



**Royal  
HaskoningDHV**  
*Enhancing Society Together*

**„Elaboration of Strategy and Action Plan in  
the field of Regional Specialization in  
Moldova, Region North“**

**Radim Gill,**  
Managing director of HaskoningDHV Czech Republic, Ltd.



**Contact person of the bidder:**

**Lukáš Maláč;**



**Brno, 1st November 2017**

## 1. The Bidder

HaskoningDHV Czech Republic, Ltd. is the Czech subsidiary of an independent international engineering and project management consultancy company Royal HaskoningDHV (Netherlands). The Czech subsidiary, as well as the whole company, is committed to deliver added value for its clients while at the same time addressing the challenges societies across the world are facing today – in respect of cities, water, transport and industry. The company as whole as well as its Czech subsidiary provide consultancy and engineering services to clients from both, private as well as public sectors.

HaskoningDHV CZ, formerly known as DHV CR, has been working in Central Europe since 1992, when it was incorporated in trade register in Prague, Czech Republic. Its approximate annual budget is 1 330 000 EUR.

As a multidisciplinary planning and engineering consultancy, the HaskoningDHV Czech Republic is regarded as being one of the leaders in integrated urban and regional planning in the Czech Republic and Central Europe. Key clients are mainly public sector authorities such as: statutory cities, major cities, regional governments, central governmental ministries, governmental trade and development agencies Czech Invest and Czech Development Agency and many others. Requests are received for company's expertise as a co-operation partner as well as lead partner for projects financed from international sources (USAID, UNDP, European Union, EIB, World Bank and EBRD). In the international scope company experts from the Czech Republic work in large internationally funded projects particularly in post-Soviet territory and Western Balkan countries. Recently the company has also engaged in development activities in sub-Saharan Africa (Ethiopia) or Middle East (Lebanon).

The company's profile of providing innovative planning/engineering and management solutions is based on traditional expertise positions in: Transport and infrastructure, Spatial planning, Sustainability (environmental) assessment and Regional development. This approach enables HaskoningDHV CZ to take over a leading role in large development consulting projects demanding co-operation of experts across several disciplines.

In terms of Strategy Planning, Regional Development and Local Economic Development projects, HaskoningDHV Czech Republic has had experience from many projects implemented in Ukraine, Serbia, Georgia and, most importantly, Moldova.

In recent years it is namely Moldova which has become the primary focus of HaskoningDHV experts in Strategic Planning, Regional Development and LED outside the Czech Republic. In the last five years there were five projects for three different clients implemented in Moldova, ranging from ca 20 to over 110 thousands USD (the clients being Czech Development Agency, EBRD and Ministry of Foreign Affairs of the Czech Republic). Two of these major projects were focused at provision of consultancy and methodological support and Capacity Building explicitly in Development Region South (including organization of Study Trips to the Czech Republic). First of these projects had twofold aims: support to elaboration of the Regional Development Strategy in Region South and capacity building of the employees of Regional Development Agency as well as the members of Regional Development Council (i.e. representatives of regional and local councils from the region South) in Strategic Planning. The second project went few steps further

and aimed at creation of sufficient capacities at regional and local levels to implement the strategies. Most importantly it was aimed at encouraging local economic development by investing into business infrastructure and initiating cooperation between public and private subjects as well as associating private subjects (e.g. shared processing centres, business incubators, etc.). Over one and half years' time we held series of seminars in every rayon (attended by regional / local politicians as well as public officers) aimed at development of local economic development projects and their implementation. Key experts who were involved in all of the projects in Moldova, especially the ones in the South Region (including rayon Taraclia) are holding key positions in our team for this project. Within the last two years we have organized two study trips to Czech Republic (as parts of two different projects) which were, partly, aimed also at business infrastructure, public-private and private business associations (e.g. in tourism, development of local brands, etc.). The topic of business associations in agriculture was also a part of yet another project that we have held in Moldova that was focused on evaluation of interventions in support to establishment of agriculture cooperatives.

Therefore, our experts can offer profound knowledge of the respective region and experience with local authorities, with whom they are very familiar.

