



## **ROMANIA**

### **Advisory Services Agreement on**

### **Support to the Implementation of the Public Procurement Strategy**

## **OUTPUT 1**

### **First stage of the Web-based Guide**

February 2017



## **Disclaimer**

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This report has been delivered under the Advisory Services Agreement on *Support to the Implementation of the Public Procurement Strategy* signed between the National Agency for Public Procurement and the International Bank for Reconstruction and Development on September 1<sup>st</sup>, 2016. It corresponds to Output 1, under Component A “*Setting up a Web-based Guide – a primary source of guidance and in-depth practical information to the contracting authorities*”, Activity 1 “*Developing a Web-based Guide in line with the relevant European Directives*”, **stage 1** “*development of an information wizard of complete procurement cycle for contracting authorities and public procurement practitioners with initial priority content related to the open procedure and standard bidding documents for the selection of consultants*”, of the above-mentioned agreement.

## Table of Contents

Table of Contents .....	5
Web-based Guide Overview.....	6
First stage of the Web-based Guide .....	9
I. Information wizard .....	9
II. Content deliverables .....	15
Communication arrangements .....	23
Annex 1a: Workflow of the procurement portfolio planning stage .....	25
Annex 2: Brief description of content materials .....	29
Annex 3: List of technical and coordination meetings .....	32
Annex 4: Source codes and Content (EN + RO).....	35

## Web-based Guide Overview

In accordance with the RAS Agreement, Component A, the Web-based Guide will be developed in four stages, each having a corresponding output (see table 1), considering the priority needs expressed by the National Agency for Public Procurement (hereinafter called "ANAP"). Its structure and content is developed by taking into consideration:

- The relevant national legislation in force (see point II below);
- EC Directive 2014/24/EU, Art 83, paragraph 4: „*Member States shall ensure that: [...] (b) support is available to contracting authorities with regard to planning and carrying out procurement procedures*”;
- the National Public Procurement Strategy, as approved through GD 901/2015;
- studies and guidance issued by the Commission services related to the management of structural funds<sup>1</sup>.

Throughout the four stages of developing the Web-based Guide, relevant content will be made available including associated legislation, regulation, standard documents (including a total of up to 10 standard bidding documents), templates, checklists, best practice case studies, etc.

In order to provide a platform for offering guidance, enabling shared working models among procurement stakeholders, and promoting capacity development, the Web-based Guide will consist of **three major modules**: (i) an **information wizard** with guidance for different procurement stakeholders, (ii) an **interactive tool** with instructions on the use of the Web-based Guide, and (iii) an **online collaborative forum** as platform for online meetings, discussions, and consultations.

Table 1 List of outputs of the Web-based Guide

Output	Description	Deadline
<b>Component A: Setting up a Web-based Guide – a primary source of guidance and in-depth practical information to the contracting authorities</b>		

<sup>1</sup> Information available at [http://ec.europa.eu/regional\\_policy/ro/policy/how/improving-investment/public-procurement/](http://ec.europa.eu/regional_policy/ro/policy/how/improving-investment/public-procurement/).

<b>Output</b>	<b>Description</b>	<b>Deadline</b>
1	<p>First stage of the Web-based Guide:</p> <ul style="list-style-type: none"> <li>- initial priority content for open procedure: guidance, checklists, templates for the procurement planning stage;</li> <li>- elaboration of one (1) set of standard bidding documents for the selection of consultants;</li> <li>- development of an information wizard of complete procurement cycle for contracting authorities and public procurement practitioners;</li> </ul>	Dec. 16, 2016
2	<p>Second stage of the Web-based Guide:</p> <ul style="list-style-type: none"> <li>- development of additional content related to the open procedure including guidance, checklists, and templates for all phases of the procurement cycle (market consultations, market interaction, bids receiving, opening, evaluation, negotiation, award, and contract management);</li> <li>- elaboration of two (2) sets of standard bidding documents for works and goods;</li> <li>- piloting of the information wizard with initial priority content;</li> <li>- development of an interactive tool with instructions on how to use the Web-based Guide;</li> <li>- assessing ANAP's existing on-line platform and providing recommendations to upgrade it to ensure the proper functioning of the Web-based Guide and the existing helpdesk;</li> </ul>	April 30, 2017
3	<p>Third stage of the Web-based Guide:</p> <ul style="list-style-type: none"> <li>- development of guidance for contracting authorities and public procurement practitioners as well as other operational instruments and methods related to other procurement procedures: simplified, restricted, competitive dialogue;</li> <li>- elaboration of up to four (4) sets of standard bidding documents;</li> <li>- an online collaborative forum;</li> <li>- link the Web-based Guide to the Recipient's existing help desk;</li> </ul>	May 31, 2018

<b>Output</b>	<b>Description</b>	<b>Deadline</b>
4	<p>Fourth stage and final version of the Web-based Guide:</p> <ul style="list-style-type: none"> <li>- development of advanced guide content based on an in-depth assessment of user feedback including a survey;</li> <li>- development of guidance for contracting authorities and public procurement practitioners as well as other operational instruments and methods related to other procurement procedures: design contest, negotiated procedures, partnership for innovation;</li> <li>- elaboration of three (3) sets of standard bidding documents;</li> <li>- recommended updates on content and features of the Web-based Guide;</li> <li>- provision of the final Web-based Guide.</li> </ul>	May 31, 2019

## First stage of the Web-based Guide

The first stage of the Web-based Guide was implemented by December 16, 2016, in accordance with the RAS agreement, and includes:

- the development of an information wizard of complete procurement cycle for contracting authorities and public procurement practitioners, freely accessible at [www.achizitiipublice.gov.ro](http://www.achizitiipublice.gov.ro);
- the link to the ANAP helpdesk;
- development of the initial priority content for the procurement planning stage, with focus on the open procedure, where applicable;
- elaboration of one (1) set of standard bidding documents for intellectual services.

The present report summarizes the process of elaboration of the Web-based Guide, of the software component as well as of the content which was published on the website. The output includes in annex all the materials and documents published on [www.achizitiipublice.gov.ro](http://www.achizitiipublice.gov.ro), as they were agreed upon with ANAP representatives. In case ANAP considers it is necessary or relevant, the materials may be improved during the contract implementation.

### I. Information wizard

The information wizard is available at [www.achizitiipublice.gov.ro](http://www.achizitiipublice.gov.ro) and provides a one-stop shop for all users with detailed guidance and relevant content. The users have the option of searching by theme, procurement stage, specific text (phrase/word), and type of document. Internal logical linkages between the different themes will be embedded so that the information is consistent throughout the website, intuitive, easy to navigate, and not repetitive.

