ANNEX III: Organisation & Methodology

**To be completed by the tenderer**

Please provide the following information:

# Rationale

* Any comments you have on the terms of reference for the successful execution of activities, in particular regarding the objectives/results (outputs, outcomes, impact), 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.

# 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.

# 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 of origin as well as partner countries, organisational structure, etc. which are supposed to ensure that function, as well as the available quality control systems and the excellent knowledge capitalisation methods and tools, within the respective members of the consortium.
* A description of any subcontracting arrangements– including sub-contracting only aiming at making available key and non-key experts - and sub-contracting with capacity providers (if such were identified during the shortlisting stage) with a clear indication of the tasks that will be entrusted to such subcontractors and a statement by the tenderer guaranteeing the eligibility of subcontractors and capacity providers.

# 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.
* 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.

# 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 days which will be needed for experts to 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 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:

# Log frame

The Logical framework (logframe) matrix is a table that captures in a structured way the hierarchy of results of the intervention, mirroring the objectives/results laid out in Section 2 of the Terms of Reference, i.e. annex b8e (fee-based) and annex b8f (global price).

The impact is the intermediate to long-term expected effect of the action fulfilling the overall objective. The outcomes are the mid-term expected effects of the action fulfilling the specific objective(s). The links between each element (impact, outcomes, outputs) are as important as the results themselves, reflecting the theory of change and the roles of providers and other stakeholders.

The Logical framework (logframe) matrix should be used as a reporting tool on the achievement of the results (impact, outcomes, outputs) during implementation. Values on indicators aimed at measuring the results will be regularly updated in the column foreseen for monitoring and reporting purposes (see “Current value”). Columns for intermediary targets could be added, if needed.

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 an amendment to the contract as per article 20 of annex b8d (General Conditions for service contracts).