## 2. Presentation of Evaluation Team

	Position	Qualification criteria	Project-specific experience	Tasks
<b>Lukas Malac</b>	Team Leader Expert in Regional Development	<p>More than 8 years of experience in the field of regional development, including regional specialization and thematic conceptions.</p> <p>Experience with elaboration of more than 10 strategies in the Czech Republic and abroad within the last 3 years, mostly in the position of team leader and experience with more than 2 international projects in the last 3 years (for details please consult attached CV)</p> <p>Proficiency in English language (level B2 or higher)</p> <p>Experience with work in Moldova in respective field of expertise</p>	<p>Lukas is key expert of HaskoningDHV Czech Republic in the field of strategic planning and regional development. He has managed numerous projects aimed at elaboration of strategies, action plans, thematic concepts, spatial analyses, etc (see CV). In the last 3 years he has been involved in projects implemented in Moldova, Georgia, Bosnia and Herzegovina, Ethiopia and Lebanon.</p> <p>Over the last 5 years Lukas has been involved in 5 projects implemented in Moldova, mostly in the position of Team Leader or key expert. He has taken part on the development of the Regional Development Strategy of Region South and recently has managed project called „Development of Strategic Planning in Moldova – Region North“. Therefore, he has excellent knowledge of strategic planning in Moldova as well as of the context of Region North</p>	<p>Manages the work of the project team, communicates with the client, as well as the partner and other stakeholders..</p> <p>Takes part on elaboration of the outcomes – strategy and action plan, verifies outcomes with local stakeholders and elaborates on implementation.</p> <p>Provides wide range of consultancy in his expertise</p>
<b>Radim Gill</b>	Expert in Regional Development	<p>More than 25 years of experience in the field of regional development, including regional specialization and thematic conceptions.</p> <p>Involvement in elaboration of more than 10 strategies in the Czech Republic and abroad within the last 3 years and experience with more than 2 international projects in the last 3 years (for details please consult attached CV)</p> <p>Proficiency in English and Russian languages (level B2 or higher)</p> <p>Experience with work in Moldova in respective field of expertise</p>	<p>Radim is the director and executive of HaskoningDHV Czech Republic, besides that he performs his expertise in urban planning/development of Royal HaskoningDHV Group. He is leading expert in urban/regional land use planning, industrial master-planning and municipal/environmental infrastructure development in Central and Eastern Europe, expert on sustainable local development, expert on tourism and touristic infrastructure development with more than 25 years of experience.</p> <p>Over the last 5 years he has been involved in 5 projects in Moldova aimed at regional development and strategic planning, including a project implemented in this field in Region North</p>	<p>Communicates with stakeholders, takes part in collection of primary information and data.</p> <p>Takes part on elaboration of the outcomes – strategy and action plan, verifies outcomes with local stakeholders.</p> <p>Provides wide range of consultancy in his expertise</p>

	Position	Qualification criteria	Project-specific experience	Tasks
<b>Jakub Hlavacek</b>	Expert in Regional Branding	<p>Proficiency in English language (level B2 or higher)</p> <p>Experience with marketing campaign aimed at regional specialization and/or practical creation and development of at least one regional brand in the Czech Republic and/or abroad in the last 3 years.</p> <p>Experience with work in Moldova in respective field of expertise</p>	<p>Jakub is key expert in the field of regional branding, marketing and development of tourism. In this capacity he has provided consultancy services to a number of regions and co-created regional brands (see attached CV).</p> <p>Jakub has also direct experience with regional branding in Moldova, region North. He has created a highly appreciated branding manual for Regional Development Agency North and provided training to its staff in respective fields. He is therefore most qualified to deliver required services in the field of regional branding.</p>	Provides all required activities in the field of regional branding, elaborates respective outcomes.
<b>Natalia Conovca</b>	Local expert	<p>Proficiency in English language (level B2 or higher)</p> <p>Proficiency in Romanian language (mother tongue)</p> <p>Proficiency in Russian language (level B2 or higher)</p>	<p>Natalia is an outstanding professional in interpretation and translation. We have cooperated with Natalia in a number of our projects in Moldova, including projects aimed at development of strategic planning in Region North. She is, therefore, also familiar with regional development as well as with the context of Region North.</p> <p>Moreover, in the course of our previous projects Natalia has been very helpful in coordinating various activities on our behalf in Moldova, such as printing of publications by local companies, communicating with stakeholders on our behalf, etc.</p>	<p>Provides interpretation and translations</p> <p>Supports project team in the field (logistical, administrative, communication, etc.)</p>

CVs and sworn statements of experts are provided on following 25 pages.

