



**SPECIFIC CONTRACT N° ABC IV-000484
implementing Framework Contract n° DI/07624 (SLG.AVT.DI07624)
ECFIN-156-2020 / SI2.837438**

FIXED PRICE

The European Union (hereinafter referred to as "the Union"), represented by the European Commission (hereinafter referred to as "the Commission"), which is represented for the purposes of the signature of this contract by [REDACTED] **Unit R.3, Directorate-General for Economic and Financial Affairs,**

of the one part and

DT4EU Consortium, consisting of:

TRASYS International EEIG

Statutory registration number: 667692570

Official address in: Rue d'Arlon 53-7, 1040 Brussels, Belgium

VAT registration number: BE0667692570

Deloitte Consulting & Advisory CVBA (acting as group leader)

Statutory registration number: 474429572

Official address: Luchthaven Nationaal 1J, 1930 Zaventem, Belgium

VAT registration number: BE0474429572

appointed as the leader of the group by the members of the group that submitted the joint tender

(collectively 'the contractor'), represented for the purposes of the signature of this framework contract by [REDACTED] Partner, Special Proxy Holder and [REDACTED] Partner, Special Proxy Holder of Deloitte Consulting & Advisory CVBA

on the other part

the contractor identified above shall be jointly and severally liable vis-à-vis the Commission for the performance of this contract

HAVE AGREED

the following as regards the implementation of Framework Contract n° **DI/07624 (SLG.AVT.DI07624)** signed by the Commission and the Contractor on 16/11/2017 last amended by amendment N°4 signed on 04/09/2019 for the provision of IT services.

Article 1. PREAMBLE

- 1.1 This Specific Contract is based on the Contractor's formal offer under Request n° **ABC IV-000484-6000184687-REQ-01-OFF-01** – Annex II to this Specific Contract. Once signed by the parties, the Specific Contract shall be governed by the Framework [REDACTED]

Contract. This Specific Contract does not amend the provisions of the afore mentioned Framework Contract.

The terms of this Contract and the Technical Annex (Annex I) shall take precedence over the terms of the formal offer (Annex II).

Article 2. SUBJECT MATTER

- 2.1 The subject matter of this Specific Contract is Business Analysis on the Recovery and Resilience Facility.
- 2.2 The Contractor undertakes, subject to the terms set out in the Framework Contract and in this Specific Contract and its Annexes, which form an integral part of it, to perform the tasks specified in Annexes I and II.

Article 3. DURATION AND LOCATION

- 3.1. This Specific Contract shall enter into force on the date it is signed by the last contracting party.

The execution of the tasks shall end on 31/12/2021.

- 3.2. The tasks shall be performed as specified under the Request referenced under article 1.1. The period of execution of the tasks may be extended only with the express written agreement of the parties by means of an amendment to this specific contract before such period elapses. In no case shall the tasks be executed later than six (6) months after expiry of the Framework Contract.
- 3.3. The tasks shall be performed on the premises of the Contractor in Brussels.

Article 4. PERFORMANCE

- 4.1. The tasks performed by the Contractor under this Specific Contract shall result in "deliverables", defined according to the provisions specified in Annexes I and II.

Article 5. PRICES AND PAYMENTS

- 5.1. The Commission undertakes to pay the Contractor, in consideration for the services rendered under the Specific Contract, a total maximum price of [REDACTED]

It is understood that this amount shall cover all expenditure incurred by the Contractor in carrying out the Specific Contract.

- 5.2. In conformity with Article III.1.5.4 of the General Terms and Conditions for Information Technologies Contracts, the invoicing procedures for the services, once accepted by the Commission, are as follows

WHEN THE SPECIFIC CONTRACT RELATES TO AN AMOUNT OF [REDACTED] OR MORE

- 30% of the total price of the specific contract shall be invoiced on receipt and acceptance of the following deliverables: Draft Business analysis document based on receipt advice slips accepted and signed by the Commission in accordance with the form in Annex III (to be attached to the invoice).

The remaining amount shall be invoiced on completion of the work, based on receipt advice slips accepted and signed by the Commission in accordance with the form in Annex III (to be attached to the invoice).

With the last invoice, the Contractor shall provide the Commission with a declaration on the list of pre-existing rights as provided for in Article II.23.4 of the Framework Contract.

- 5.3. Payments shall be made to account n° [REDACTED] on production of the invoice showing separately the amount of the fees and the VAT applied and within no more than 30 calendar days from the date the invoice is received by the Unit indicated in Article 5.4 below. Invoices presented by the Contractor shall indicate his place of taxation for VAT purposes and shall specify separately the amounts not including VAT and those including VAT. The payment shall be deemed to have been effected on the day the Commission's financial account is debited.

For Contractors established in Belgium, the provisions of this contract constitute a request for VAT exemption No 450, provided the Contractor includes the following statement in their invoice(s): "Exonération de la TVA, article 42, paragraphe 3.3 du code de la TVA (circulaire 2/1978)" or an equivalent statement in the Dutch or German language.

For other countries

Pursuant to articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Communities, the Commission is exempt from all taxes, duties and charges, in particular value added tax, on payments made under this order. The contractor receives and keeps in his records the form entitled "VAT and Excise Duty Exemption Certificate" duly completed and signed by the Commission. The invoice must contain the following statement: "VAT Exemption / International Body / Article 151 of Council Directive 2006/112/EC".

- 5.4. The address for invoices is:

European Commission - DG Economic and Financial Affairs
Unit ECFIN.R2 Finance

[REDACTED]

[REDACTED]

[REDACTED]

B-1049 BRUSSELS

DG ECFIN's department code in case of e-invoicing (GLN): 5425025839803

Article 6. SUBCONTRACTING

Not applicable

Article 7. PERFORMANCE GUARANTEES

Not applicable

Article 8. ADMINISTRATIVE PROVISIONS

- 8.1. The persons responsible for implementing this Contract are:



Administrative matters:

[REDACTED]

Email: [REDACTED]

Technical matters:

[REDACTED]

Email: [REDACTED]

For the Contractor:

Administrative and technical matters:

[REDACTED]

Email: [REDACTED]

- 8.2. All communications relating to the implementation of the Specific Contract must be in the form of written correspondence and be sent to the appropriate responsible persons.

Article 9. EXPLOITATION OF THE RESULTS

- 9.1. In accordance with Art.I.13 of the Framework Contract, as detailed and complemented (if applicable) in the Technical Annex.

Article 10. ADDITIONAL PROVISIONS

Not applicable

Article 11. ANNEXES


The following documents are annexed to the Specific Contract and form an integral part of it:


- Annex I: Technical Annex. In case e-Request is used, Technical Annex is available in the e-Request application under Request n° **ABC IV-000484-6000184687-REQ-01**.
- Annex II: Contractor's formal offer. In case e-Request is used, Contractor's formal offer is available in the e-Request application under Request n° **ABC IV-000484-6000184687-REQ-01-OFF-01**.
- Annex III: Task Acceptance Form / Dispatch advice (Service Receipt)
- Annex IV: Declaration on the list of pre-existing rights and statements

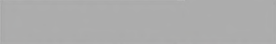
Done in duplicate at Brussels on

[REDACTED]


For the contractor,


Partner, Special Proxy Holder
Deloitte Consulting & Advisory CVBA

Signature: 

16/11/2020


Partner, Special Proxy Holder
Deloitte Consulting & Advisory CVBA


Signature: 

16/11/2020

For the Commission,



DG ECFIN.R3,

Signature: 

17/11/2020

ANNEX III

TASK ACCEPTANCE FORM / DISPATCH ADVICE (SERVICE RECEIPT)

RECEIPT ADVICE SLIP FOR "DELIVERABLES" FOR SPECIFIC CONTRACT N° ABC IV-000484
UNDER FRAMEWORK CONTRACT N° DI/07624

<i>Original document - duly signed - to be attached to the invoice</i>
<i>Invoicing period: from ____ / ____ / ____ till ____ / ____ / ____</i>

RECEIPT OF WORK

To be filled in by the Contractor and by the Commission

	Contractor	Commission
Date of last delivery of invoicing period		
Person responsible for checking (in block capitals)		
Comments		
Date and signature		

ACCEPTANCE AND VALIDATION OF WORK

To be filled in by the Commission

Official responsible for acceptance (in block capitals): OIA (*)	
Date and signature	
Official responsible for final validation (in block capitals): OVA (*)	
Date and signature	

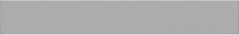
(*)

OIA : The Commission's responsible in charge of the reception of the work is obliged to act as **OIA** (Operational initiating agent) for his General Directorate.

OVA : The Commission's responsible in charge of the final validation of the work is obliged to act as **OVA** (Operational verifying agent) for his General Directorate.