The content management mechanism allows for easy updates of the posted information and documents. Content documents are available through commonly used web browsers in compatibility with commonly used operating systems including mobile technology and in commonly used document formats. The information wizard is available for targeted users including ANAP staff, who will be able to manage content, and end users such as contracting agencies, procurement specialists, economic operators, and other stakeholders interested in public procurement including civil society, academics, and citizens.

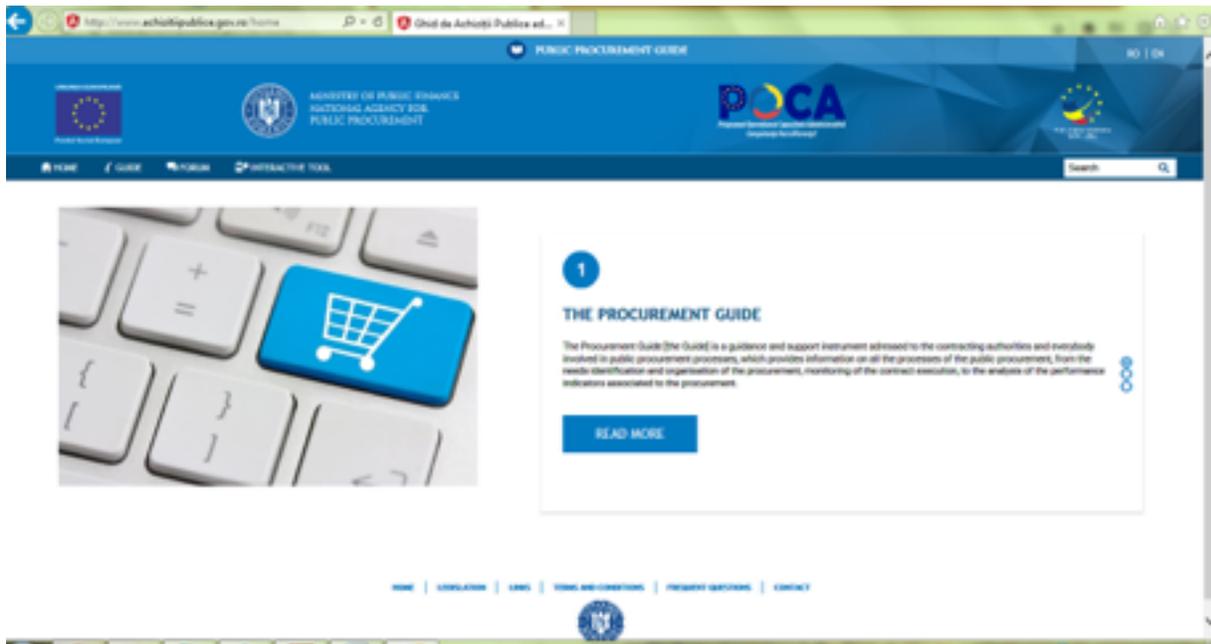
The structure of the website was agreed upon with ANAP and it follows the matrix presented in fig. 1.

Figure 1: Structure of the Web-based Guide



Three solutions for site design were presented to ANAP, the chosen one being improved in line with ANAP's feedback (figure 2 shows the homepage), with the main scope to enable users to operate the switch from a static view of the public procurement to a dynamic view. The dynamic view mainly enables the users to access the information from the macro to micro level of understanding, accuracy and documentation.

Figure 2: Web-based Guide Homepage



The information architecture of the Web-based Guideline is structured top-down starting from 3 major objects of considerations: Procurement Portfolio, Procurement Processes and Project (figure 3).

Figure 3: Web-based Guide Objects of consideration



Each object of consideration is structured in 4 processes/phases: Planning, Performing/ Implementing, Monitoring & Controlling and Review and Document Performance (figures 4a and 4b).