### 3. Financial bid

We are registered for VAT.

Our financial bid for performing required services is the following:

	Cena celkem bez DPH / Total excl. VAT  CZK	Částka DPH / Total VAT  CZK	Cena celkem vč. DPH / Total incl. VAT  CZK
2017 – 2018	<b>611.000,-</b>	<b>128.310,-</b>	<b>739.310,-</b>
2017	416.000,-	87.360,-	503.360,-
2018	195.000,-	40.950,-	235.950,-

  
**HaskoningDHV Czech Republic, spol. s r.o.**  
**Meteor Centre Office Park**  
Sokolovská 100/94, 186 00 Praha 8  
Tel.: 236 080 550, fax: 236 080 560  
IČ: 45797170 • DIČ: CZ45797170



## Výpis ze seznamu kvalifikovaných dodavatelů

vedeného podle § 226 a násled. zákona č. 134/2016 Sb., o zadávání veřejných zakázek

Údaje o dodavateli zapsané v seznamu k 29.08.2017

### 1. Identifikační údaje o dodavateli

#### 1.1. Obchodní firma/Název

HaskoningDHV Czech Republic, spol. s r.o.

#### 1.2. Sídlo

Sokolovská 100/94  
18600 Praha Karlín  
Česká republika

#### 1.3. IČO

45797170

#### 1.4. Statutární orgán

Jméno a příjmení statutárního orgánu nebo jeho členů	Funkce ve statutárním orgánu
Radim Gill	jednatel

#### Způsob jednání

Jednatel jedná za společnost samostatně.

#### 1.5. Ostatní osoby oprávněné jednat jménem dodavatele

Jméno a příjmení osoby	Právní titul jednání jménem dodavatele	Způsob jednání	Datum platnosti do
Ing. Václav Starý	prokurista	Viz poznámka 1 za tabulkou	

#### Pozn. 1

Každý prokurista je oprávněn zastupovat společnost samostatně.

### 2. Základní způsobilost, jejíž splnění dodavatel prokázal

Dodavatel prokázal Ministerstvu pro místní rozvoj, že splňuje podmínku podle:

- § 74 odst. 1 písm. a)  
nebyl v zemi svého sídla v posledních 5 letech pravomocně odsouzen pro trestný čin uvedený v příloze č. 3 zákona nebo obdobný trestný čin podle právního řádu země sídla dodavatele; k zahlazeným odsouzením se nepřihlíží, (tento požadavek splnily i všechny fyzické a právnické osoby uvedené v bodech 1.1. – 1.5. tohoto výpisu),
- § 74 odst. 1 písm. b)  
nemá v České republice nebo v zemi svého sídla v evidenci daní zachycen splatný daňový nedoplatek,
- § 74 odst. 1 písm. c)  
nemá v České republice nebo v zemi svého sídla splatný nedoplatek na pojistném nebo na penále na veřejné zdravotní pojištění,
- § 74 odst. 1 písm. d)  
nemá v České republice nebo v zemi svého sídla splatný nedoplatek na pojistném nebo na penále na sociální zabezpečení a příspěvku na státní politiku zaměstnanosti,

- § 74 odst. 1 písm. e)  
není v likvidaci, nebylo proti němu vydáno rozhodnutí o úpadku, nebyla vůči němu nařízena nucená správa podle jiného právního předpisu nebo není v obdobné situaci podle právního řádu země sídla dodavatele.