Annex IV

Declaration on the list of pre-existing rights

I,  representing Deloitte Consulting & Advisory CVBA ('the contractor'), party to the DI/07624 (SLG.AVT.DI07624) specific contract ABC IV-000484 warrant that the results are free of rights or claims from creators or from any third parties for any use the contracting authority may envisage and declare that the results do not contain any pre-existing rights to the results or parts of the results or to pre-existing materials as defined in the above-mentioned contract.

Please fill in the table – one line per pre-existing right

Result concerned	Pre-existing material concerned	Rights to pre-existing material	Identification of rights' holder

Date, place, signature





EUROPEAN COMMISSION
DIRECTORATE-GENERAL INFORMATICS

Annex I

Technical Annex for Specific Contract
based on framework Contract ABC IV — Lot 3

October 2020

DG ECONOMICS AND FINANCIAL AFFAIRS

"Business Analysis on the Recovery and Resilience Facility"

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1. INTRODUCTION AND CONTEXT

On 11 March 2020 the Coronavirus disease ('COVID-19') was declared a pandemic by the World Health Organisation (WHO). It caused a widespread and severe public health crisis and affects citizens, societies and economies across Europe and the world. The policy responses trying to control the effects of the pandemic are unprecedented and the impact uncertain. According to the Commission's spring economic forecast, it will present challenges for the financial and economic systems of Member States. The EU Gross Domestic Product (GDP) is forecasted to drop 7.5% in 2020 and unemployment rate to rise to 9%. The EU GDP is forecasted to only increase by 6% in 2021. This will cause a risk of rising poverty and inequality.

To counter this, Member States adopted exceptional discretionary economic and financial measures. Together with the effect of so-called "automatic stabilizers", i.e. payments foreseen under unemployment insurance and social security systems combined with loss in tax revenue, those measures have a considerable bearing on their public finances with aggregate general government deficit surging from 0.6% of GDP in 2019 to 8.5% of GDP in both the euro area and the EU this year.

An all-inclusive and far-reaching plan for the recovery of the EU will need substantial public and private investments at EU level for a sustainable and resilient recovery. This recovery must include the creation of high-quality jobs and repair the immediate damage brought by the COVID-19 pandemic whilst supporting the Union's green and digital priorities.

European Union Recovery Plan

To provide the financing for the proposed act, the Commission proposes an amendment which would authorise the Union to borrow temporarily and exceptionally an amount of EUR 750 billion, to increase the own resources ceiling to accommodate the liabilities and contingent liabilities for loans to the Member States. The proposed act determines the allocation of funds to different Union programmes in line with the strategy set out in the European Union Recovery Plan.

Following the Council meeting in July 2020, it is agreed that €390 billion will be spent for non-repayable support, repayable support through financial instruments or for provisioning for budgetary guarantees and related expenditure. Additional €360 billion will be used to provide loans to Member States. The Union will bear contingent liability in the form of a guarantee for those loans until they are repaid.

- a) The European Union Recovery Instrument provides funding for measures and actions to be carried out as outlined in the European Union Recovery Plan. The resources raised through the issuance will be used for Union's programmes under the next Multiannual Financial Framework¹ (MFF) in the following areas²: Providing support in the form of grants and loans to implement Member State recovery and resilience plans under the Recovery and Resilience Facility;
- b) Providing new investment support under existing and proposed budgetary guarantees (EFSI/InvestEU) for inter alia (1) crisis-impacted but viable companies to emerge from the crisis, in particular to accelerate the twin green and digital transition; (2) targeted

¹ Agreed by EU leaders on the 21st of July 2020 together with the agreement on the EU Recovery Plan - https://ec.europa.eu/info/live-work-travel-eu/health/coronavirus-response/recovery-plan-europe_en#thebudgetpoweringrecoveryandresilience

² EU leaders agreed that 30% of the total MFF and NGEU funds should be allocated to climate-related projects - <https://www.consilium.europa.eu/en/policies/eu-recovery-plan/>

support to projects of European strategic interest for internal market supply chains to develop the EU's strategic autonomy in key sectors and capacities;

- c) Enhanced support to regions and sectors hit by the crisis through reinforced cohesion policy measures;
- d) Supporting research and innovation in response to the COVID-19 pandemic;
- e) Enhancing the level of crisis preparedness and improving the strategic resilience of Union health care systems;
- f) Mitigating the impact of the COVID-19 pandemic on the just transition towards a green economy in territories;
- g) Supporting measures to address the impact of the COVID-19 pandemic on rural development;
- h) Supporting partner countries, in particular in the Western Balkans, the Neighbourhood and Africa, in their efforts to fight and recover from the impact of the pandemic and to strengthen their resilience.

Both EU Recovery Plan and MFF were agreed by EU leaders on the 21st of July 2020 and now pending negotiation with the European Parliament aiming to conclude works on all legal acts.³

Next Generation EU

As previously underlined, the EU leaders approved a comprehensive package, which comprises the MFF (and the Recovery Plan).

In order to mobilise the necessary investment, the EU leaders propose a two-fold response:

- Short and immediate term 2021-2024, the seven-year MFF will be importantly reinforced by a temporary and extraordinary recovery instrument, the EU Recovery Instrument – Next Generation EU which will allocate €750 billion and
- Long term response by reinforcing the budget for 2021-2027 (€1 100 billions)⁴

In terms of structure, the Next Generation EU will be rolled out in three main pillars:

- First, Supporting Member States to recover;
- Second, Kick-starting the economy and helping private investment
- Third, Learning the lessons from the crisis⁵.

The fund will be channelled through seven programs, such the ReactEU, InvestEU, Rural Development, or the Just Transition Fund.⁶

The importance of the impact and success of this Recovery Instrument made EU leader agreed that by March 2023, the Commission shall submit to the Council a report on the progress achieved in the implementation of the referred Instrument and the use of the funds allocated.

As we are in front of a proposal Regulation, the efficiency and success of the EU Recovery Instrument depends on (a) how the European Commission competent Directorates will operationalise the Regulation which will require definition of a high-level business architecture

³https://ec.europa.eu/info/live-work-travel-eu/health/coronavirus-response/recovery-plan-europe_en#thebudgetpoweringrecoveryandresilience

⁴https://ec.europa.eu/info/live-work-travel-eu/health/coronavirus-response/recovery-plan-europe_en#thebudgetpoweringrecoveryandresilience

⁵https://ec.europa.eu/info/live-work-travel-eu/health/coronavirus-response/recovery-plan-europe/pillars-next-generation-eu_en

⁶<https://www.consilium.europa.eu/en/policies/eu-recovery-plan/>

in terms of defining governance actors and description of procedures and (b) how and which tools (IT solutions) would be used to monitor, evaluate and report on the Recovery Instrument evolution.

The problem/opportunity of	A proposal Regulation at the current moment has yet no definition of governance actors or description of procedures which are crucial to help DGs and other EU authorities to operationalise the Regulation.
affects	a range of stakeholders, including EU-MS competent authorities, SMEs, private and banking sector and EU competent authorities on how they will monitor, report, access and use the Recovery Instrument.
the impact of which is	on operationalisation of the Regulation
a successful solution would be	ensuring interconnectivity between competent authorities and beneficiaries of the EU Recovery Instrument, together with agreed data flows, formats, and operational business and technical rules.

Objectives

- **Objective 01:** To collect and document business needs that would reflect high-level business architecture in terms of defining governance actors, description of procedures, data flows and operational business and technical rules. Following submission of the proposal plans by the Member States, it will be of utmost importance to have clear processes and procedures defines ('who does what and how') to ensure efficient and effective monitoring on implementation of these plans and subsequently reporting activities. In this context, it will be necessary to identify and describe main business scenarios (i.e. use cases) from perspective of different users that would give a solid ground for preparation of Business analysis.
- **Objective 02:** Assessment of reusability of existing procedures and IT solutions of responsible European institutions involved in the implementation of the Recovery and Resilience Facility. It also includes high-level description of a preferred architecture option for an EU-IT solution that could support relevant European institutions to operationalise the Regulation and evaluate its progress.

Scope

The study will focus on Council proposal Regulation for an EU Recovery Instrument. This study will analyse what would be the governance actors and assess on the necessity of an IT solution to support EU competent authorities to monitor, report and evaluate on the new Recovery Instrument progress.

Stakeholders

The stakeholders are:



- European Union institutions, bodies, organisations and agencies (IBOA), for example, EU Secretariat-General Recover, Directorate-General for Economic and other DGs and European agencies depending on the specificities of the MS plans.
- Member States competent authorities,
- Others to be identified

Maximum value

The maximum value of the specific contract is to be defined in the Data Appendix of the specific contract.

It should be noted that every payment will be linked to acceptance and invoicing by the Commission according to the method described in section 6.

Schedule

The end-date of the specific contract is to be defined in the Data Appendix of the specific contract.