Figure 4a: Workflow of the procurement portfolio planning stage

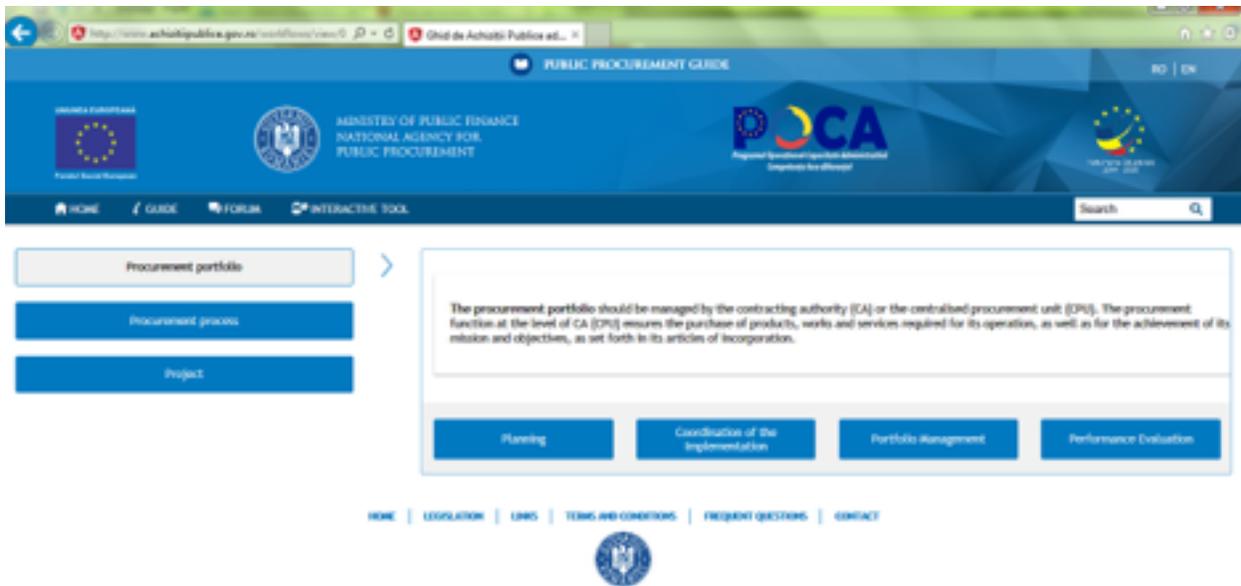
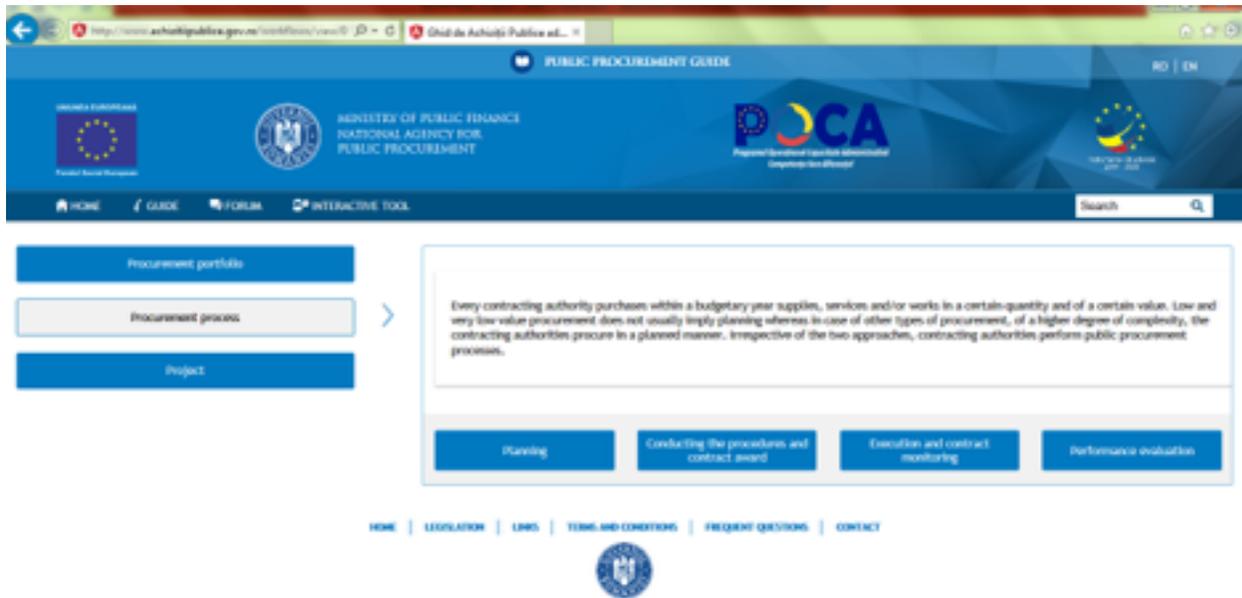
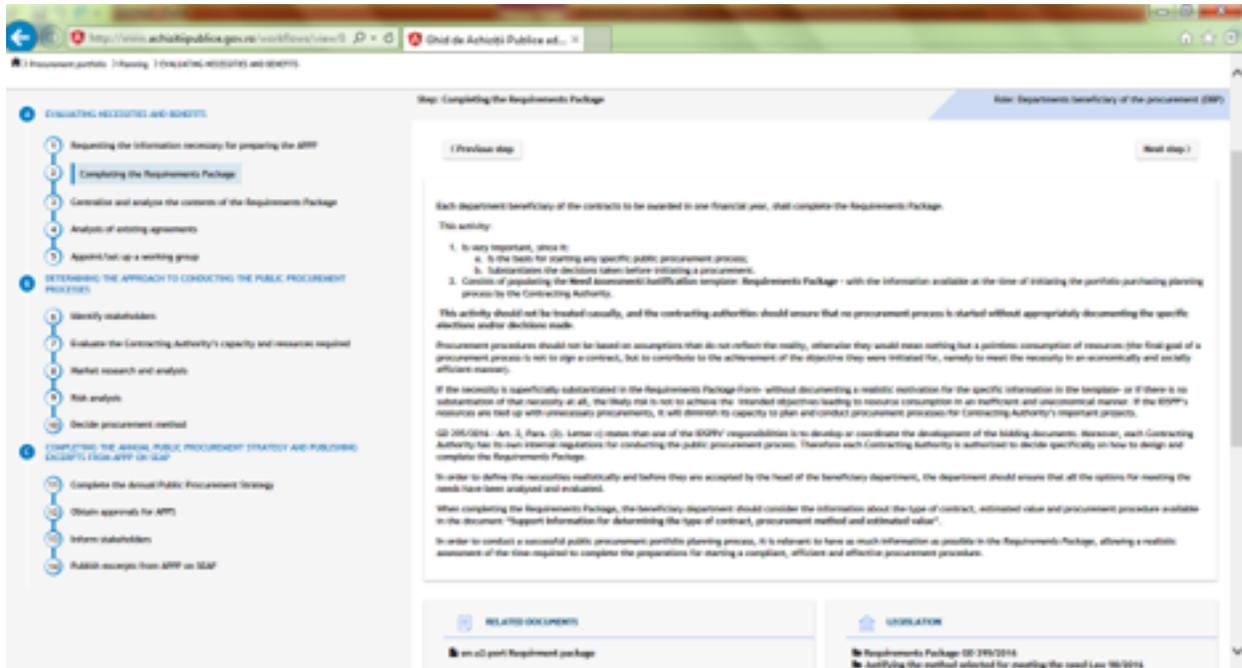


Figure 4b: Workflow of the procurement process planning stage



Each phase will be further developed in order to show the workflow of activities within the process (Annex 1). For each workflow it is possible to access the activities in logical and chronological order as well as other relevant associated information. The activities of the workflow related to the planning stage include links to the primary and secondary legislation, guidance and best practices on the topic including appropriate tools and templates that can be downloaded from the website (an example is shown in figure 5).