### 3. Profesionální způsobilost, jejíž splnění dodavatel prokázal

Dodavatel prokázal, že splňuje podmínku podle:

#### 3.1. § 77 odst. 1 – profesionální způsobilost

Výpis z obchodního rejstříku

#### 3.2. § 77 odst. 2 písm. a) – oprávnění k podnikání

Název dokladu	Vystavil	Předmět podnikání	Obory činnosti	Datum vystavení	Datum platnosti
Výpis z veřejné části Živnostenského rejstříku	JUDr. Marta Večeřová, notářka v Poděbradech	Geologické práce		02.02.2016	
Výpis z veřejné části Živnostenského rejstříku	JUDr. Marta Večeřová, notářka v Poděbradech	Projektová činnost ve výstavbě		02.02.2016	
Výpis z veřejné části Živnostenského rejstříku	JUDr. Marta Večeřová, notářka v Poděbradech	Provádění staveb, jejich změn a odstraňování		02.02.2016	
Výpis z veřejné části Živnostenského rejstříku	JUDr. Marta Večeřová, notářka v Poděbradech	Výroba, obchod a služby neuvedené v přílohách 1 až 3 živnostenského zákona	Viz. poznámka 1 za tabulkou	02.02.2016	

Pozn. 1

Zprostředkování obchodu a služeb

Velkoobchod a maloobchod

Poskytování software, poradenství v oblasti informačních technologií, zpracování dat, hostingové a související činnosti a webové portály

Poradenská a konzultační činnost, zpracování odborných studií a posudků

Výzkum a vývoj v oblasti přírodních a technických věd nebo společenských věd

Služby v oblasti administrativní správy a služby organizačně hospodářské povahy

Mimoškolní výchova a vzdělávání, pořádání kurzů, školení, včetně lektorské činnosti

#### 3.3. § 77 odst. 2 písm. c) – odborná způsobilost

Název dokladu	Obsah dokladu	Vystavil	Datum vystavení	Datum platnosti
Osvědčení o autorizaci 18 660	Ing. Martin Krejčí, autorizovaný inženýr v oboru dopravní stavby	ČKAIT	12.02.1999	
Osvědčení o autorizaci 03 709	Ing. arch. Mgr. Monika Boháčová, autorizovaný architekt pro obor architektura	Česká komora architektů	21.10.2009	
Osvědčení o autorizaci 02 463	RNDr. Milan Svoboda, autorizovaný projektant územních systémů ekologické stability	Česká komora architektů	15.10.1998	
Osvědčení o autorizaci 02 463	RNDr. Milan Svoboda, autorizovaný architekt pro obor územní plánování	Česká komora architektů	10.06.1999	
Osvědčení o autorizaci 02 463	RNDr. Milan Svoboda, autorizovaný architekt pro obor krajinářská architektura	Česká komora architektů	10.06.1999	
Osvědčení o autorizaci 33937	Ing. Ondřej Bojko, autorizovaný inženýr v oboru dopravní stavby	ČKAIT	02.12.2011	



Osvědčení o autorizaci 33966	Ing. Luisa Elblová, autorizovaný inženýr v oboru dopravní stavby	ČKAIT	02.12.2011	
Osvědčení o autorizaci 29455	Ing. Václav Starý, autorizovaný inženýr v oboru dopravní stavby	ČKAIT	01.07.2008	
Rozhodnutí Č.j.: 1243/630/9531/02	RNDr. Ivo Staněk, osvědčení odborné způsobilosti projektovat, provádět a vyhodnocovat geologické práce v oborech: a) hydrogeologie; b) sanační geologie	Ministerstvo životního prostředí	23.05.2002	
Rozhodnutí Č.j.: MZDR 2184/2013-2/OZD-ČIL-V	RNDr. Ivo Staněk, prodloužení osvědčení odborné způsobilosti č.j.5.5.2003/12376 ze dne 14.5.2003 k výkonu odborného dohledu nad využíváním a ochranou přírodních léčivých zdrojů a zdrojů přírodních minerálních vod	Ministerstvo zdravotnictví	12.02.2013	14.05.2018
Rozhodnutí Č.j.: 51880/ENV/15	RNDr. Ivo Staněk, prodloužení autorizace ke zpracování dokumentace a posudku č.j. 8200/1309/OPV/93 ze dne 25.10.1994 dle § 19 odst. 7 zákona č. 100/2001 Sb., o posuzování vlivů na životní prostředí	Ministerstvo životního prostředí	24.08.2015	24.08.2020

#### 4. Datum podání žádosti o zápis do seznamu a jiné rozhodné informace

Rozhodnutí o zápisu dodavatele do seznamu nabylo právní moci dne 25.05.2016.  
Poslední aktualizace zápisu v seznamu byla provedena dne 20.01.2017.