2. DESCRIPTION OF TASKS

TASK-01: “Project Management” includes the project organisation related documents.

The project management method to use for this specific contract will be PM² as depicted in **Error! Reference source not found..** The templates will be provided to the contractor by the Commission upon contract’s signature and could be refined to fit the objectives of the contract.

2.1.1. Objectives and Scope

Overall management of the activities will be ensured by the Contractor under the supervision of the Commission. Project Management is a horizontal activity that takes place throughout the duration of the contract.

It should be implemented along the lines of PM²⁷.

An indicative set of the main PM² activities/deliverables to perform/produce as part of the present contract is depicted in **Error! Reference source not found..**

⁷ PM² is a tailor made Commission management method based on best practises from PMI, PRINCE2, CMMi, etc. It comprises four sequential phases Initiating, Planning, Executing and Closing and one parallel to all others, Monitor and Control.

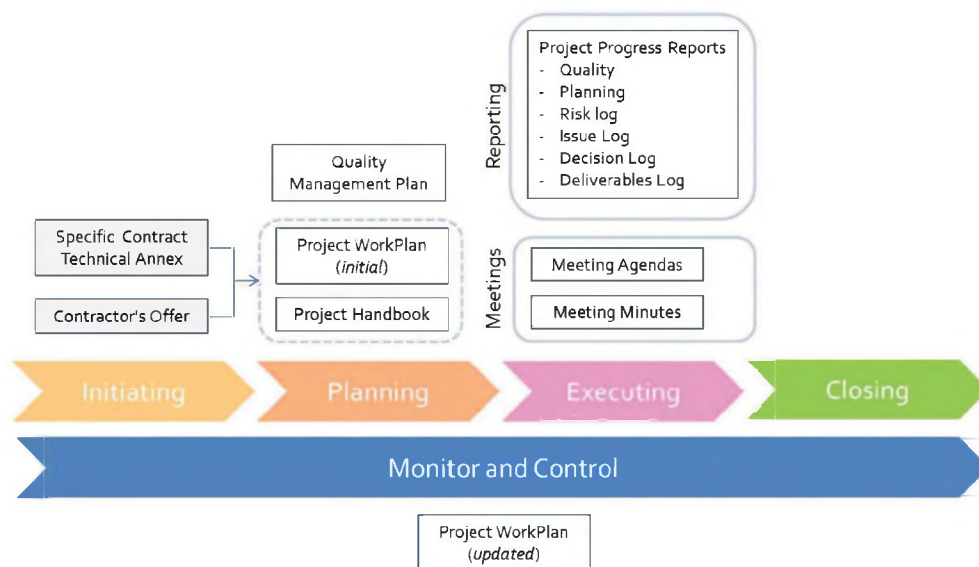


Figure 1: Project Management lifecycle – Indicative set of main activities/deliverables

The Initiating phase concerns the establishment of main principles like the project's objectives, scope, stakeholders, initial Project WorkPlan⁸ (including work breakdown, effort/cost estimates and the project schedule), quality management and reporting, all of these being integral parts of the present Technical Annex and of the offer to be submitted by the Contractor. The Contractor is requested to start delivery when the project has already entered its Planning phase.

This task will serve as a facilitator of the implementation of all other tasks of the contract thus, is linked with all objectives listed in section o.

2.1.2. Organisation

The Contractor shall provide the necessary manpower and support for the management and administration of the contract.

The project organisation will consist of the project team of the Contractor and the Project Officer of the Commission.

The Contractor shall nominate a Project Manager to ensure that the work is executed according to the specifications and with respect to the deadlines. S/he will be responsible for ensuring a quality-check of all deliverables and will have overall responsibility for the successful completion of the contract. The Contractor shall nominate also a back-up person in case of absence of the Project manager.

Consultants assigned to the project team should be familiar with the work described, including the required analytical capabilities. In particular, the consultants should be able to work autonomously, communicate easily and have an excellent command of English.

The Commission will nominate a Project Officer to monitor the project schedule and progress. S/he will be the privileged point of contact for the Contractor.

The Commission may decide to set up a Project Management Board (PMB)/Steering Committee (SC) to supervise the activities in scope of the contract.

⁸ Project WorkPlan is a way to organise the work needed to achieve the project scope. Includes the Work Breakdown, the Effort & Cost Estimations and the Project Schedule

2.1.3. Activities

2.1.3.1. Planning

At this stage, an overall planning over the Project Management activities will take place, based – to a certain extent – on the documentation produced already during the specific contract preparation and signature phases as reflected in the Technical Annex and the accepted Contractor's offer.

Quality Management Planning is a major output of this phase. Generally, Quality Management is a "phase cross-cutting" discipline as it is implemented in different phases throughout the project. It aims to ensure that project delivery will meet the expected results and will give rise to final acceptance and contract closure. It concerns three main activities, namely a) quality planning to define the quality requirements, objectives, standards, assurance and control activities, b) quality assurance to verify compliance with the quality requirements i.e. via project review meeting, project audits, peer reviews, benchmarking, satisfaction questionnaires, etc. and c) quality control to assess the extent to which quality assurance is implemented and proven to be effective.

2.1.3.2. Executing

Reporting

The Contractor shall report every month to the Commission on the evolution of project's activities and compliance to the agreed quality requirements. This can be done on a basis of phone call. The contractor will draft minutes including conclusions after such call.

Meetings

N.B. Any meetings with stakeholders required in the context of interviews carried out in the execution of the different Tasks are not taken into account in this section.

Meetings shall be chaired by the Commission and prepared by the Contractor. Different type of meeting can be held as presented below:

- a kick-off meeting (maximum duration half day)
- weekly brief project status meetings (max. 1 hour)
- bi-weekly progress report meetings or end-of-phase meetings, for presentation of the deliverables by the Contractor (duration of 1 or 2 hours):
- A final report/closing meeting (up to 4 hours)
- Ad-hoc meetings if necessary.

The meetings will usually take place using videoconferencing facilities. The Contractor will organise these meetings and ensure operational contacts with the attendants.

The Contractor shall communicate the documentation for the meetings at least 3 working days before the meeting date (agenda, progress reports, presentation to the MS, etc.).

The preparation of the minutes of each meeting shall be the responsibility of the Contractor. Minutes shall be made available to the EC for approval within 5 working days following the meeting.

2.1.3.1. Closing

This phase is launched when 100% of project deliverables have been submitted by the contractor to the Commission for final approval.

2.1.3.2. Monitor and Control

It transcends all project phases and ensures that project activities are implemented according to project plans and quality standards, deviations from project targets are identified and preventive/corrective measures are taken to tackle potential issues.

2.1.4. Deliverables

'Deliverables' pertains to documentation in various formats produced by the contractor – and tabled for the acceptance of the Commission.

- **Do1.01: Quality Management Plan]:** includes quality objectives and requirements, quality standards to be respected, checklists (i.e. quality reviews and deliverables' acceptance), quality assurance activities (including audits on Contractor's quality activities), plans for continuous improvement of the quality processes, quality metrics including service level indicators and service performance indicators (the latter stemming from the "Service Level Requirements" of the relevant framework contract), the definition of an "improvement plan" in case of non-compliance, etc.
- **Do1.02.dd-mm-yyyy: Project Progress Reports:** they should be submitted every month and include: achievements during the reporting period and forthcoming plans, status of deliverables (deliverable log), risks and mitigation actions (risk log), issues encountered (issue log), decisions taken by the Commission's competent authority or the PMB/SC (decision log), quality reviews on conformance with the requirements of the Quality Management Plan.
- **Do1.03.dd-mm-yyyy: Meetings Minutes:** Discussion points and decisions taken in the course of a meeting between the stakeholders. They should include all points defined in their corresponding Meeting Agendas.

2.1.5. Other Project Deliverables

It concerns documentation in various formats produced by the contractor, the content of which is a consolidation of existing sources of information structured in a way proposed by the PM² methodology or as agreed between the contracting parties.

- **Do1.04: Project Handbook:** At this stage, a solid basis of project objectives, scope, stakeholders, constraints, management approach, progress measurement, roles and responsibilities, WorkPlan, etc. have been described in the contract's Technical Annex and the offer received by the Contractor. All these shall be introduced by the Contractor into the Project Handbook that will be the reference point for all management activities during the lifetime of the project (as well as into the Project WorkPlan).
- **Do1.05: Project Work Plan:** Details the work breakdown, the effort and the project implementation schedule. This initial version puts together elements found in the Technical Annex and the Contractor's offer. The schedule can change overtime according to project evolution subject to consensus between the project's stakeholders.

2.1.6. Planning

This task starts with the signature of the contract and continues until its closure.