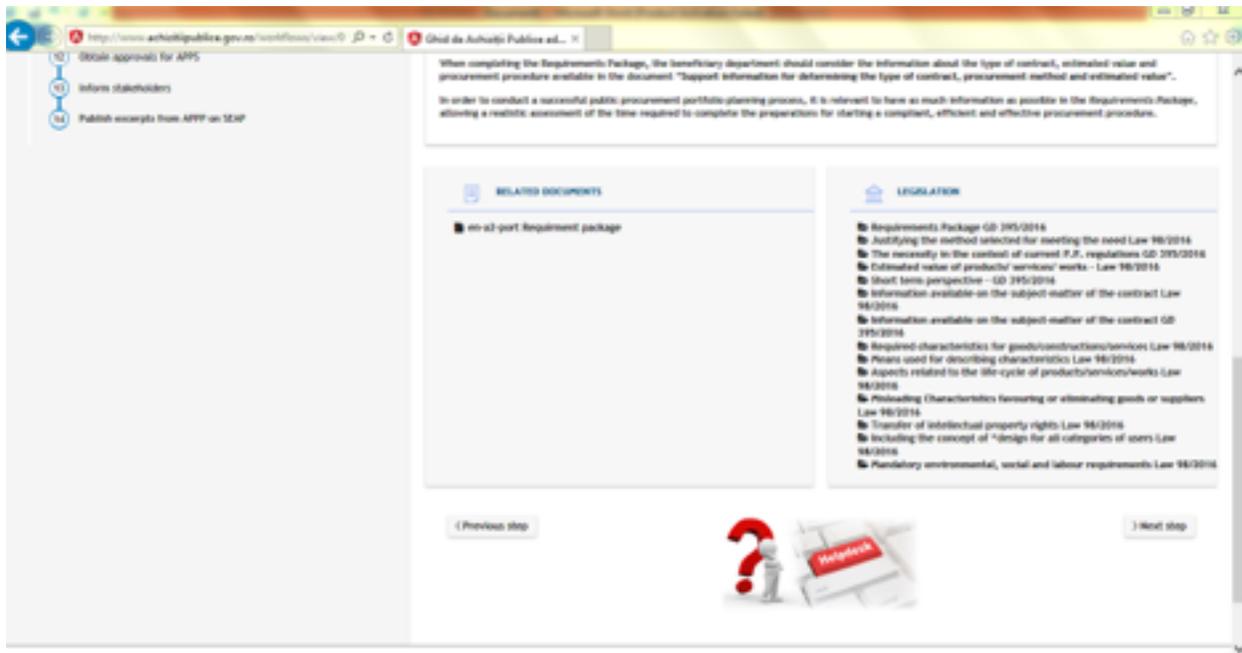
Figure 5: Example of activity description



The Web-based Guide is linked to the helpdesk that is currently functioning at the level of ANAP<sup>2</sup> through a button that can be accessed when the user is navigating within the workflow (figure 6).

Figure 6: Link to ANAP Helpdesk

<sup>2</sup> More information on the helpdesk here: <http://www.anmap.ro/ro/autoritati-contractante>.



A pin drive with the relevant Source codes and content is attached to the report (annex 4).

## II. Content deliverables

The first stage of the Web-based Guide includes the priority content for **procurement portfolio and procurement process planning stages**, and draft **standard tender documents for intellectual services**, as agreed with ANAP during the coordination meetings. Content materials for the interactive wizard during the **first stage** (component A.1.a) of the RAS Agreement) applies to the Open Procedure, where the case, and include tools, documents, templates etc which were completed after consultations with the main stakeholder ANAP and EIB.

The content deliverables were submitted for feedback to ANAP and translated into English. The quality assurance was implemented by a diligent review of the WB, considering its experience in public procurement throughout the world in general, and in Europe & Central Asia in particular, and also with the scope to ensure consistency with the EU Directives. EIB was also part of the review process having in view their experience in EU-funded projects mainly and also considering the need to coordinate activities under to WB and EIB contracts.. Documents were refined in accordance with the feedback provided by ANAP on November 29, 2016. Agreed content materials were finalised and uploaded on the website at the corresponding activity by December 16, 2016, in accordance with the RAS project plan.

The **content deliverables** associated to the first stage of the Web-based Guide, as agreed with ANAP, and **currently publicly available**, both in Romanian and English version, are listed in Table 2 (brief description of content materials and complete documents are provided in Annex 2).

Table 2 List of content materials

<b>Nr. crt.</b>	<b>Document</b>	<b>Date of final version</b>
	<b>PROCUREMENT PORTFOLIO</b>	
1	Procurement portfolio planning stage - flow & description of activities	December 6, 2016
2	Requirements package	December 6, 2016
3	Market analysis (5 files)	December 15, 2016
4	Risk analysis (2 files)	December 15, 2016
5	CA capacity analysis (2 files)	December 15, 2016
6	Annual strategy framework	December 6, 2016
7	Annual programme (PAAP)	December 6, 2016
8	Request for information form	December 6, 2016
9	Calendar for the elaboration of the annual strategy	December 6, 2016
10	Stakeholder analysis (2 files)	December 15, 2016
	<b>PROCUREMENT PROCESS</b>	
11	Procurement process planning stage - flow & description of activities	December 11, 2016
12	Contracting strategy framework	December 18, 2016

The approach used to develop the content materials for both **procurement portfolio and procurement process planning phases** included:

- desk research and experience of the team
- establish drivers for concepts
- reflect the information from desk research and available experience within the team in the concepts, while using as reference the established drivers.

The desk research has been used with the purpose of identifying the sources of information for content aspects, which are divided into two categories:

- a. Primary data:

- i. Law no. 98 of May 19, 2016 on Public Procurement
  - ii. Government Decision no. 395 of June 2, 2016 approving the Methodological Norms for the application of provisions concerning the award of public procurement contract / framework agreement related to the Law 98/2016 on public procurement
  - iii. Government Decision no. 866 of November 16, 2016 for amending and supplementing the Methodological Norms for the application of provisions concerning the award of public procurement contract / framework agreement related to the Law 98/2016 on public procurement, approved by Government Decision no. 395/2016.
  - iv. Order no. 281 of June 22, 2016 issued by the President of the National Agency for Public Procurement under the provisions of art. 6 para. (4) of Government Decision no. 634/2015 on the organization and functioning of the National Agency for Public Procurement establishing standard forms of Annual Public Procurement Programme and the Annual Programme for Utilities Public Procurement
  - v. Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC
  - vi. Government Decision no. 901 of October 27, 2015 approving National Strategy on Public Procurement
  - vii. Emergency Ordinance no. 13 of May 20, 2015 on the establishment, organization and functioning of the National Agency for Public Procurement
  - viii. Government Decision no. 634 of July 28, 2015 on the organization and functioning of the National Agency for Public Procurement
  - ix. Emergency Ordinance no. 40/2015 on promoting green and energy efficient road transportation vehicles
  - x. Law no. 121/2014 on energy efficiency public procurement
- b. Secondary data:

- i. Public Procurement Guidance for practitioners on the avoidance of the most common errors in projects funded by the European Structural and Investment Funds, issued by EC (DG Grow and DG Regio) in 2015<sup>3</sup>
- ii. DG GROW website on public procurement that is the primary source of information on public procurement matters in the EU<sup>4</sup>
- iii. Web pages included in the concept note for web based guideline during PP Strategy Preparation as Similar tools and best practices available with other Member States within the EU or around the world<sup>5</sup>
- iv. World Bank - Project Procurement Strategy for Development (Long Form Detailed Guide)<sup>6</sup>
- v. Order no. 400 of June 12, 2015 for approval of the Code of internal management control of public entities and Order no. 200 of February 26, 2016 amending the Order of General Secretary of the Government no. 400/2015 approving the Internal Control Code / managerial public entities
- vi. Vertical legislation in areas connected to objectives in public procurement (mainly vertical legislation connected to EU 2020 and CSR Romania, ex-ante conditionalities)
- vii. Questionnaire submitted by EC when starting the structural dialogue on PP Strategy; the document is an internal document that was accessed by the project manager Violeta Simionescu while she was acting as Public Procurement Expert within “Romania Delivery Unit – P147482”, project financed by World Bank Romania concerning establishing and accelerating reform in various areas including public procurement.