| ***Results*** | ***Results chain*** | ***Indicator*** | ***Baseline***  ***(value & reference year)*** | ***Target***  ***(value & reference year)*** | ***Current value\****  ***(reference year)***  ***(\* to be included in interim and final reports)*** | ***Sources of data*** | ***Assumptions*** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ***Impact (Overall objective )*** | *Please ensure consistency with the overall objective/impact identified in Annex II: Terms of Reference, section 2 “Objectives and Expected Results”*  *As per OECD-DAC definition, the impact is “the overall objective of the Action entailing positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.”*  *The impact is the intermediary to long-term expected effect of the action fulfilling the overall objective(s) to which the action contributes at country, regional or sector level, in the political, social, economic and/or environmental global context which will stem from interventions of all relevant actors and stakeholders.*  *Please delete this row once the Logframe is completed.* | *Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result*  *To be presented, when relevant, disaggregated by sex, age, urban/rural, disability, etc.* | *The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made.*  *(Ideally, to be drawn from the partner's strategy)* | *The intended final value of the indicator(s).*  *(Ideally, to be drawn from the partner's strategy )* | *The latest available value of the indicator(s) at the time of reporting*  *(\* to be updated in interim and final reports)* | *Ideally to be drawn from the partner's strategy.* | *Not applicable* |
|  | Impact indicator 1: | Baseline for impact indicator 1 | Target for impact indicator 1 | Current value for impact indicator 1 | Sources of data for impact indicator 1 | *Not applicable* |
| Impact indicator 2: | Baseline for impact indicator 2 | Target for impact indicator 2 | Current value for impact indicator 2 | Sources of data for impact indicator 2 |
| Impact indicator #: | Baseline for impact indicator # | Target for impact indicator # | Current value for impact indicator # | Sources of data for impact indicator # |
| ***Outcome (s) (Specific objective(s))*** | *Please ensure consistency with the specific objective(s)/outcome(s\_ identified in Annex II: Terms of Reference, section 2 “Objectives and Expected Results”*  *As per OECD-DAC definition, the outcomes are “The likely or achieved short-term and medium-term change and effects of intervention outputs.”*  *The main medium-term effect of the intervention focusing on behavioural and institutional changes beneficial to the target group and resulting from the related outputs of the Action.*  *It is good practice to limit the number of specific objectives (often one is enough), however for large Actions, other outcomes can be included.*  *Please delete this row once the Logframe is completed.* | *Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result*  *To be presented, when relevant, disaggregated by sex, age, urban/rural, disability, etc.* | *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).* | *The latest available value of the indicator(s) at the time of reporting*  *(\* to be updated in interim and final reports)* | *Sources of information and methods used to collect and report (including who and when/how frequently).* | *External, necessary and positive conditions for implementing the intervention that are outside of its management's control.* |
| Outcome 1 | 1.1 – Indicator 1 to Outcome 1 | 1.1 – Baseline for indicator 1.1 (same unit of measure) | 1.1 – Target for indicator 1.1 | 1.1 – Current value for indicator 1.1 | 1.1 – Source of data for indicator 1.1 |  |
| 1.2 – Indicator 2 to Outcome 1 | 1.2 Baseline for indicator 1.2 (same unit of measure) | 1.2 – Target for indicator 1.2 | 1.2 – Current value for indicator 1.2 | 1.2 – Source of data for indicator 1.2 |  |
| (…) | (…) | (…) | (…) | (…) |  |
| Outcome 2 | 2.1 – Indicator to outcome 2 | 2.1 – Baseline for indicator 2.1 (same unit of measure) | 2.1 – Target for indicator 2.1 | 2.1 – Current value for indicator 2.1 | 2.1 – Source of data for indicator 2.1 |  |
| 2.2 - Indicator to outcome 2 | 2.2 – Baseline for indicator 2.2 (same unit of measure) | 2.2 – Target for indicator 2.2 | 2.2 – Current value for indicator 2.2 | 2.2 – Source of data for indicator 2.2 |  |
| Outcome # | (…) | (…) | (…) | (…) | (…) |  |
| ***Outputs*** | *Please ensure consistency with the outputs identified in Annex II: Terms of Reference, section 2 “Objectives and Expected Results”*  *As per OECD-DAC definition outputs are “the products, capital goods and services which results from development interventions.”*  *Outputs are the direct/tangible products (infrastructure, goods and services) delivered/generated by the action. They may also include changes resulting from the action which are relevant to the achievement of outcomes. These changes relate to improved capacities, abilities, skills, systems, policies of a group of people or an organisation, and are generated by the EU action.*  *Outputs should be linked to corresponding outcomes through clear numbering. However in some cases please note that a given output can contribute to the achievement of more than one outcome(s).*  *Please delete this row once the Logframe is completed.* | *(same as above)* | *(same as above)* | *(same as above)* | *(same as above)* | *(same as above)* | *External, necessary and positive conditions for implementing the intervention that are outside of its management's control.* |
| 1.1 Output 1 related to Outcome 1 | 1.1.1 Indicator 1 to Output 1 | 1.1.1 Baseline for indicator 1.1.1 (same unit of measure) | 1.1.1 Target for Indicator 1.1.1 | 1.1.1 Current value for indicator 1.1.1 | 1.1.1 Source of data for indicator 1.1.1 |  |
| 1.1.2 Indicator 2 to Output 1 | 1.1.2 Baseline for indicator 1.1.2 (same unit of measure) | 1.1.2 Target for Indicator 1.1.2 | 1.1.2 Current value for indicator 1.1.2 | 1.1.2 Source of data for indicator 1.1.2 |  |
| (…) | (…) | (…) | (…) | (…) |  |
| 1.2 Output 2 related to Outcome 1 | 1.2.1. Indicator 1 to Output 2 | 1.2.1. Baseline for indicator 1.2.1 (same unit of measure) | 1.2.1. Target for Indicator 1.2.1 | 1.2.1. Current value for indicator 1.2.1 | 1.2.1. Source of data for indicator 1.2.1 |  |
| 1.2.2 Indicator 2 to Output 2 | 1.2.2 Baseline for indicator 1.2.2 (same unit of measure) | 1.2.2 Target for Indicator 1.2.2 | 1.2.2 Current value for indicator 1.2.2 | 1.2.2 Source of data for indicator 1.2.2 |  |
| (…) | (…) | (…) | (…) | (…) |  |
| 2.1 Output 1 related to Outcome 2 | 2.1.1 Indicator 1 to Output 1 | 2.1.1 Baseline for indicator 2.1.1 (same unit of measure) | 2.1.1 Target for Indicator 2.1.1 | 2.1.1 Current value for indicator 2.1.1 | 2.1.1 Source of data for indicator 2.1.1 |  |
| 2.1.2 Indicator 2 to Output 1 | 2.1.2 Baseline for indicator 2.1.2 (same unit of measure) | 2.1.2 Target for Indicator 2.1.2 | 2.1.2 Current value for indicator 2.1.2 | 2.1.2 Source of data for indicator 2.1.2 |  |
| (…) | (…) | (…) | (…) | (…) |  |
| 2.2 Output 2 related to Outcome 2 | 2.2.1 Indicator 1 to Output 2 related to Outcome 2 | 2.2.1 Baseline for indicator 2.2.1 (same unit of measure) | 2.2.1 Target for Indicator 2.2.1 | 2.2.1 Current value for indicator 2.2.1 | 2.2.1 Source of data for indicator 2.2.1 |  |
| 2.2.2 Indicator 2 to Output 2 related to Outcome 2 | 2.2.2 Baseline for indicator 2.1.2 (same unit of measure) | 2.2.2 Target for Indicator 2.2.2 | 2.2.2 Current value for indicator 2.2.2 | 2.2.2 Source of data for indicator 2.2.2 |  |
| (…) | (…) | (…) | (…) | (…) |  |
| (…) |  |  |  |  |  |  |

***Activities Matrix***

|  |  |  |
| --- | --- | --- |
| *What are the key activities to be carried out to produce the intended outputs?*  *(\*activities should be linked to corresponding output(s) through clear numbering)* | ***Means***  *What are the political, technical, financial, human and material resources required to implement these activities, e.g. staff, equipment, supplies, operational facilities, etc.*  ***Costs***  *What are the action costs? How are they classified? (Breakdown in the Budget for the Action)* | ***Assumptions***  *External, necessary and positive conditions for implementing the intervention that are outside of its management's control.* |

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