

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

2. STRATEGY

- An outline of the approach proposed for contract implementation.
- A list of the proposed tasks you consider necessary to achieve the contract objectives.
- Inputs and outputs.

3. BACKSTOPPING, SUBCONTRACTING AND CAPACITY PROVIDING ENTITIES

- 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.
- A description of any subcontracting arrangements and arrangements with capacity providers (if such were identified during the shortlisting stage) with a clear indication of the tasks that will be entrusted to subcontractors and to capacity providers and a statement by the tenderer guaranteeing the eligibility of subcontractors and capacity providers.

4. INVOLVEMENT OF ALL MEMBERS OF THE CONSORTIUM AND OF CAPACITY PROVIDING ENTITIES

- 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.
- If the tenderer relied on the capacity of other entities to fulfil the technical and professional criteria, evidence of the written commitment provided by those entities for performing the services for which their technical and professional capacities are required must be provided.

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- If the tenderer relied on the capacity of other entities to fulfil the economic and financial criteria, evidence of the written commitment provided by those entities establishing their joint liability for the performance of the contract must be provided.

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.

[For fee-based contracts:

- The expected number of working days required from each category of expert each month during the period of execution of the contract (using the Excel spreadsheet linked to the Budget breakdown).

Guidance notes on expert inputs:

The tenderer is expected to take into account the implementation period of the contract and propose the number of expert days which will accomplish the tasks described in the terms of reference.

Implementation of the contract (and therefore payment) is based solely on the working days. The contractor will only be paid for days actually worked on the basis of the daily fee rate contained in the budget breakdown (Annex V). Tenderers must annex the 'Estimated number of working days' worksheet contained in the spreadsheet for Annex V to the organisation and methodology to demonstrate the correspondence between the proposed methodology and the expert inputs. Please note that the budget breakdown should not be attached to the organisation and methodology as no financial offer should be disclosed in the technical offer.

During the technical evaluation, assessment will be made if the number of working days estimated for each month for each type of expert proposed in the organisation and methodology are sufficient for the requirements of the terms of reference to be achieved. This is judged on the basis of the profiles identified in the terms of reference and the organisation and methodology.

The tenderer is expected to include the holiday provision for the experts. The annual leave entitlement of the experts employed by the contractor is determined by their employment contract with the contractor and not by the service contract between the contracting authority and the contractor. However, the contracting authority can decide when experts take their annual leave since this is subject to approval by the project manager, who will assess any such request according to the needs of the project while the contract is in progress. For obvious reasons, a day of annual leave is not considered to be a working day. Please see the general conditions, Articles 21 and 22.

The fee rates for all experts must include the remuneration paid to the experts, all the administrative costs of employing the relevant experts, such as equipment, relocation and repatriation expenses [including flights to and from the country of assignment upon mobilisation and demobilisation as well as leave], accommodation, expatriation allowances, leave, medical insurance and any other employment benefits given to the experts by the contractor. It shall also include any security arrangement except when this is exceptionally included under the incidental

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expenditure. Furthermore the fees shall also include the margin, overheads, profit and backstopping facilities.

A fee-based/technical assistance contract is, by definition, one in which the actual days worked each month for each category of experts may differ from the number of working days estimated for each month in the work plan in Annex V. The actual input required for the tasks specified in the terms of reference and organisation and methodology will only be known once the contract starts. The project manager will use the work plan when monitoring the actual number of working days submitted in each invoice to check that the contract is progressing within budget. The contractor may update the estimate during implementation of the project in accordance with article 20 of the general conditions.]

[The following section should only be included if deemed relevant for the service contract:

6. LOG FRAME

The Logical framework (logframe) matrix should evolve during the Action's (i.e. the projects) lifetime: new lines can be added for listing new activities as well as new columns for intermediary targets (milestones) when it is relevant and values will be regularly updated in the column foreseen for reporting purpose (see "Current value"). The term "results" refers to the outputs, outcome(s) and impact of the Action.

Changes to the Logical framework that affect the expected results (impact, outcomes, outputs) shall be agreed with the contracting authority before the modification takes place, and implemented through a formal amendment to the contract.

	<i>Result chain</i>	<i>Indicator</i>	<i>Baseline</i> <i>(value & reference year)</i>	<i>Target</i> <i>(value & reference year)</i>	<i>Current value*</i> <i>(reference year)</i> <i>(* to be included in interim and final reports)</i>	<i>Source and mean of verification</i>	<i>Assumptions</i>
<i>Impact (Overall objective)</i>	<i>The broader, long-term change to which the action contributes at country, regional or sector level, in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and</i>	<i>Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result</i>	<i>The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made.</i> <i>(Ideally, to</i>	<i>The intended final value of the indicator(s).</i> <i>(Ideally, to be drawn from the partner's strategy)</i>	<i>The latest available value of the indicator(s) at the time of reporting</i> <i>(* to be updated in interim and final reports)</i>	<i>Ideally to be drawn from the partner's strategy.</i>	<i>Not applicable</i>

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	Result chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year) (* to be included in interim and final reports)	Source and mean of verification	Assumptions
	stakeholders.	To be presented, when relevant, disaggregated by sex, age, urban/rural, disability, etc.	be drawn from the partner's strategy)				
Outcome (s) (Specific objective(s))	The main medium-term effect of the intervention focusing on behavioural and institutional changes resulting <u>from the Action</u> (It is good practice to have one specific objective only, however for large Actions, other short term outcomes can be included here)	(see definition above)	The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made.	The intended final value of the indicator(s).	(same as above)	Sources of information and methods used to collect and report (including who and when/how frequently).	Factors outside project management's control that may influence on the impact-outcome(s) linkage.
Outputs	The direct/tangible products (infrastructure, goods and services) delivered/generated by the intervention (*Outputs should in principle be linked to corresponding outcomes through clear numbering)	(same as above)	(same as above)	(same as above)	(same as above)	(same as above)	Factors outside project management's control that may influence on the other outcome(s)/outputs linkage.

Activity Matrix

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<p><i>What are the key activities to be carried out to produce the intended outputs?</i></p> <p><i>(*activities should in principle be linked to corresponding output(s) through clear numbering)</i></p>	<p>Means <i>What are the political, technical, financial, human and material resources required to implement these activities, e.g. staff, equipment, supplies, operational facilities, etc.</i></p> <p>Costs <i>What are the action costs? How are they classified? (Breakdown in the Budget for the Action)</i></p>	<p>Assumptions <i>Factors outside project management's control that may impact on the activities-outputs linkage.</i></p>
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