TASK-02: Literature review – desk research

2.1.7. Objectives and Scope

The objective is to start with analysis of the current Council proposal Regulation for EU Recovery Instrument and proposal Regulation establishing Recovery and Resilience Facility (RRF) and come up with a description of business needs for an EU-wide IT solution for its users' application, monitoring and report of funds from new EU instrument.

The scope of this phase is to have a good understanding of current and relevant existing procedures (if in place) and list key criteria that would facilitate management and enforcement of proposal Regulation.

2.1.8. Activities

The following activities are foreseen to be carried out by the Contractor in view of producing the deliverables mentioned below:

- A02.01 – Desk Research

This activity will include literature review of existing procedure and Instruments of relevance for implementation of the Recovery and Resilience Facility (RRF) Member States (MS) reports, and other documents from relevant and official sources.

- A02.02 – Identify the relevant stockholders

The stakeholders will be identified based on the desk research and information provided by the Commission. The final list of stakeholders will be validated by the Commission.

- A02.03 – Preparation of the Business analysis

2.1.9. Deliverables

Deliverable	Description of the deliverable	Delivery month from signature of the contract
Do2.1: List of References	The contractor will identify sources at national and EU level, such as strategies, Regulations, policy papers, academic papers, etc. which are publicly available and of relevance to this study. These will be reviewed in the context of this study.	Indicatively 01-04
Do2.02: List of identified stakeholders	Preparation of a list of stakeholders to be contacted by means of questionnaire or interviews in the course of the study.	Indicatively 01
Do2.03: Draft Business analysis	Will give an overall view of relevant procedures and instruments, including analysis of literature reviewed. This document will include also high-level process description, including list of possible issues, based on the proposal Regulation on establishment RRF that would serve as a starting point for stakeholders' consultations (see Task-03).	Indicatively 03

	<p>Identification of possible indicators for monitoring and reporting activities would be included subject to agreement with the Commission.</p> <p>NOTE: Following completion of strategic interviews, this document will be updated and completed and to feed into preparation of the Business case document (see: Task-04).</p>	
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2.1.10. Planning

The Task-02 will start as of the contract signature with an indicative duration of approximately 25 weeks.

TASK-03: Stakeholders Strategic Interviews

2.1.11. Objectives and Scope

The Commission has set up a Steering Committee in order to tackle business-driven IT aspects of the RRF. In the context of this study, the contractor will prepare a proposal list of interviews to be conducted together with the agendas. The main objective of this task is to discuss the draft process flow based on the proposal Regulation on RFF and to agree on the topics necessary for operationalisation of the Regulation, especially related to the monitoring and reporting implementation of the Member States plans. Possible problems would be identified along with the proposal solutions to be taken into account for a design of an IT solution.

2.1.12. Activities

The following activities are foreseen to be carried out by the Contractor in view of producing the deliverables mentioned below:

A03.01: Collect the requirements for the wide uptake of the services to be provided by the digital platform

Different techniques for data collection will include strategic interviews with (max. 10 interviews) to stakeholders identified by Contractor and the Commission, on-site visits (if required) or remotely.

A03.02: Consolidation interviews' reports

The collected information will be consolidated.

2.1.13. Deliverables

Deliverable	Description of the deliverable	Delivery month from signature of the contract
Do3.1: Interview planner	Preparation of calendar for strategic interviews.	Indicatively 01

Do3.2: Consolidated interviews' report	Contractor will prepare draft minutes of each strategic interview and send to the interviewees for their validation. Afterwards, validated interview reports will be collated in a stand-alone document and serve as input document to feed into preparation of Business analysis and Business case documents (see Task-04).	Indicatively 03
-----------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------

2.1.14. Planning

This task is expected to start following the completion of the Task 02.

TASK-04: Business case

2.1.15. Objectives and Scope

The objective of this task is to prepare Business case document in accordance with the PM² methodology, which will serve as a foundation for definition of an EU-wide IT system for monitoring and reporting on implementation of MS plans.

2.1.16. Activities

The following activities are expected to be carried out by the contractor with the purpose of producing the deliverables mentioned below:

- A04.01 – Analysis of the business needs

The collected information in Tasks 02 and 03, especially the Business analysis document will serve as input for this task. If required, additional on-site visits and/or interviews can be conducted.

2.1.17. Deliverables

Deliverable	Description of the deliverable	Delivery month from signature of the contract
Do4.01: Business Case	This document will identify the business problem and analyse the needs for having an EU-wide IT solution for implementation of the Recovery and Resilience Facility (RFF).	Indicatively 05

2.1.18. Planning

This task is expected to start following the completion of the Task 03.

3. SUMMARY OF DELIVERABLES

[Use this table format. Deliverables listed are used for the sake of example.]

Task	Objective/s of section o served	Deliverable		Delivery month from signature of the contract
		Code	Title	
01	Project management	Do1.01	Quality Management Plan	1

		Do1.02.d d-mm- yyyy	Project Progress Reports	1+ updates
		Do1.03.d d-mm- yyyy	Meetings Minutes & Agendas	As needed
		ODo1.01	Project Handbook	1
		ODo1.02	Project WorkPlan	1
02	Literature review-desk research	Do2.01	List of References (LoR)	4
	Stakeholders identification	Do2.02	List of Stakeholders (LoS)	1
	Business Analysis preparation	Do2.03	Draft Business Analysis Note: to be finalised after completion of Task-03	3
03	Stakeholders strategic interviews	Do3.01	Interviews planner	1
	Preparation of consolidated interviews' report	Do3.02	Consolidated interviews report	3
04	Business case preparation	Do4.01	Business Case document	5

Table 1: Summary of deliverables

4. ASSOCIATION WITH OTHER ACTIONS

The inputs and/or outcomes of the tasks of the present contract are in association with other EU Institutions or Commission actions as presented in the table below:

Deliverable code as indicated in Table 1	Receives <u>input</u> from		Gives <u>output</u> to	
	Action	Description of input	Action	Description of output

Table 2: Association with other actions

5. OTHER PRECISIONS

Working method

The present specific contract will be executed under the provisions of a **Fixed Price** supply of services, [with optional/provisional deliverables or activities as described in Section 2.4 above].

Resources utilization, sub-contracting and audit

The contractor shall at all times comply with the provisions made for sub-contracting in the Framework contract and the Service requirements.

The contractor must give particular attention to allocate the appropriate resources in the various specific contracts signed under the framework contract so as the quality of the services delivered is not compromised.

In order to ensure that competency and availability of contractor's resources comply with the provisions made in the contractor's offer, the Commission may, at any time during the execution of the specific contract, and in addition to the mandatory periodic reporting, request a formal contractor's report on the attribution of workload to the staff involved in the tasks of the specific contract, as well as the involvement of this specific staff in contract(s) concluded with the Commission or other EU Institutions currently under implementation. If abnormally high workload attribution or excess resources utilisation of a profile is identified, the Commission may consider that inadequate quality of services have been performed, as provided in Section 3.4 of the Service Level Agreement, and is then entitled to claim the remedies provided in Article II.15 of the Framework contract, namely reduction or recovery of payment.

Deliverables' format and filing

A project deliverable is any output linked to an activity in a variety of formats, i.e. text, pictures, diagrams, software code, configuration files, etc.

All text based deliverables shall be written in correct English according to the recommendations by the DG Translation on "How to write clearly"⁹. The Contractor shall produce them in commonly used formats, such as those supported by MS Office, Adobe, OpenOffice, HTML, XML ... or in any other format as deemed appropriate to serve the project's needs.

The Contractor may also be requested to produce a printed version of project's documentation.

References to applicable documents, tools and standards

[The list that follows is indicative]

Ref. Code	Title	Description	Version, date, URL
RFo1	PM ²	The Commission's Project Management methodology	Available upon Contractor's request
RFo2	Regulation (EC) 45/2001 on the collection and processing of personal data	Description of "data protection" methods and statements to be used when personal data is involved, i.e. in case of surveys.	Template to be provided by the Commission
RFo3	PMI	Project Management Institute	http://www.pmi.org/
...			

Table 3: References

⁹ ISBN: 978-92-79-23855-0

“Other actions” applicable documents

[This section can be customised to meet specific needs]

This section presents the links between documents of “other actions” which are relevant to the work of the present contract.

(1) Ref. Code	(2) “Other action” document title/description	(3) “Other action” having produced the document of column (2)	(4) Present Contract deliverable code	(5) Input of the document of column (2) to the present contract’s deliverable (column (4))	(6) Comment/Observation
ADo1					
ADo2					
...					

Table 4: “Other actions” applicable documents



6. ACCEPTANCE

Acceptance of deliverable and review cycle

The Commission will, in mutual agreement with the Contractor, agree on the review cycle during the kick-off meeting.

