

Pre-proposal Conference on Tender on Functional Analyses and Change Management Process Coaching of CEGSTAR

Minutes of the Conference

Date: 29.05.15

Venue: # 9 Eristavi Street (UN House), Tbilisi, Georgia
UNICEF conference room

Attended:

Ms. Marika Shioshvili, Project Manager, UNDP/ Fostering Regional and Local Development in Georgia (FRLD);

Ms. Natia Vepkhvadze, Capacity Development Expert/Coordinator, UNDP/ Fostering Regional and Local Development in Georgia

Ms. Maia Bibileishvili, Administrative and Finance Assistant, UNDP/ Fostering Regional and Local Development in Georgia

Please see the pre-proposal conference participant companies' attendance sheet and the agenda of the conference in Annex 1 and Annex 2 respectively)

Ms. Marika Shioshvili, Project Manager, UNDP/ Fostering Regional and Local Development in Georgia (FRLD), opened the meeting and spoke about the project goals and objectives in general and outlined the key aspects of the activities that the project carries out partnering with CEGSTAR. Ms. Natia Vepkhvadze, Capacity Development Expert/Coordinator, UNDP/ Fostering Regional and Local Development in Georgia, provided brief description of the RFP and TOR on Functional Analyses and Change Management Coaching Process for CEGSTAR. She briefly spoke about the submission procedures, namely, she reminded the attendees that 10th of June is the proposals' submission deadline; Technical and Financial proposals should be submitted in separate envelopes, sealed individually and marked as *Technical Proposals* and *Financial Proposals*; envelopes submitted by the proposers should contain the original copies of the documents as well 2 packages of copies. It was emphasized that the proposals will be opened on the submission deadline (June 10, 2015) at 16:30 by the UNDP board, approved in advance by the UNDP head office.

The opening part was proceeded with Questions and Answers session.

Below are provided the questions, raised by the participants with respective answers:

Question 1: Does CEGSTAR staff have job descriptions currently?

Answer 1: Job descriptions for CEGSTAR staff have been developed recently; despite the huge tasks and responsibilities assigned to CEGSTAR in terms of establishment and operation of the institutionalized training system for municipal civil servants, as well as implementation of voluminous training program for the employees of Ministry of Regional Development and Infrastructure (MRDI), regional and local administrations countrywide, based on the job descriptions, out of nine permanent CEGSTAR employees, only two of them are designated for implementation of training-related activities. These two employees are supported by one person,

hired on a contractual base. In contempt of the fact the project provides great support to CEGSTAR in organization of the trainings, included in the 2015 training program, CEGSTAR still experiences difficulties in terms of logistics, since it is under-resourced compared to the job volume.

Furthermore, upon approval of the Governmental Decree on Approval of the System for Continuous Training of Civil Servants of Local Self-Government Bodies, Authorities of the Agencies engaged in the System, and Principles and Rules for Functioning of this System (to be approved in June 2015, the latest) CEGSTAR will be responsible for establishment and launching of the institutionalized training system for municipal civil servants. According to the decree, among other activities, CEGSTAR will be responsible for elaboration of educational standards for the training programs intended for qualification improvement of municipal civil servants, as well as establishment and maintenance of web-based registry of training programs/training providers. This will help CEGSTAR to ensure and maintain the quality of trainings delivered to local self-government employees.

Question 2: What are the anticipated dates for selection of the winner company? Namely, we are concerned about the deadline for submission of the strategy - 3rd of August, how feasible is this?

Answer 2: Contract award / commencement and other milestone dates are described in deliverables' schedule of the RFP.

Contract Commencement – July 13, 2015

Other milestone dates:

| Deliverables | Timing |
|---|----------------|
| a. Successful submission of a written methodology and a package of questionnaires and forms required for effective implementation of functional review and capacity assessment; | 24 July 2015 |
| b. A draft inception report on the analysis of legislation, objectives, functions, organization, staffing, functions' delivery quality and identification of strengths and weaknesses of CEGSTAR. This report shall be presented to CEGSTAR management and UNDP to obtain the feedback and agree on the key concepts; | |
| c. A change management strategy and a report containing the most effective set of in-house and contracted-out responsibilities and tasks and consequential staffing levels, options for changes in tasks, functions, organizational structure, and capacity development. This report shall be presented to CEGSTAR management UNDP to obtain the feedback and agree on the key concepts; The strategy should be agreed and approved by CEGSTAR and MRDI | 3 August 2015 |
| d. A time-bound 5-year implementation plan for achieving functional optimization and attaining strategic objectives regarding the establishment of the institutionalized training system for municipal civil servants in accordance with the Decree and setting out annual requirements for external assistance to achieve the plan. The implementation plan should be agreed and approved by CEGSTAR and MRDI | 14 August 2015 |

| | |
|--|------------------|
| e. I Mid-term progress report reflecting key accomplishments achieved during the guidance and coaching provided to CEGSTAR in successful implementation of the change management process; The report should be accepted by UNDP. The report should reflect lessons learnt, challenges and deviations encountered during the reporting period. | 26 February 2016 |
| f. II Mid-term progress report reflecting key accomplishments achieved during the guidance and coaching provided to CEGSTAR in successful implementation of the change management process; The report should be accepted by UNDP. The report should reflect lessons learnt, challenges and deviations encountered during the reporting period. | 31 May, 2016 |
| g. Final report comprising set of recommendations, reorganization plans, change management strategy & plan agreed with CEGSTAR management. The report should also reflect accomplishments as a result of change management coaching process, during the consultancy period. The report should be approved by CEGSTAR and accepted by UNDP | 20 October, 2016 |

As for the change management strategy for CEGSTAR, the bidder has to focus only on capacity enhancement/training system part of CEGSTAR obligations. Therefore, we think it is absolutely feasible.