Správnost tohoto výpisu se potvrzuje  
Česká republika - Ministerstvo pro místní rozvoj

Datum: 29.08.2017

Evidenční číslo: CP2017008536



Elektronicky  
podepsáno certifikátem  
IS VZ eservice 2017  
dne 29.8.2017



Seznam kvalifikovaných dodavatelů

Ověřuji pod pořadovým číslem 601166\_023141/1 , že tato listina, která vznikla převedením výstupu z informačního systému veřejné správy z elektronické podoby do podoby listinné, skládající se z 3 listů, se doslovně shoduje s obsahem výstupu z informačního systému veřejné správy v elektronické podobě.

Brno 16

dne 29.08.2017 v 13:44

Podpis .....

Razítko:

Hablerová Markéta



## 5. Initial implementation plan

Since the time scope of the project is fairly limited, high level of cooperation with the partner institution, RDA North, as well as clear plan of action are essential to the success of the project. We have been cooperating with RDA very intensively for the last 3 years, therefore, we can begin with the implementation without further delay that would otherwise be caused by getting to know the context, people at the agency, their capacities and capabilities, clarifications of expectations and different points of view on the subject of this tender, etc. We are also aware of data availabilities, its relevance as well as limitations and gaps – therefore, we do not need much extra time for identification of databases, studying the sources, etc. All of these preconditions are vital should the first draft of the outcome, namely the strategy and action plan of regional specialization, indeed be delivered before 8<sup>th</sup> December 2017.

Also it should be noted, that the work will not be starting from scratch. RDA has already spent significant time and resources on formulation of their initial thoughts and points of view regarding regional specialization. We will, therefore, start our work from this point, verify and, if necessary, update materials that are already elaborated and then analyze the matter into greater depth.

### Plan of action:

#### a/b) Before first mission.

We would like to organize the first mission as soon as possible. The most fitting dates for the first mission are 13<sup>th</sup> – 17<sup>th</sup> November. Therefore, the time before the first mission is relatively short: one week. In this time we will realize the following:

- Start communication with RDA North and acquire all relevant documents;
- Elaboration of detailed programme of first mission, in collaboration with RDA, and submission of this programme to CzDA;
- Review existing databases used in RDA North documents and review the Statistical Yearbook of the Statistical Office of Moldova in order to identify other relevant indicators;
- Identify key stakeholders and discuss their list with RDA North;
- Organize appointments with key stakeholders for interviews, with logistical support of RDA North;
- Discuss capacities of RDA North that could be made available for us during first mission;
- Elaborate methodological and guidance documents (such as interview guides).

#### c) First mission.

As noted above, we would like to organize first mission as soon as possible in order to gain maximum available time for the elaboration of Strategy and action plan. Since we know the “landscape” of Region North, we are confident that preparation time can be limited to minimum. Therefore, our proposal is to organize first mission between 13<sup>th</sup> and 17<sup>th</sup> November.

The mission will be carried out by Radim Gill. We also presume that at least one specialist of RDA will be made available for us during the whole first mission in order to raise the efficiency of implemented activities.