Acceptance of work leading to payment

Payment is subject to application of an evaluation method, every time a payment is to be made and for the piece of work implemented during the payment's reference period. The method consists of the following steps:

1. In case of non-delivery, or delivery not accepted by the Commission, or substantial violation of the Project WorkPlan, no payment is made.
2. In the event of inadequate quality of the delivered services, the Commission may reduce or recover payments proportionally to the seriousness of the unperformed obligations or low quality delivery as foreseen in Article II. 15 of the Framework contract.
3. In the cases of points 1 and 2 above, as well as in cases of breach of another substantial contractual obligation by the Contractor, the Commission may consider measures like termination of the specific contract and/or notification to the Commission's framework contract manager;
4. The Commission constantly monitors the delivery dates and the adherence to the WorkPlan. In case of delayed delivery, the Commission may – pursuant to the provisions of the Framework contract and the Service Level Agreement – impose liquidated damages and/or ask the Contractor for an "improvement plan";
5. When the Commission has accepted all the deliverables of the reference period (whether they are on-time or delayed):
 - a. Payment is accepted, subject to possible liquidated damages;
 - b. The Commission completes Appendix 3 – Contractor's Evaluation and comes up with a Final Score;
 - c. If the "Final Score is less than 6" the contracting authority may address a notice of "under-performance" to the manager of the relevant EU Institution framework contract.

Invoicing procedure

The invoicing procedure is to be defined in the Data Appendix of the specific contract.

The price for the timely delivered services, once accepted by the Commission, will be invoiced as follows:

- 30% of the total price of the specific contract shall be invoiced on receipt and acceptance of the following deliverables: Draft business analysis document.
- The remaining amount shall be invoiced on completion and acceptance of the work.

7. CONTRACTOR'S OFFER

In order to prove the capacity to undertake the tasks defined in the present Technical Annex, the contractor has to **submit an offer** that shall contain the following baseline elements:

- (1) A **statement** of agreement with the terms of the present Technical Annex, otherwise the points for which a different approach is proposed have to be clearly identified and elaborated;
- (2) A **statement** that the Contractor is not in a situation of conflicting professional interests¹⁰ that prevent him from accepting the specific contract.
- (3) A **statement** that no subcontracting will be used, otherwise a request to the Commission for authorising subcontracting along with an explanation for the involvement and type of services the subcontractor/s will perform. In the latter case, the main contractor has to detail what organization will be put in place in order to ensure that collaboration between dispersed teams will be achieved. The Commission maintains the right to reject subcontracting if persuading arguments are not received;
- (4) A **Project Work Plan** that will include the contractor's:
 - (a) understanding and perspective about the **objectives, scope, involved stakeholders, dependencies, constraints, assumptions** of the project;
 - (b) general approach for the management of the project – emphasis should be given to **Quality and Risk/Issue Management**;
 - (c) project **Organisation Chart** and the interaction between the profiles that will get involved in the execution of the contract;
 - (d) **Work Breakdown Structure** linked to profiles, by filling in Appendix 1 – Contractor's Financial Offer and Work Breakdown Structure;
 - (e) complete **list of profiles** - as defined in the framework contract - mapped to persons' names, indicating their place of work and their professional relationship with the contractor (permanent / non-permanent), together with a copy of their CV, by filling in Appendix 2 – List of Profile;
 - (f) **Project Schedule**, indicating the targeted delivery dates for each deliverable, as well as the estimated probability of being on schedule, the earliest and latest delivery dates and their probability of being on schedule. This table will be produced considering risks/constraints having an impact on the project;
 - (g) project **progress measuring approach**, more specifically through reporting and checklists creation and application.
- (5) A **financial offer**, by filling in Appendix 1 – Contractor's Financial Offer and Work Breakdown Structure;

Should any change to this original information occur it will require the prior written agreement of the Commission.

¹⁰ As defined in Section II.1 of the Framework Contract, namely "*a situation in which the contractor's previous or ongoing professional activities affect its capacity to implement the FWC or to perform a specific contract to an appropriate quality standard*"

8. APPENDIX 1 – CONTRACTOR'S FINANCIAL OFFER AND WORK BREAKDOWN STRUCTURE

[To be filled in by the contractor and annexed to his offer.]

Task	Objective/s of section o served	Deliverable/ Activity (*)	Start Date (DD/M M/YYYY)	End Date (DD/M M/YYYY)	Planned Value (PV) in € (cost of activities should be integrated into the cost of relevant deliverables)			
					Profile	# Days	€/Day	Total in €
01 (**)								
Subtotal								
02								
Subtotal								
03								
Subtotal								
04								
Subtotal								
Other fixed price elements of the offer						Number of elements	€/element	Total in €
On demand presentations								
On-site workshops								
Off-site workshops								
Project management activities - Meetings								
Project management activities – Deliverables (Project WorkPlan, Quality Management Plan and Project handbook)								
Subtotal								
TOTAL (without provisional services)								
TOTAL (including provisional services)								

Table 5: Contractor's Financial Offer and Work Breakdown Structure

(*) It is expected that every activity produces as least one deliverable and that the activity cost is included in the cost of the corresponding deliverable, i.e. the cost for the material (electronic or paper deliverable) produced for a presentation in a course of an event, should integrate the overall cost for the content collection, material preparation and physical presentation. In the exceptional case that some activities cannot be connected to any specific deliverable, they could still be introduced in the pertinent column and be marked appropriately as "activity not linked to deliverable".

(**) The deliverables under the project management task 1 shall include any other deliverable except the fixed price elements: Project WorkPlan, Quality Management Plan and Project handbook.

9. APPENDIX 2 – LIST OF PROFILES

[To be filled in by the contractor and annexed to his offer.]

First-name Last-name	Profile	# Days (fixed service)	# Days (provisional service)	Total # of Days	Working relationship (permanent OR non-permanent staff)	Location of work

Table 6: List of Profiles



10. APPENDIX 3 – CONTRACTOR’S EVALUATION

[To be completed by the Commission before any payment to an invoice is made.]

CONTRACTOR’S PERFORMANCE EVALUATION SHEET (CPES)

Specific Contract No:

Project title:

Payment:

	Score /10
1. Quality of delivered Outputs Have all planned project deliverables and related activities been carried out in accordance with the scope and objectives of the contract and with the required quality?	
Comments:	

	Score /10
2. Project Management <i>(excluding quality management and reporting which are treated separately)</i> Have all planned project deliverables and related activities been performed in accordance with the project's WorkPlan as initially defined or as officially amended? Have any variations been adequately justified and formally approved by the Commission? Has the workload been distributed correctly for the referenced period? Has possible lack of resources been timely identified and prompt measures taken to deal efficiently with the situation? Has risk, issue and decision management been appropriately implemented? Can all risks, issues and decisions be tracked and can their status be easily retrieved at any given time in the project's lifetime?	
Comments:	

	Score /10
3. Quality Management How well was the project's Quality Plan implemented? Have quality assurance been adequately implemented and controls been sufficiently performed using proper checklist?	
Comments:	

	Score /10
4. Reporting and Communication Have all reports been delivered on time and with the required clarity and content quality? Have all communication activities (written communication, web publication, meetings, presentation, participation to events, etc.) towards the Commission and other project's stakeholder been efficiently performed?	

Comments:

OVERALL EVALUATION

Overall comment:			
Strong points:			
•			
Weak points:			
•			
Summary scoring sheet			
Criterion	Score (S)	Weight (W)	Weighted Score (WS=S*W)
1. Quality of delivered Outputs		60%	
2. Project management		20%	
3. Quality Management		15%	
4. Reporting and Communication		5%	
Final Score (FS) = Roundup of (Sum of (WS))			/10
<div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div>Date:</div> <div>Name:</div> </div> <div style="display: flex; justify-content: center; margin-top: 20px;"> <div>Signature:</div> </div>			

Table 7: Overall Evaluation Table



SCORING TABLE

Score	Definition	Description
10	Outstanding	The Contractor's performance is outstanding and exceeds expectations. As a customer you are extremely satisfied with the delivered service.
9	Excellent	The Contractor's performance is excellent and exceeds expectations in many aspects. As a customer you are greatly satisfied with the delivered service.
8	Very good	The Contractor's performance is very good and exceeds expectation in certain aspects. As a customer you are very satisfied with the delivered service.
7	Good	The Contractor's performance is good and corresponds to expectations. As a customer you are satisfied with the delivered service.
6	Satisfactory	The Contractor's performance is acceptable but some topics are below expectation. As a customer you are in general rather satisfied with the delivered service.
5	Acceptable	The Contractor's performance fulfils the minimal basic expectations. As a customer you can barely accept the delivered service.
4	Fair	The Contractor's performance is insufficient and in some aspects do not corresponds to expectations. As a customer you do not accept the delivered service.
3	Weak	The Contractor's performance is insufficient and in many aspects does not correspond to expectations. Many issues do not seem to be understood or covered. As a customer you do not accept the provided services.
2	Poor	The Contractor's performance is insufficient and in the majority of aspects does not correspond to expectations. Most issues do not seem to be understood or covered. As a customer you do not accept the provided services.
1	Very Poor	The Contractor's performance is completely insufficient. As a customer you do not accept the provided services.
0	Completely unsatisfactory	The Contractor's performance fails completely to comply with the expectations. As a customer you do not accept the provided services.