Question 3: Are consortiums of companies eligible to bid for the RFP?

Answer 3: Yes, they are, however it has to be considered that one company can be part of only one bidding consortium.

Question 4: What are the qualifications of the company required?

Answer 4: Required qualifications are described in the RFP.

Question 5: Is it limited to have one team leader plus 2 supporting experts as described in the RFP?

Answer 5: FRLD does not have restrictions in terms of number of the engaged experts. Task distribution among its staff is completely at the discretion of the bidder company; however, qualification of the team leader as well as the supporting experts have to meet the qualification requirements described under the RFP; so if more than 2 supporting experts are proposed, with similar SOWs, they all have to be in alignment with the given requirements.

Question 6: Team leader that is required to be international, could be substituted by the local team leader on temporal basis?

Answer 6: The international team leader has to manage the process and be responsible for the accomplishment of tasks and ensure quality of deliverables. The work plan implementation and task distribution is up to the company.

Question 7: Will the selected company have space and accessibility to CEGSTAR on a daily basis? For staff interviews for example.

Answer 7: Yes, CEGSTAR will provide needed space and accessibility to its staff members for the daily communication.

Question 8: a. What is CEGSTAR's commitment in terms of the implementation of the recommendations provided within the frame work of the given RFP tasks? b. Who approves the developed recommendations?

Answer 8: a. The RFP was developed in close cooperation with CEGSTAR. CEGSTAR wants to obtain a set of recommendations, developed by qualified experts, regarding the further organizational structure, staffing, functions and capacities within CEGSTAR to implement the responsibilities assigned under the Training Concept and the Decree. A set of recommendations will be used as well-reasoned arguments to justify CEGSTAR's request MRDI/GoG to expand its financial and human resources; hence, CEGSTAR is strongly determined to fulfill all the recommendations provided as a result of the given assignment.

b. The recommendations are agreed with and approved by CEGSTAR, MRDI, and UNDP/FRLD project.

Question 9: Who is responsible for implementation of those changes that will be described under the recommendations and work plan, during the 2nd phase?

Answer 9: CEGSTAR is.

Question 10: Is the contractor responsible for assessment of operation system as well? Such as tools for monitoring etc.

Answer 10: Yes.

Question 11: Is 7 years of experience of the company a must?

Answer 11: Yes, this is the minimum qualification requirement for the company; therefore, any company not meeting the requirement will be disqualified.

Question 12: a. In case of consortium, are the companies obliged to submit a notarized agreement, concluded between the companies engaged in consortium, or a letter of commitment, provided by the companies will be sufficient? Notarization of documents requires power of attorney and this is associated with long-term procedures?

b. Could the company submit the notarized agreement at a later stage, after the bid deadline?

Answer 12: a. Submission of duly notarized agreement is obligatory; the RFP instructions (article 19, page 10) stipulate this condition as a mandatory requirement to be fulfilled by proposers.

b. Notarized agreement between the companies engaged in consortium must be submitted as an integral parts of the whole bid documentation package at the submission date of the proposal.

Question 13: If the company was recently reorganized, e.g. a branch company was transformed into the LLC, would the experience of the head (ancestor) company still be regarded as meeting the minimum qualification requirement (7 years' experience as stipulated under the RFP)?

Answer 13: If the staff members of the newly registered LLC are same as in the ancestor company and have respective experience, it will be regarded as having the experience of the former ancestor company, however, this should be explicitly evidenced by the company through relevant documentation.

Question 14: Does the company has to have ISO certificate?

Answer 14: No, the ISO certificate is mentioned in the RFP as an example. However, the company has to have quality assurance systems and mechanisms in place (as described in the RFP) and this need to be explicitly evidenced through the relevant documentation.

Question 15: Is the bid opening open for the public?

Answer 15: Yes, all the interested company representatives can attend the bid opening at 16:30, At the venue: # 9 Eristavi Street (UN House), Tbilisi, Georgia

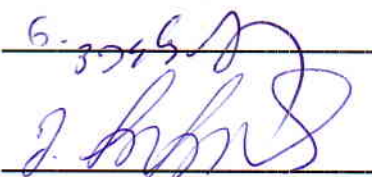
The following documents will be sent to all bidders:

1. Word version of forms and templates included in RFP
2. Concept of Continuous Training of Civil Servants of Local Self-Government Bodies concept (in Georgian and in English)
3. Draft Governmental Decree on Approval of the System for Continuous Training of Civil Servants of Local Self-Government Bodies, Authorities of the Agencies engaged in the System, and Principles and Rules for Functioning of this System (In Georgian)

Ms. Marika Shioshvili,
Project Manager,
UNDP/ Fostering Regional and Local Development in Georgia



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Pre-proposal Conference

Tender on Functional Analyses and Change Management Process Coaching of CEGSTAR

Agenda

UN House

9 Eristavi Street Tbilisi, Georgia

| Time | Topic |
|---------------|---|
| 15:00 – 15:10 | Welcome of Meeting Participants Ms. Marika Shioshvili, Project Manager, UNDP/ Fostering Regional and Local Development in Georgia |
| 15:10– 15:20 | Brief description of the RFP and ToR Ms. Natia Vepkhvadze, Capacity Development Expert/Coordinator, UNDP/ Fostering Regional and Local Development in Georgia |
| 15:20- 15:50 | Q& A |