

**Questions and answers upon results of pre-bidding conference, conducted on 22<sup>th</sup> of May 2017, 11-00, at the  
UNDP Ukraine office in Kyiv (1, Klovskiy uzviz, Big Operations Room)**

**33-2017-UNDP-UKR-RFP-RPP**

**Development of business processes and training for the regional development agency staff and project  
personnel**

<p><b>QUESTION 1.</b> According to the provided ToR, first task is to develop business processes manual. The question is, how detailed should this manual be? For example, in case company uses 5 levels, level 1 being the lowest and level 5 the highest, with level 3 corresponding to process flow charts which one should be used in this case?</p>	<p><b>ANSWER 1.</b> When planning ToR for these works we understood that, on one hand absence of previous developments in this sphere is an advantage, as rearranging existing system is always more challenging, than developing one from scratch. But, on the other hand, there is no base on which we might've build on.</p> <p>Considering this, we would like to get detailed manuals, especially in areas of financial management processes and procurement processes. Referring to levels of detalization mentioned in the question, let's say, for Human resources and office management level 3 would be acceptable, and for finance and procurement management level 5 would be preferable.</p> <p>We would appreciate provision of detailed step-by-step manuals provided, with clear division of roles and responsibilities presented. Because it is expected to implement all described business processes right away. And these manuals would have to used basically the next day upon their approval. So, it is important to make the manuals clear, understandable and detailed.</p>
<p><b>QUESTION 2.</b> Considering the level of detalisation of financial management process, should financial modeling be included as part of developed manual?</p>	<p><b>ANSWER 2.</b> No, development of financial models is not included into scope of work of this RFP</p>
<p><b>QUESTION 3.</b> One of the broad categories for process development in terms of Office Management and Administration are branding and web-site development. How description of these processes should be addressed?</p>	<p><b>ANSWER 3.</b> This task was not meant as request to develop complete model of web-site and branding and PR strategy. What is expected is consultancy and recommendations on the best ways to implement processes dealing with external entities, public relations, branding and web-site development.</p>
<p><b>QUESTION 4.</b> In description of experience and qualifications of Consultant/Trainer personnel (sub clause G in provided ToR) knowledge of the Ukrainian laws and regulations is stated. Do you have specific legislation in mind for consultants to be familiar with?</p>	<p><b>ANSWER 4.</b> No, nothing specific. This clause is meant to ensure that consultants working on this project would have enough general knowledge and understanding of Ukrainian legislation and regulations in areas that might be relevant to the described scope of work.</p>
<p><b>QUESTION 5.</b> What lead-time is expected for provision of business processes?</p>	<p><b>ANSWER 5.</b> 8 weeks</p>
<p><b>QUESTION 6.</b> In order to achieve the most effective outcome of the works described in this RFP, close cooperation with RDAs, as end users is required. How this process is envisioned?</p>	<p><b>ANSWER 6.</b> Naturally, cooperation with all involved parties is essential for ensuring the most beneficial outcome. Communication of the company with RDA would be coordinated through UNDP, and overall mentoring during implementation of the business processes are not intended within scope of work of this RFP. But, please note that training is required on the business processes, as task 2 in the provided ToR</p>