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<sup>3</sup> Available at [http://ec.europa.eu/regional\\_policy/en/information/publications/guidelines/2015/public-procurement-guidance-for-practitioners](http://ec.europa.eu/regional_policy/en/information/publications/guidelines/2015/public-procurement-guidance-for-practitioners)

<sup>4</sup> Available at [http://ec.europa.eu/growth/single-market/public-procurement/index\\_en.htm](http://ec.europa.eu/growth/single-market/public-procurement/index_en.htm)

<sup>5</sup> New Zealand Government Procurement tools available at <http://www.procurement.govt.nz/procurement/for-agencies/guides-and-tools>;

Republic of Cyprus, Treasury of the Republic, Public Procurement Directorate, Public procurement best practice guide available at <http://www.publicprocurementguides.treasury.gov.cy/OHS-EN/HTML/index.html>; Scottish Government Riaghaltas na h-Alba gov.scot

Procurement journey available at <https://www.procurementjourney.scot/procurement-journey> .

<sup>6</sup> Available at <http://pubdocs.worldbank.org/en/847531467334322069/PPSD-Long-Form-June-30.pdf>

- viii. Standard Bidding Documents issued by various contracting authorities that published the contract notices on Official Journal<sup>7</sup>,
- ix. Standard Bidding Documents issued by the World Bank<sup>8</sup>
- x. Practical Guide to Contract Procedures for EU External Actions (PRAG)<sup>9</sup>
- xi. Guidance on how to check public procurement and procurement within utilities issued by Romanian Court of Accounts<sup>10</sup>

The identified drivers for designing the planning stage for procurement portfolio and procurement process are:

1. The concept has to allow for adaptation/customisation based on:
  - a. Complexity of procurement scope
  - b. Dimension of a contracting authority
  - c. Specific context of each procurement and contracting authority
2. The concept has to allow the use of the same tools by all public entities in order to secure consistency for next process on the chain – ex-ante evaluation by ANAP
3. The concept has to provide assurance in fulfilment of objectives of procurement function and objectives of contracting authority

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<sup>7</sup> Contract notice published in 2016 S230 with the no. 418818 of 29/11/2016 by The City of Bradford Metropolitan District Council, Open procedure SBD available at <http://ted.europa.eu/udl?uri=TED:NOTICE:418818-2016:TEXT:EN:HTML>; Contract notice published in 2016 2016/S 224 with the no. -407870 of 19/11/2016 by <http://ted.europa.eu/udl?uri=TED:NOTICE:407870-2016:TEXT:EN:HTML&tabId=1>; Contract notice published in 2016 S 229 with the no. 416965 of 26/11/2016 by The Borough Council of Gateshead available at <https://procontract.due-north.com/Advert?advertId=e892defd-2fb6-e611-8118-000c29c9ba21>; Contract notice published in 2016/S 233 with the no. 425095 of 2/12/2016 by the Lancaster University, available at <http://ted.europa.eu/udl?uri=TED:NOTICE:425095-2016:TEXT:EN:HTML>; Contract notice published in 2016/S 233 with no. 425090 of 2/12/2016 by Fold Housing Association <http://ted.europa.eu/udl?uri=TED:NOTICE:425090-2016:TEXT:EN:HTML>; Contract notice published in 2016/S 223 with the no. 407067 of 18//12016 by Alpha Housing Association available at <http://ted.europa.eu/udl?uri=TED:NOTICE:407067-2016:TEXT:EN:HTML&tabId=1>; Contract notice published in 2016/S 233 with no. 423869 of 2/12/2016 by DCH available at <http://ted.europa.eu/udl?uri=TED:NOTICE:423869-2016:TEXT:EN:HTML&tabId=1>; Contract notice published in 2016/S 218 with no. 396051 of 11/11/2016 by North Homes Limited available at <http://ted.europa.eu/udl?uri=TED:NOTICE:396051-2016:TEXT:EN:HTML>; Contract notice published in 2016/S230 with no. 418762 of 29/11/2016 by West Lindsey District Council available at <http://ted.europa.eu/udl?uri=TED:NOTICE:418762-2016:TEXT:EN:HTML>; Contract notice published in 2016/S 229 with no 416925 of 26/11/2016 by Transport Scotland South West available at <http://ted.europa.eu/udl?uri=TED:NOTICE:416925-2016:TEXT:EN:HTML>

<sup>8</sup> Standard procurement documents for use after July 1, 2016, Consulting services, available at <http://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework>

<sup>9</sup> <http://ec.europa.eu/europeaid/node/101249>

<sup>10</sup> Guidance on how to check public procurement and procurement within utilities, issued by Romanian Court of Accounts, Direction of control for public procurement, for preparation of the methodology in this area and for training of specialized staff, 2016, available at [http://www.curteadeconturi.ro/Regulamente/Ghid\\_control\\_achizitii\\_publice.pdf](http://www.curteadeconturi.ro/Regulamente/Ghid_control_achizitii_publice.pdf)

4. Costs related to implementation have to be lower than expected benefits
5. The target group consists mainly of procurement officers within the contracting authorities
6. The concept has to be governed at least by basic management rules.