Table 8: Scoring table



e-Request SUPPLIER PORTAL	<p align="center">Formal Offer</p> <p align="center">ABC IV-000484-6000184687-REQ-01-OFF-01</p> <p align="right">Sent Date: 30/10/2020 at 09:07</p>
------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------

Request Reference: ABC IV-000484-6000184687-REQ-01			
Subject:	Business Analysis on the Recovery and Resilience Facility	Request Date:	22/10/2020
Market Procedure:	ABC IV	Mode:	Cascade
Framework Contract:	SI2.4746093.CNTS_MIGR.4-1	Lot:	SI2.124439.CNTS_MIGR#LOT3(LOT 3)
Request Type:	Fixed Price	Request Property:	Initial Request

To	Organisation:	\\EU\CE\ECFIN	Phone:	
	Contact Person:		Fax:	N/A
	Email:			

From	Organisation:	DELOITTE CONSULTING & ADVISORY	Phone:	N/A
	Contact Person:		Fax:	N/A
	Email:			

Formal Offer			
Formal Offer Number (Internal Supplier Reference):	ABCIVL30484	Validity Date:	04/01/2021
Delivery Start Date:	09/11/2020	Project Duration:	25.0 Week(s)
Total Price:			

Bank Account	

Attachment(s)	
ABC IV-000484-6000184687-REQ-01-OFF-01-ATT-01	Formal Offer
ABC IV-000484-6000184687-REQ-01-OFF-01-ATT-02	Formal Offer
ABC IV-000484-6000184687-REQ-01-OFF-01-ATT-03	Formal Offer



Appendix 1 Financial Offer

Task	Objective/s of section 1.1 served	Deliverable/Activity (*)	Start Date	End Date	Planned Value (PV) in € (cost of activities should be integrated into the cost of relevant deliverables)			
					Profile - on-site/off-site	# Days	€/Day	Total in €
1	Project management	Project management activities	9/11/2020	9/4/2021	Junior Consultant off-site	5		
					Junior Consultant on-site	0		
					Consultant off-site	0		
					Consultant on-site	0		
					Expert off-site	0		
					Expert on-site	0		
					Senior Consultant off-site	2		
					Senior Consultant on-site	0		
Subtotal						7		
2	Literature review	D02.01. List of References; D02.02. List of Stakeholders; D02.03. Draft Business analysis;	9/11/2020	9/3/2021	Junior Consultant off-site	5		
					Junior Consultant on-site	0		
					Consultant off-site	4		
					Consultant on-site	0		
					Expert off-site	0		
					Expert on-site	0		
					Senior Consultant off-site	5		
					Senior Consultant on-site	0		
Subtotal						14		
3	Strategic interviews	D03.1. Interview planner; D03.02. Consolidated (and validated) Interviews reports;	9/11/2020	9/2/2021	Junior Consultant off-site	10		
					Junior Consultant on-site	0		
					Consultant off-site	8		
					Consultant on-site	0		
					Expert off-site	0		
					Expert on-site	0		
					Senior Consultant off-site	11		
					Senior Consultant on-site	0		
Subtotal						29		
4	Business Case document	D04.01. Business case document as PM2 methodology	9/11/2020	9/4/2021	Junior Consultant off-site	11		
					Junior Consultant on-site	0		
					Consultant off-site	9		
					Consultant on-site	0		
					Expert off-site	0		
					Expert on-site	0		
					Senior Consultant off-site	10		
					Senior Consultant on-site	0		
Subtotal						30		
Other fixed price elements of the offer								
Quality Management Plan							1	
Project WorkPlan							1	
Project Handbook							1	
Subtotal						3		
TOTAL (without Provisional services)						80		
TOTAL (including Provisional services)						80		

Appendix 2: List of profiles

First-name, Last-name	Profile	# Days (fixed service)	# Days (provisional service)	Total # of Days	Working relationship (permanent OR non- permanent staff)	Location of work
	Junior Consultant	15	0	15	permanent	off-site
	Junior Consultant	0	0	0	permanent	on-site
	Junior Consultant	16	0	16	permanent	off-site
	Junior Consultant	0	0	0	permanent	on-site
	Consultant	11	0	11	permanent	off-site
	Consultant	0	0	0	permanent	on-site
	Consultant	10	0	10	permanent	off-site
	Consultant	0	0	0	permanent	on-site
	Senior Consultant	28	0	28	permanent	off-site
	Senior Consultant	0	0	0	permanent	on-site
	Totals:	80	0	80		
			On-site work:	0%		



Formal Offer for *Business Analysis on the Recovery and Resilience Facility*,
Request no. ABC IV-000484-6000184687-REQ-01,
Directorate-General for Economics and Financial Affairs (DF ECFIN)
Framework Contract DI/07624 - ABC IV Lot 3
30/10/2020



Contact information

Official framework contract correspondence shall be addressed to

Framework Contract Partner

Email:

Mobile:

Project Partner

Email:

Mobile:

Project Management Office

Email:

Mobile:

Tel.:

Project Manager

Email:

Mobile:

Framework contract compliance

Deviations from the technical annex

TRASYS International, part of the NRB Group (hereinafter: the Contractor), agrees with the terms of the technical annex for request no. ABC IV-000484-6000184687-REQ-01 under framework contract DI/07624 - ABC IV Lot 3.

No deviations from the Technical Annex are necessary to carry out the activities of this project.

Conflict of interest

TRASYS International, part of the NRB Group, provides unbiased advice that is technology vendor agnostic and independent from any other project work.

The work requested by the European Commission and related bodies will not impede the contractor's ability to provide independent advice, as no conflict of interest exists.

Subcontracting activities

The contractor will carry out implementation of the project without involvement of subcontractors. Thus, no authorisation is requested.

Contents



1. Context & scope of work
 2. Project work plan & schedule
 3. Deliverables
 4. Risks & assumptions
 5. Team & financials
- ONE-PAGE CVs



1. Context & scope of work

Context

Business Analysis on the Recovery and Resilience Facility

On 11 March 2020, the Coronavirus disease ('COVID-19') was declared a pandemic by the World Health Organisation (WHO). It caused a widespread and severe public health crisis and affects citizens, societies and economies across Europe and the world. The policy responses trying to control the effects of the pandemic are unprecedented and the impact uncertain. According to the Commission's spring economic forecast, it will present challenges for the financial and economic systems of the Member States. The EU Gross Domestic Product (GDP) is forecasted to drop 7.5% in 2020 and unemployment rate to rise to 9%. The EU GDP is forecasted to only increase by 6% in 2021. This will cause a risk of rising poverty and inequality.

To counter this, Member States adopted exceptional discretionary economic and financial measures. Together with the effect of so-called "automatic stabilizers", i.e. payments foreseen under unemployment insurance and social security systems combined with loss in tax revenue, those measures have a considerable bearing on their public finances with aggregate general government deficit surging from 0.6% of GDP in 2019 to 8.5% of GDP in both the euro area and the EU this year.

An all-inclusive and far-reaching plan for the recovery of the EU will need substantial public and private investments at EU level for a sustainable and resilient recovery. This recovery must include the creation of high-quality jobs and repair the immediate damage brought by the COVID-19 pandemic whilst supporting the Union's green and digital priorities.

European Union Recovery Plan

To provide the financing for the proposed act, the Commission proposes an amendment which would authorise the Union to borrow temporarily and exceptionally an amount of EUR 750 billion, to increase its own resources ceiling to accommodate the liabilities and contingent liabilities for loans to the Member States. The proposed act determines the allocation of funds to different Union programmes in line with the strategy set out in the European Union Recovery Plan.

Following the Council meeting in July 2020, it is agreed that €390 billion will be spent for non-repayable support, repayable support through financial instruments or for provisioning for budgetary guarantees and related expenditure. Additional € 360 billion will be used to provide loans to Member States. The Union will bear contingent liability in the form of a guarantee for those loans until they are repaid.

The fund will be channelled through seven programs, such as the ReactEU, InvestEU, Rural Development, or the Just Transition Fund.

The importance of the impact and success of this Recovery Instrument made EU leaders to agree that by March 2023, the Commission shall submit to the Council a report on the progress achieved in the implementation of the referred Instrument and the use of the funds allocated.

