacity development plans and outcomes; as part of the outcomes, which have occurred or which are likely to happen through 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.

- 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, inter alia, should include an assessment of 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.

- Recommendations for the next phase and lessons learned

Recommendations should include consideration of project sustainability, particularly with regard to provision of industrial skills within a cross-border context.

It is expected that the report's recommendations would also cover pertinent issues such as management arrangements, procurement and financial procedures, risk assessment, timeliness of

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interventions, selection of beneficiaries, and prospects for sustainability in a context of cross border cooperation between public entities.

Based on the above analysis the evaluation team will draw specific conclusions and make proposals for any necessary further action by the JTS and/or Beneficiary to safeguard a transition to sustainable development.

The mission will draw attention to any lessons of general interest in context where cooperation capacity and the information exchange between the public authorities from Romania and Republic of Moldova over cross border area and in relation to the design and orientation of the aforementioned, planned thematic evaluation.

### 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.*

The key expert will be assisted with all the travel logistics and will be provided with accommodation in Chisinau or as required for the period of the evaluation process.

The key expert will be provided with access to all sites that are part of the evaluation and provided with all information required for a qualitative evaluation.

The Contractor will deploy necessary resources (personnel, materials, equipment) for performing all the activities according to the agreed requirements.

The Contractor must also 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. 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 the case.

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

**Proposed start date: 6 July 2020**

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Activity	Time period (estimated contract months)	Deliverable
Desk study of project documents & relevant reports on the context	6 days starting with contract signature day (11)	Inception report - Methodology, questionnaires and mission plan completed
Design a suitable initial evaluation methodology including a detailed field assessment plan – draft inception report		
Preparatory meetings; finalise mission plan and appointments and ensure logistical support in place		
Conduct evaluation assessment within the project Beneficiaries bodies	10 days	Presentation on preliminary findings
Present preliminary findings	2 days	
Detailed analysis of assessment results and follow-up surveys	2 days	
Preparation of first draft evaluation report & submission for Beneficiary feedback	7 days	First draft Initial evaluation Report
Prepare second draft & submit to Evaluation Group to circulate report among stakeholders for factual verification & feedback	2 days	Second draft Initial evaluation Report
Finalization of Initial report upon receipt of stakeholders' feedback and final presentation to Beneficiary	1 day	Final draft Initial evaluation Report
Conduct evaluation assessment within the project Beneficiaries bodies	10 days (23)	Presentation on intermediary evaluation findings
Present preliminary findings	2 days	
Detailed analysis of assessment results and follow-up surveys	2 days	
Preparation of first draft evaluation report & submission for Beneficiary feedback	7 days	First draft Intermediary evaluation Report
Prepare second draft & submit to Evaluation Group to circulate report among stakeholders for factual verification & feedback	2 days	Second draft Intermediary evaluation Report
Finalization of Intermediary report upon receipt of stakeholders' feedback and final presentation to Beneficiary	1 day	Final draft Intermediary evaluation Report
Conduct evaluation assessment within the project Beneficiaries bodies	10 days (35)	Presentation on final evaluation findings
Present preliminary findings	2 days	
Detailed analysis of assessment results and follow-up surveys	2 days	

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Preparation of first draft evaluation report & submission for Beneficiary feedback	7 days	First draft Final evaluation Report
Prepare second draft & submit to Evaluation Group to circulate report among stakeholders for factual verification & feedback	2 days	Second draft Final evaluation Report
Finalization of Final report upon receipt of stakeholders' feedback and final presentation to Beneficiary	1 day	Final draft Final evaluation Report
Technical audit verification of the project activities and results	30 days (35)	Final Project technical audit report

## 6. LOG FRAME

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