The following drivers have been considered in order to structure the planning processes:

1. The actual legislation in Public Procurement and financial control: the structure of one process in sub-processes and activities is made with the consideration of the Public Procurement legislation, content of the Order 400/2015 related to internal control and the related terms and definitions provided by the legislation
2. Coordination with the EIB team
3. According to art. 6 of the Order 400/2015, the process is seen as object of consideration and by consequence:
  - a. it includes activities
  - b. it describes all steps in logical and chronological order
  - c. there are associate responsibilities for performing/execution of an activity and working templates available
  - d. the practical/operational experience transposed into the frame

The drivers for designing the content of the templates and the content (text) to be inserted into the Web-based Guide are:

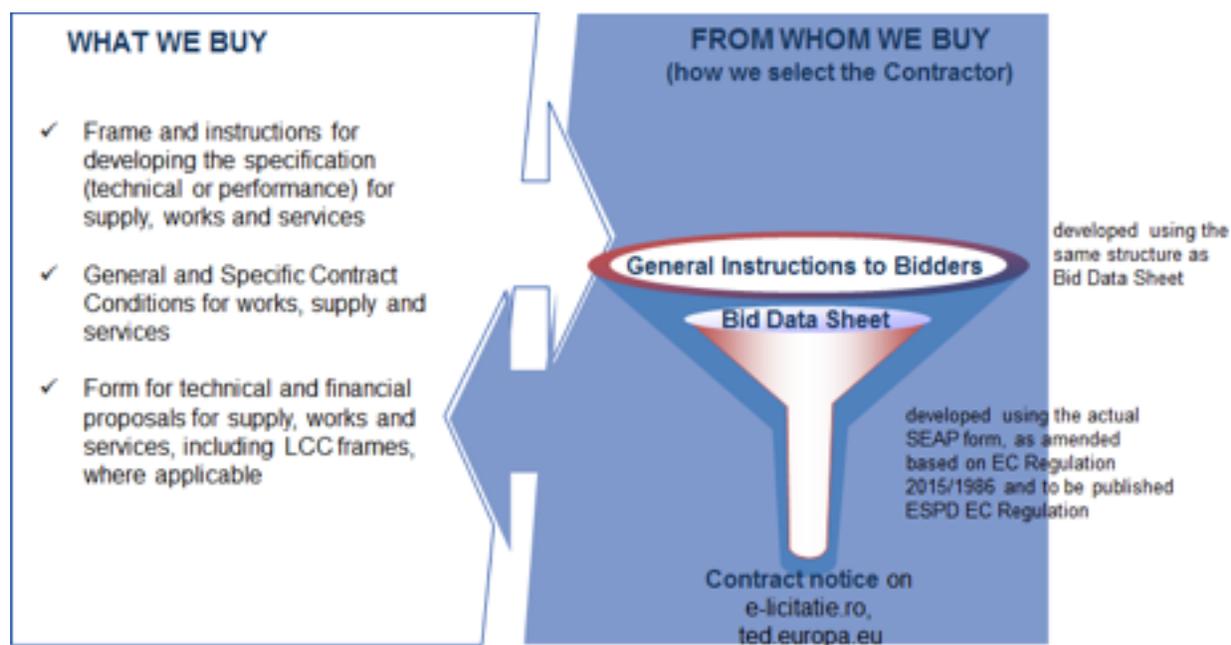
- a. to be used also as communication instruments, more specific in communicating results of an activity to other users
- b. contribute to the processing of data within a certain activity or at the process level
- c. useful, precise, easy to handle, available and accessible to all interested parties
- d. the description of the activities includes operational instructions in a form that provides the necessary information for performing an activity.

The content of the **Standard Bidding Documents for intellectual services**<sup>11</sup> was developed so as to secure a common interpretation, the same set of clear, coherent, structured and complete reference for all stakeholders involved in a procurement process related to information on *what we buy* and from *whom we buy*. The general approach of the Standard Bidding Documents is illustrated in figure 7.

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<sup>11</sup> The intellectual services cover, but are not limited to, the following range of professional and intellectual advice services: feasibility studies, advisory services, construction supervision, policy studies, strategy formulation, preparation of key documents such as tender documents, training, quality control, financial and accounting services, environmental or social impact studies, economic analysis, professional editing etc.

Figure 7: General content of the Standard Bidding Documents



The complete set of standard tender documents for intellectual services was submitted to ANAP for feedback on December 22, 2016. The set includes the following documents:

	<b>DRAFT STANDARD TENDER DOCUMENTS</b> including:	
13	Scope of Work for consulting services – template	December 22, 2016
14	Form of technical proposal for consulting services – template	December 22, 2016
15	Form of financial proposal for consulting services – template	December 22, 2016
16	Form of tender/bid letter for consulting services – template	December 22, 2016
17	Bid data sheet – as the model is included online in SEAP – template	December 22, 2016
18	General information associated to the bid data sheet	December 22, 2016
19	Form of Contract for consulting services – template	December 22, 2016

20	General conditions of the contract for consulting services - template	December 22, 2016
21	Specific conditions of the contract for consulting services - template	December 22, 2016

The draft Standard Tender Documents will be further developed in order to include examples and best practices specific to intellectual services cases, in accordance with ANAP's feedback provided during the technical meeting that took place on January 17, 2017 and coordination meeting from January 18, 2017.

## Communication arrangements

The World Bank team is in charge with providing advisory services to help ANAP implement selected priority measures envisaged in the Public Procurement Strategy and meet ex-ante conditionalities in the public procurement area.

All content materials and site developments were discussed, improved and agreed upon with the ANAP counterpart team during technical meetings and confirmed during the weekly coordination meetings (list of technical and coordination meetings is presented in Annex 3). Two WB missions took place in order to assess the implementation status (October 17-21, 2016; December 5-10, 2016).

Weekly and ad-hoc technical level meetings took place between the World Bank and European Investment Bank (EIB) in order to ensure a unitary approach in the development of the tasks assigned to each of the parties, with consistency and high quality of the outputs. In addition, EIB staff was included as peer reviewer of the deliverables under Stage 1 of the Web-based Guide.