As we are in front of a proposal Regulation on Recovery and Resilience Facility (hereinafter: RRF), the efficiency and success of the EU Recovery Instrument depends on (a) how the European Commission relevant stakeholders will operationalise the Regulation which will require definition of a high-level business architecture in terms of defining governance actors and description of procedures and (b) how monitoring, reporting and overall evaluation of the RRF would be carried out.

Objectives

Conducting a solid business analysis along with a high-level overview of the existing procedures and IT solutions that would serve as a foundation for operationalisation of the RRF Regulation.



01

To collect and document business needs that would reflect high-level business architecture in terms of defining governance actors, description of procedures, data flows and operational business and technical rules.



02

Identify and carry out high level assessment of the reusability of existing procedures and IT solutions of competent EU institutions involved in the implementation of the Facility.

Scope of work

Preparation of business analysis and business case for operationalisation and implementation of a proposal Regulation on the Recovery and Resilience Facility (RRF).

The study will focus on Council proposal Regulation on the RRF. This study will analyse the business needs, the governance actors and assess on the necessity for an IT solution to support EU institutions to monitor, report and evaluate the RRF implementation.

Indicative list of documents that will be analysed*:

- COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE EUROPEAN COUNCIL, THE COUNCIL, THE EUROPEAN CENTRAL BANK, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE, THE COMMITTEE OF THE REGIONS AND THE EUROPEAN INVESTMENT BANK Annual Sustainable Growth Strategy 2021. COM/2020/575 final
- Commission Staff working document – Guidance to Member States Recovery and Resilience Plans – Part 1
- Commission Staff working document – Guidance to Member States Recovery and Resilience Plans – Part 2
- Annex to Guidance to Member States Recovery and Resilience Plans – Tables for the template
- Proposal for a REGULATION OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL establishing a Recovery and Resilience Facility - COM/2020/408 final/3
- Proposal for a Regulation establishing a Recovery and Resilience Facility – Annex. COM(2020) 408 final
- Questions and Answers on the Recovery and Resilience Facility

*Source: https://ec.europa.eu/info/departments/recovery-and-resilience-task-force_en#Documents

Stakeholders

A diversity of stakeholders to be consulted

European Union institutions, bodies, offices and agencies (IBOAs):

European Commission's Secretariat-General, Recovery and Resilience Task Force (RECOVER), Directorate-General for Economic and Financial Affairs (DG ECFIN), other DGs and European agencies depending on the specificities of the MS plans.

Member States competent authorities:

Lead Ministry or authority nominated and that will have the overall responsibility for the recovery and resilience plans, according to published Commission working document -Guidance to Member States Recovery and Resilience Plans – Part 1.

Other interested parties





2. Project work plan & schedule

Project schedule

This project is organised around four tasks that are spread over 5 months with an indicative contract signature date of 9 November 2020

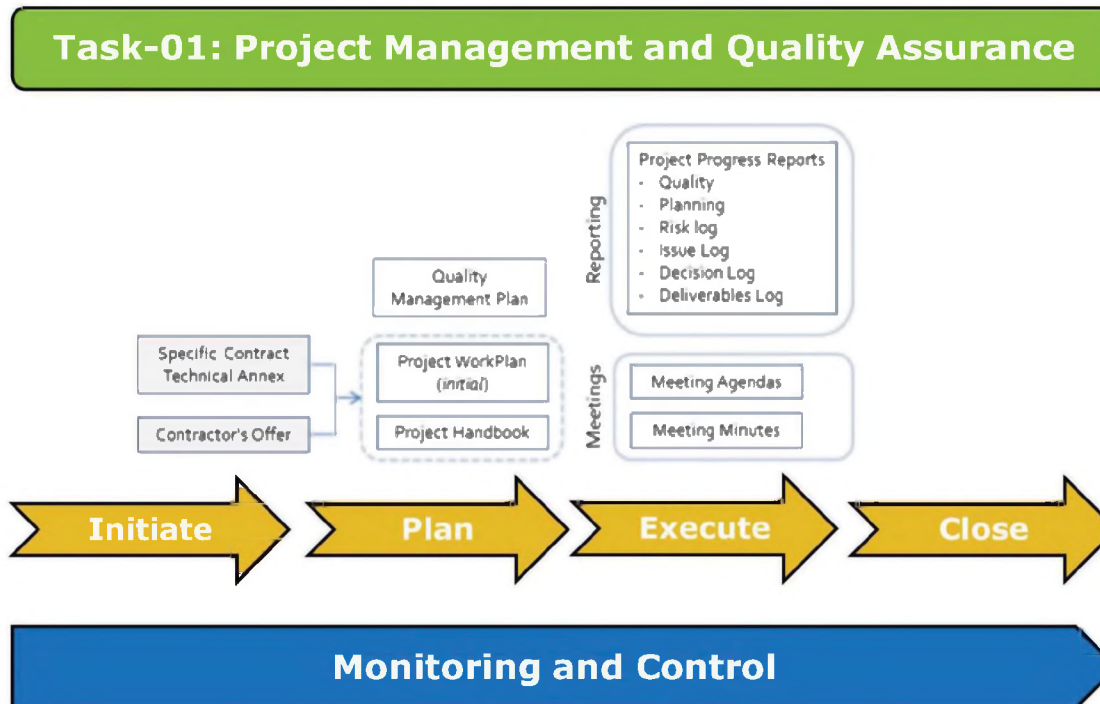
Tasks	Activities	M1	M2	M3	M4	M5
Task 1 – Project Management	Project Management and Quality assurance					
	A02.01 – Desk Research					
Task 2 - Literature review – desk research	A02.02 – Identify the relevant stockholders					
	A02.03 – Preparation of the draft Business analysis					
Task 3 – Stakeholders strategic interviews	A03.01: Collect the requirements (interviews) for the wide uptake of the services to be provided by the digital platform					
	A03.02: Consolidation interviews' reports					
Task 4 – Business Case	A04.01 – Analysis of the business needs					

Overall approach to the study



Project tasks

Project Management and Quality Assurance (Task-01)



Task-01: Project Management and Quality Assurance

In line with PM² project management methodology used by the European Commission

Activities		Deliverables
A01.01: Quality Assurance	<ul style="list-style-type: none">• The Contractor will ensure the quality standards of all deliverables throughout the project;• A quality review cycle will be defined to guarantee the delivery of the expected outcomes to Directorate-General for Economic and Financial Affairs (DG ECFIN);• The comments received will be analysed and discussed with DG ECFIN to ensure that all points are addressed;• The Quality Management Plan (D01.01) will include quality objectives and requirements, and quality standards to be respected throughout all the project deliverables.	<ul style="list-style-type: none">• D01.01: Quality Management Plan

Task-01: Project Management and Quality Assurance

In line with PM² project management methodology used by the European Commission

Activities		Deliverables
A01.02: Monthly reporting	<ul style="list-style-type: none"> • The contractor will apply the necessary key elements of PM² to the overall project management; • The monthly Project Progress Reports will be prepared in accordance to the PM² methodology. • The Project Progress Reports (PPR) would include an overview of achievements during the reporting period and forthcoming plans, status of deliverables, risks and mitigation actions, issues encountered, decisions taken by the Commission, as well as events that will have impact on project's activities, quality reviews on conformance with the requirements of the Quality Management Plan. 	<ul style="list-style-type: none"> • D01.02.dd-mm-yyyy: Project Progress Reports
A01.03: Meeting Minutes	<p>Any meetings with stakeholders required in the context of interviews carried out in the execution of the different Tasks are not taken into account in this section. Meetings shall be chaired by the Commission and prepared by the Contractor. Different type of meeting can be held as presented below:</p> <ul style="list-style-type: none"> • A kick-off meeting (maximum duration half day) • Weekly brief project status meetings • Bi-weekly progress report meetings or end-of-phase meetings, for presentation of the deliverables by the Contractor (duration of 1 or 2 hours): • A final report/closing meeting (up to 4hours) • Ad-hoc meetings if necessary. <p>The meetings will usually take place using videoconferencing facilities.</p>	<ul style="list-style-type: none"> • D01.03.dd-mm-yyyy: Meetings Minutes

Task-01: Project Management and Quality Assurance

In line with PM² project management methodology used by the European Commission

Activities		Deliverables
A01.04: Project Handbook	<ul style="list-style-type: none">• The Project Handbook provides a solid basis of project objectives, scope, stakeholders, constraints, management approach, progress measurement, roles and responsibilities, work plan, etc.• The Project Handbook will be the reference point for all management activities during the lifetime of the project.• The Project Handbook will be prepared using PM² methodology.	<ul style="list-style-type: none">• D01.04 Project Handbook
A01.05: Project Work Plan	<ul style="list-style-type: none">• The Project Work Plan details the work breakdown, the effort and the project implementation schedule. This document contains information on the project deliverables and schedule as indicated in the contractor's offer.• The Project Work Plan will present a benchmark document against which the project report will be 'measured' and described in the Project Progress Reports (PPR).	<ul style="list-style-type: none">• D01.05 Project Work Plan