It is our understanding that we will not need too much time for collection of statistical data during the mission. This will be, to a large extent, done before the mission and will be followed-up by email communication after the mission. We would, therefore, like to spend as much time on the mission as possible with collection of primary data. This will be done predominantly by the means of individual interviews. Interviews will be realized with representatives of the following institutions:

- Public institutions – rayonal and municipal level
- Representatives of businesses and their associations
- Representatives of relevant NGOs, such as ProBusiness North and other
- Representatives of other projects and intervention schemes relevant to this field (most importantly regional representatives of GIZ and new project implemented with the support of CzDA by People in Need)
- Representatives of University of Balti

Our initial plan is to spend cca 3 days with field research (Tuesday – Thursday). For that purpose we will also reach outside Balti, it is our intention to spend two days in the region (e.g. Edinet+Drochia or Drochia+Soroca in one day and Falesti+Sangerei or Sangerei+Floresti in the other). First day of the mission will be spent in Balti – mainly on ADR working on structure and contents of the Strategy. Last day will be again spent in Balti. If possible, we would like to organize a workshop on the last day of our mission, during which the initial conclusions and findings would be discussed and verified.

It is our intention to work closely with at least one representative of ADR North throughout the whole week. Such measure would enable us to double the number of stakeholders to which we reach out.

Details of first mission will be elaborated upon in the programme of the mission that will be submitted to CzDA before departure.

d/e) A report of the first mission will be elaborated and sent to CzDA within few days after the mission. The report will summarize implemented activities and most importantly realized meetings. It will not contain minutes of individual interviews as those are considered confidential.

Based on discussions with ADR and reached agreement also the structure of the Strategy will be elaborated and presented to CzDA within max. 10 days after return from the first mission.

f) The initial draft of the Strategy and action plan will be elaborated until 8<sup>th</sup> December 2017. The document will follow agreed structure and will be based on data and information collected during the mission as well as desk research by project team members and by RDA staff. We expect RDA to assist us with identification of additional and supporting indicators / data sources also after the first mission, should a need of deeper investigation of selected trend arise.

Draft of the Strategy and action plan will not be a mere summarization of collected data / information. Moreover, an expert opinion of team members will be added with regard to feasibility and relevance of the document. It should be noted that team members were part of elaboration of a number of overall / sectoral strategies in Moldova, including

Region North and they also know Region North very well. Therefore, their expert inputs is a relevant source of information and presents the added value of our approach.

Implementation plan will be part of the Strategy and action plan. The implementation plan will elaborate in details what are the specific steps necessary to fulfill the Strategy. Also a monitoring system will be suggested – one that is in line with monitoring / reporting systems of other strategic documents at ADR in order to incorporate the implementation of the Regional specialization strategy into regional development activities as whole that are realized by ADR

The draft document will be at least 35 pages long. It will be presented to CzDA until 8<sup>th</sup> December. Once comments from the CzDA will have been received, these will be processed within 3 days.

- g) Second field mission is foreseen for late January 2018, however, dates will be specified in the programme of second mission. Second mission will focus on finalization of the Strategy and action plan and on the assessment of Regional Brand(s) potential in the region. For that purpose, a number of individual interviews with relevant stakeholders will again be planned, with the support of RDA. The subjects of these interviews will be local producers, entrepreneurs in tourism (hotels, restaurants), local business and tourism associations, University of Balti and independent experts. List of stakeholders to be approached will be elaborated upon in the programme of second mission that will be presented to CzDA at least 5 days before departure. Eventual comments will be processed within 3 days.
- h) Second mission is foreseen for late January or early February 2018. On the basis of initial research (stakeholder analysis) and reaching out to the stakeholders (support of RDA staff is expected in this regard), the mission will last 4-5 days.

Lukas Malac and Jakub Hlavacek will take part on the mission. Lukas will focus on discussions around elaborated Strategy and action plan and its finalization. Jakub will focus on activities in the field of regional branding.

- i) A report of the second mission will be elaborated and sent to CzDA within few days after the mission. The report will summarize implemented activities and most importantly realized meetings. It will not contain minutes of individual interviews as those are considered confidential.

Final outcomes (Strategy and action plan regarding regional specialization, report regarding the potentials of regional branding) will be delivered to CzDA by the latest on 28<sup>th</sup> February. Eventual comments of CzDA will be processed within 3 days.

- j) Final outputs will be handed over to RDA in electronic as well as hard copy. Translation of final outputs is not part of the scope of this project.