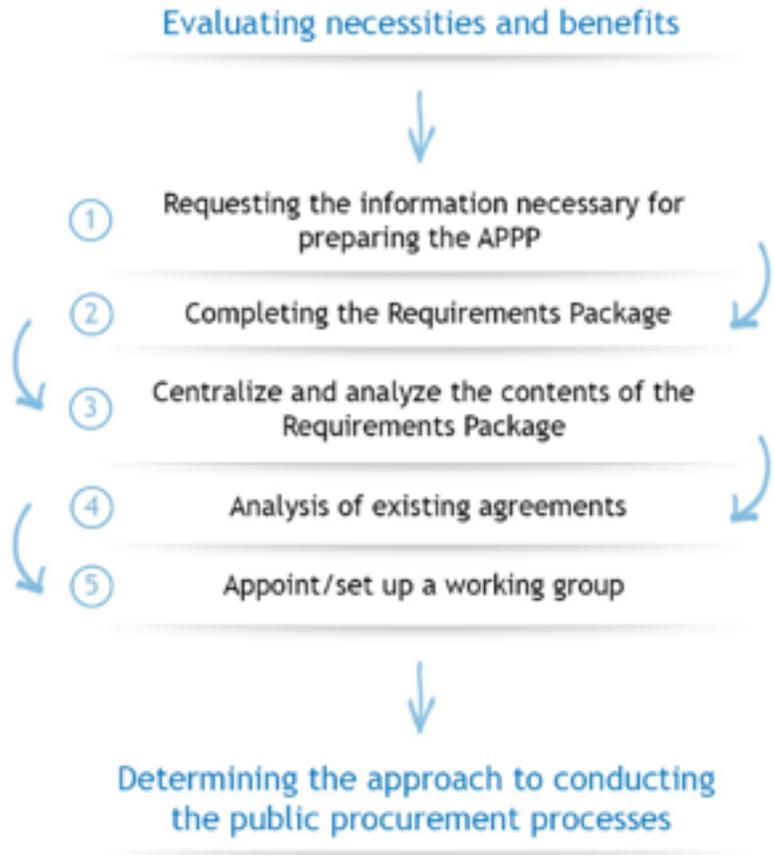
A communication mechanism for content development was agreed and implemented by the parties for quality assurance purposes. Table 3 suggests the methodology for the process of developing the Web-based Guide as an example of the World Bank's interaction points with ANAP and EIB. The suggested steps are iterative with the final version of the content communicated with and agreed by all interested stakeholders.

Table 3: Methodology for content development of Web-based Guide

Step	Activity	Role		
		World Bank	ANAP	EIB
1	Desk research for each main headline in the Web-based Guide, based on criteria for selecting the evidence	x		
2	Preparation of the core information on each headline of the Web-based Guide content	x		
3	Peer review	x		x
4	Prepare and perform a multidisciplinary technical working group (objective of the technical working group communicated in advance)	x	x	
5	Adjust and develop the content based on technical working group result	x		

6	Final review of the content at the multidisciplinary technical working group level	<b>x</b>	<b>x</b>	
7	Upload the final deliverable on the website and send it for translation	<b>x</b>		
8	Upload of EN version	<b>x</b>		

**Annex 1a: Workflow of the procurement portfolio planning stage**

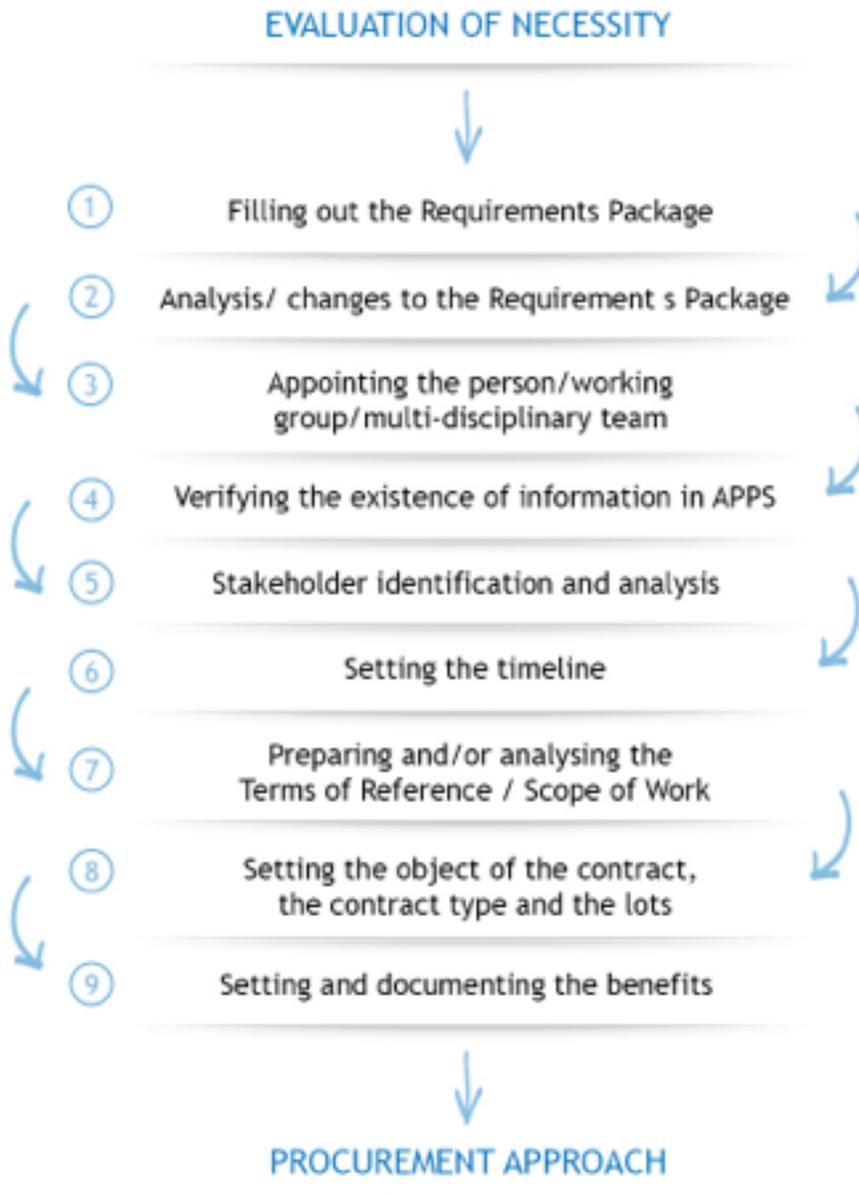


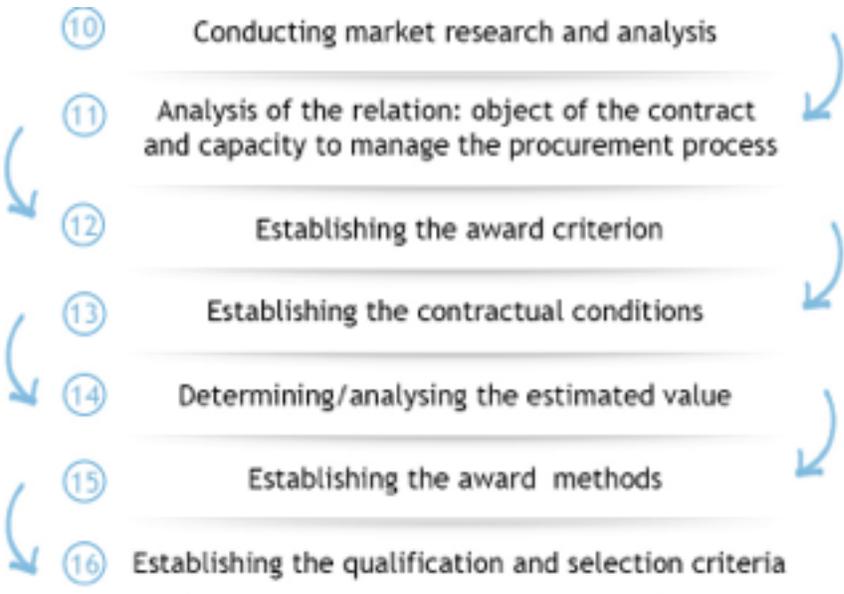


Completing the Annual Public Procurement Strategy and publishing excerpts from APPP on SEAP