Task-02: Literature review – desk research

Activities		Deliverables
A02.01: Desk research	This activity will include literature review of existing procedures and instruments of relevance for implementation of the Recovery and Resilience Facility (RRF), Member States (MS) reports, and other documents from relevant and official sources. (Max. of 10 references will be identified.)	<ul style="list-style-type: none"> • D02.01: List of References
A02.02: Identify relevant stakeholders	<ul style="list-style-type: none"> • The stakeholders will be identified based on the desk research and information provided by the Commission. The final list of stakeholders will be validated by the Commission. 	<ul style="list-style-type: none"> • D02.02: List of identified stakeholders
A02.03: Preparation of the Business analysis	<ul style="list-style-type: none"> • The draft Business analysis will include high-level process description, including list of possible issues, based on the proposal Regulation on establishment RRF that would serve as a starting point for stakeholders' consultations. Following the stakeholders' consultations, the analysis document will be refined with feedback received. 	<ul style="list-style-type: none"> • D02.03: Draft Business analysis <i>(Note: final version to be prepared after completion of Task 03 activities)</i>

Task-03: Stakeholders Strategic Interviews

Activities		Deliverables
A03.01: Collect the requirements for the wide uptake of the services to be provided by the digital platform	<ul style="list-style-type: none"> Collection of business needs and corresponding requirements will be carried out by conducting strategic interviews (max. 10 interviews) with stakeholders identified by the Contractor and the Commission, on-site visits (if possible) or remotely. 	<ul style="list-style-type: none"> D03.01: Interview planner
A03.02: Validation and collation of the interview reports	<ul style="list-style-type: none"> Main objective of the interviews is to discuss the draft process flow based on the proposal Regulation on RRF and to agree on the topics necessary for operationalisation of the Regulation, especially related to the monitoring and reporting implementation of the Member States plans. Following interviews, draft reports will be send to interviewees for validation. All validated reports will be collated in a stand-alone document. 	<ul style="list-style-type: none"> D03.02: Consolidated interviews' report

Task-04: Business Case

Activities		Deliverables
A04.01 – Analysis of the business needs	<ul style="list-style-type: none">Based on the Business Analysis document, the contractor will prepare a Business Case as per PM² format. This document will identify the business problem and analyse the needs for having an EU-wide IT solution for implementation of the Recovery and Resilience Facility (RRF).	<ul style="list-style-type: none">D04.01: Business Case



Deliverables

A total of 11 deliverables distributed around four main tasks to be delivered in 5 months

Task	Objective (s)	Code	Deliverable title	Format	Delivery for acceptance
Task 1	Project management	D01.01	Quality Management Plan	Document	M1
		D01.02.dd-mm-yyyy	Project Progress Reports	Document	M1+ updates
		D01.03.dd-mm-yyyy	Meetings Minutes & Agendas	Document	As needed
		D01.04	Project Handbook	Document	M1
		D01.05	Project Work Plan	Document	M1
Task 2	Literature review-desk research	D02.01	List of References (LoR)	Document	M4
		D02.02	List of Stakeholders (LoS)	Spreadsheet	M1
		D02.03	Draft Business Analysis <i>Note: to be finalised after completion of Task-03</i>	Document	M2
Task 3	Stakeholders strategic interviews	D03.01	Interviews planner	Spreadsheet	M1
		D03.02	Consolidated interviews report	Document	M3
Task 4	Business Case	D04.01	Business Case document	Document	M5



4. Risks & assumptions

Risks and assumptions

Collaboration and well defined mitigation actions will reduce the impact of risks on the project

The table below contains an indicative list of risk together with mitigation actions, such as:

Risk No	Risk name	Risk description	Mitigation action
Risk 1	Access to documentation	A proposal Regulation establishing RRF presents key and foundation document for preparing Business Anlysis and Business Case documents. At the time of writing, the Regulation has not been adopted yet.	DG ECFIN should provide the required documentation in the context of this project. Close collaboration with all stakeholders, particularly with Secretariat-General (SG) and DG ECFIN to anticipate possible changes of proposal Regulation to be analysed and integrated for preparation of Business analysis and Business case documents.
Risk 2	Collaborative preparation	Partial vision on and overview of the project impacts and related actions caused by a partial identification of main stakeholders.	The collaborative preparation of the assignment shall include the identification of key stakeholders to attend the review and alignment meetings. This should include a clear identification of a project manager appointed by DG ECFIN.
Risk 3	Collaborate with key stakeholders	Lack of engagement from the main stakeholders and having agreement on prioritization of business requirements due to their limited contribution to the outcomes of the project.	Defining clear criteria for prioritization of business requirements and having agreement with stakeholders.
Risk 4	Regular progress meetings	Lack of reporting, communication and feedback gathering on the progress of the project.	Regular progress meetings should be held with the project manager at DG ECFIN and other relevant parties to monitor and support the project schedule and progress.
Risk 5	Formal validations of key deliverables	Project delays caused by the lack of validation from the relevant stakeholders. This may impact on the progress of deliverables depending on the previous acceptance of related deliverables.	The Contractor should establish a formalised procedure so that relevant stakeholders can provide formal and timely validations of all key deliverables.
Risk 6	Escalation and decision-making processes	Project delays caused by specific blocking aspects or risks that have to be either decided or mitigated by DG ECFIN.	Efficient escalation and decision-making processes should be in place to ensure the proper evolution of the project.



5. Team & financials

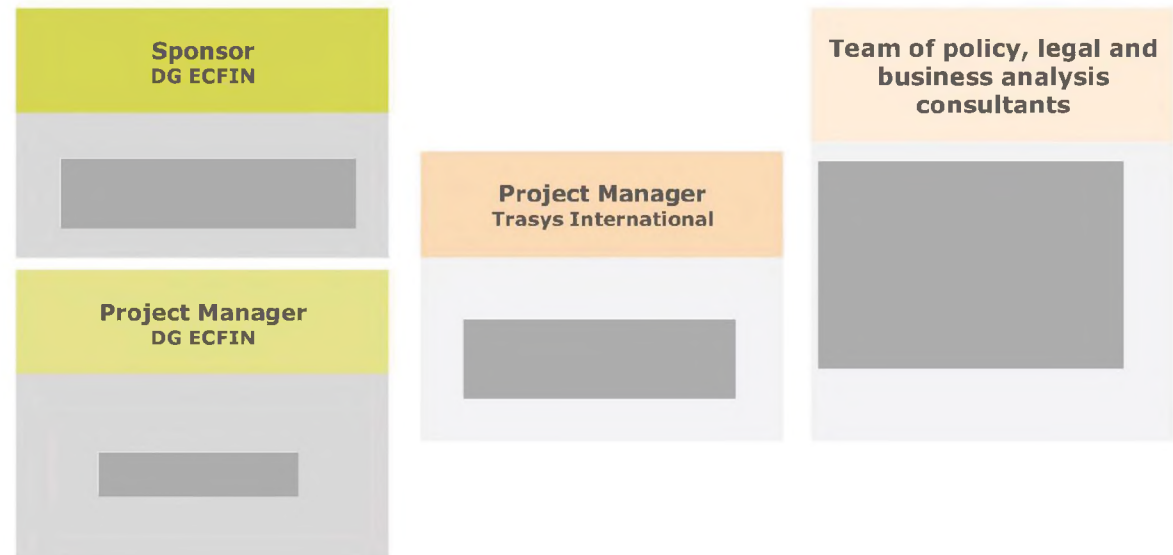
Team

The Contractor has assembled a team of consultants that brings policy and legal knowledge, along with proven business analysis capabilities.

The team proposed is able to work autonomously and has extensive experience in all the activities to be carried out in the context of this proposal. They have strong analytical, organisation, communication and presentation skills and also an excellent written and spoken command of English.

The team has been previously involved in similar assignments and have knowledge about the methodologies and guidelines to follow.

The team will be jointly managed and will collaborate to achieve the required and expected objectives on time.



Financials

Proportionality between the workload and the cost of each task to ensure a high-quality delivery

This table provides an overview of the amount in € and the workload related to each task and other fixed price elements. More details can be found in Appendix 1 and Appendix 2.

Title	# of days	Amount in €
Task 1- Project management	7	
Task 2- Literature review	14	
Task 3- Strategic interviews	29	
Task 4- Business case	30	
Other fixed price elements	N/A	
Total	80	

Invoicing schedule

- 30% on receipt and acceptance of the following deliverable: Draft Business analysis document.

Date	Amount invoiced in €	Comments
January 2021		30% on receipt and acceptance of Draft Business analysis document
April 2021		Receipt and acceptance of all project deliverables
TOTAL		



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