## Annex 1b: Workflow of the procurement process planning stage





**FINALIZING AND APPROVING THE PROCUREMENT DOCUMENTS AND THE SUPPORTING DOCUMENTS**



**Annex 2: Brief description of content materials**

• Path	Deliverable	Type	Description
• Procurement portfolio	• <b>Procurement portfolio process planning flow of activities</b>	• Website Interface	• The flow of the activities to be performed at the contracting authority level in order to plan the procurement processes portfolio for one budgetary year, as required by the GD 394/2016. The flow includes the name and the order of activities performance, as well as the roles suggested as being in charge with performing those activities, and the templates to be used in performing each activity during planning phase.
	• <b>Planning of the procurement portfolio processes</b>	• Website Interface	• Detailed description and explanation of the activities performed for planning the procurement portfolio –including the downloadable tools/templates and it is in connection to the legal provisions.
	• <b>Time schedule portfolio planning</b>	• 1 .xsl	• Template for scheduling the portfolio planning containing instructions and guidelines.
	<b>Request for information</b>	• 1 .doc	• Template describing the request information by the procurement department to the internal clients for the elaboration of Procurement Strategy and Annual Public Procurement Programme.
	<b>Requirements package</b>	• 1 .doc	• Template for documenting the needs identified at the contracting authority level, describing its importance in defining and documenting the needs, the legal basis and the benefits of its usage.
	<b>Contracting authority's capacity analysis</b>	• 1 .xls + 1 .doc	• Description of how to evaluate the contracting authority capacity for carrying out the procurement processes and the associated tools: <ul style="list-style-type: none"> <li>• <i>Checklist on contracting authority capacity</i>: questionnaire on four relevant dimensions of the CA capacity</li> <li>• <i>Capacity evaluation matrix</i>: the matrix is the result of applying the <i>Checklist</i> enabling the contracting authority's decision on the resources and skills available to perform procurement processes and the need to attract additional resources</li> </ul>
	<b>Annual Procurement Strategy</b>	• 1 .doc	• Template developed according to the legal provisions (art. 11 and art. 12 GD 395/2016) to document the decisions on procurement approaches for planning the procurement portfolio
	<b>Annual Public Procurement Programme (APPP)</b>	• 1 .xls	• Template based on ANAP's President Order 281/2016 with instructions on how to fill it in.
• Procurement	<b>Contracting strategy frame</b>	• 1 .doc	• Template provided for documenting the decisions related to procurement approach for one procurement process according to art. 2 and 9 of GD 395/2016 containing also instructions.

• Path	Deliverable	Type	Description
proc ess	<b>Flow of planning process for one procurement process</b>	• Website interface	• The flow of the activities to be performed.
	<b>Set of bidding documents</b>	• 8 .doc + 1 .xls	<ul style="list-style-type: none"> <li>• Templates with instructions: <ul style="list-style-type: none"> <li>• <i>Bid data sheet – as the model is included on-line in SEAP</i></li> <li>• <i>General information associated to the bid data sheet</i></li> <li>• <i>Terms of Reference for consulting services</i></li> <li>• <i>Form of technical proposal for consulting services</i></li> <li>• <i>Form of financial proposal for consulting services</i></li> <li>• <i>Form of tender/bid letter for consulting services</i></li> <li>• <i>Form of Contract for consulting services - template</i></li> <li>• <i>General conditions of the contract for consulting services</i></li> <li>• <i>Specific conditions of the contract for consulting services</i></li> </ul> </li> </ul>
• Procurement portfolio and • Procurement process	<b>Market analysis</b>	• 1 .doc + 1 .xls	• Document that describes in detail how to perform the market research and analysis, its benefits and description of the associated tools and templates and how to use them
	<b>Stakeholder analysis</b>	• 1 .doc + 1 .xls	<ul style="list-style-type: none"> <li>• Document that describes in detail how to perform the stakeholder analysis and contains one associated template (one excel file with multiple sheets) related to: <ul style="list-style-type: none"> <li>• <i>Stakeholder profiling grid</i> is a table that should be filled in with information regarding stakeholders' name, involvement, objectives, impact, anticipated reactions, etc.</li> <li>• <i>Stakeholder interest (RAPID evaluation)</i> that categorizes stakeholders according to their interest and involvement in procurement activities</li> <li>• <i>Influence and engagement mapping matrix</i></li> </ul> </li> <li>• - describes possible solution to different types of stakeholder relationships</li> </ul>
	<b>Risk management</b>	• 1 .doc + 1 .xls	<ul style="list-style-type: none"> <li>• Description of the concept and of the steps for a successful risk management and templates (one excel file with multiple sheets) used in risk management in order to log the identified risks, their impact and remedy actions and to rank the risks by risk impact and occurrence probability: <ul style="list-style-type: none"> <li>• <i>Risk Register</i></li> <li>• <i>Risk Matrix</i></li> </ul> </li> </ul>

**Annex 3: List of technical and coordination meetings**

<b>Technical meetings</b>	<b>Coordination meetings</b>
November 1, 2016	October 26, 2016
November 8, 2016	November 2, 2016
November 9, 2016	November 9, 2016
November 16, 2016	November 16, 2016
November 23, 2016	November 23, 2016
	November 29, 2016



## **Annex 4: Source codes and Content (EN + RO)**

**Competența face diferența!**

Proiect selectat în cadrul Programului Operațional Capacitate Administrativă cofinanțat de Uniunea Europeană, din Fondul Social European

**Competence makes a difference!**

Project selected under the Administrative Capacity Operational Program, co-financed by European Union from the European Social Fund