United Nations Development Programme

Tbilisi, 20 July 2021

Pre-Bid Meeting

Training and Consultation Support (TCS) in Public Policy to the Ministry of Economy and Sustainable Development (MoESD)
Supporting Public Administration Reform in Georgia – Phase 2 (PAR 2)
Minutes

Tuesday, 20 July 2021, 11:00 AM-noon
A pre-bid meeting was conducted via Zoom

UNDP Representatives:
Sophio Omanadze – Capacity Assessment, Evaluation and Monitoring Specialist, Project: Supporting Public Administration Reform in Georgia - Phase 2 (PAR 2), United Nations Development Programme (UNDP)

Nino Ghonghadze - Public Policy Coordinator, PAR 2, UNDP   *N·Ghonghadze*

Inesa Ejibia - Admin/Finance Assistant, PAR 2, UNDP   *I. Ejibia*

Interested proposers:
George Simongulashvili - GEC-Consulting
Nino Chikvanaia - Policy and Management Consulting Group
Lali Kipshidze - Kaizen Institute Georgia
Nini Nutsubidze – ACT
Arsen Gogatadze - PwC Georgia
Vyacheslav Gromlyuk - PAI
Irina Gruzdova - Institute of Social Technologies
Christine Tokar - Dods Group Ltd.
Natalia Portnykh - Institute of Social Technologies
Mason Soule - International School of Economics, Tbilisi State University - Policy Institute (ISET-PI)

The overall objective of the TCS is to entail the assessment of the capacity needs of MoESD, in relation to public policymaking, the adaptation of the existing Public Policy Planning, Analysis, Implementation, Monitoring and Evaluation Training Package to attune it to the Ministry needs, elaboration of the Ministry's internal procedures for effective planning, analysis and implementation of its policies, and training and coaching of relevant staff in a variety of policy-related issues.

A pre-bid meeting was held remotely via Zoom on 20 July, from 11:00 AM – to noon. The meeting aimed to clarify questions of interested proposers concerning the proposal.

Ms. Sophio Omanadze opened the meeting, providing a brief overview of the key aim and objectives of the assignment.

The introductory part was followed by Q & A:

Question: As per ToR, needs assessment of the Ministry includes analysis of organizational and individual learning system; while analyzing the organizational and individual learning system and the organizational development issues, should the analysis cover only the given Ministry, or does it also include other relevant institutions (e.g. line ministries), which may be involved in the learning process of the Ministry staff?
Answer: There is no need to involve other institutions. The winning proposer will need to concentrate on investigating the individual and organizational learning system (if there is one) of the Ministry to see what is available and, later, plan respective changes towards the improvement of organizational learning, in agreement with the Ministry.

Question: One of the services to be delivered to MoESD as per ToR is the improvement of data management and analysis Area. Is it intended to involve Ministry's staff in the designing process and to conduct these activities jointly?
Answer: It is expected that the Ministry's staff will be actively involved in all of the activities, including preparing recommendations on data management and analysis. Since the Ministry itself is not fully aware of its needs and capacities, needs assessment stage should provide a clearer picture of the status quo, although their full cooperation is expected in analyzing the status quo and, later, in planning for the improvements.

Question: One of the services to be delivered to MoESD as per ToR is the Capacity-building measures – based on the needs assessment findings, the consulting company/institution will adapt the existing training package : should specific case studies and exercises relevant specifically to the MoESD be created while adapting the whole package of training materials?
Answer: The already existing training package itself is quite large and extensive with reading materials; hence, the creation of the whole new training package is not necessary; rather, some minor parts can be modified to the needs of the Ministry. As for preparing specific case studies, this will be based on the needs assessment results.

Question: Since the training module includes the practical work on the policy documents, does it imply that the Ministry will select the candidates that are already working on these policy documents and that the policy documents will be updated during the training process?
Answer: Usually, it is the request of Ministries to ensure that the training is less theoretical and more practical. As stated, the practical work on policy documents is a part of the training; some of the modules are devoted to working on policy documents. Time allocated to the practical modules can be used for delivering the coaching sessions on policy documents development, or this part can be taken out of the training and be implemented later, after the training. The training participants will be selected based on the need's assessment results (initial phase of the sub-project).

Question: While adapting the training materials to MoESD needs, should equal hours be devoted to different training modules?
Answer: No, different parts of the module might be increased or decreased and emphasized according to the specific needs of the Ministry.

Question: Should the capacity building activities and training be provided in Georgian?
Answer: The expectation is that the training should be provided in Georgian, as it will be better comprehensible for the audience.

Question: Are the targeted participants of training mainly civil servants of the Ministry, or does the target audience also include Ministers/parliamentarians?
Answer: Targeted segment is the ministry staff, which are civil servants.

Question: Do the training groups also include representatives of LEPS of the MoESD?
Answer Yes, there might be a couple of representatives from the LEPLS on training.

Question: What is the approximate amount of staff to be trained?
Answer: The number is not yet known, and neither are the positions of the relevant Ministry representatives. This will be clarified after carrying out the assessment.

Question: What is the scale of the Ministry's work regarding the development of relevant policy documents?
Answer: There is a number of documents (about 4-5) under different stages of development that could possibly require some assistance. However, the document, which they would require assistance working on, has not been specified due to the fact that all the policy documents that are under development are supported by different donors. Hence, the extent of the resources required for the support in policy documents development is not yet known and the needs assessment, as well as consultations with the Ministry on a later stage of the sub-project should provide clearer picture on this matter. Ministry will indicate the policy documents that require consultant's supervision and additionally, some of the documents may become the part of the practical module of the training and parts of them might be revised during the trainings.

Question: What kind of document will be an Internal Procedure Document: a by-law, Minister's order, etc.?
Answer: The objective of the internal procedure document is the formalization of the policy planning process in the Ministry, providing a description of how the policy cycle should be implemented (where should it start, who should be involved, etc.), however the type of the document the Ministry requires based on the needs assessment will be decided later on, during working together with the Ministry.

Question: Is there any preliminary commitment/agreement from the Ministry's side that they will institutionalize the policy planning procedure internally?
Answer: At this stage we have such preliminary agreement with the Ministry; however, considering the frequent and rapid change of top management, there are no solid guarantees. Regardless, we will try our best for it to be formalized.

Question: Is the consultant required to come up with the indicator bank on the policy documents that are still being developed, and then is the Ministry expected to carry on, on its own?

Answer: The indicator bank has been requested by the Ministry to support planning, monitoring and evaluation of its policies/projects/ initiatives more effectively and efficiently. There will be some of the indicators linked to ongoing documents, but moreover, there intention is to create universal bank of indicators developed with the guidance of the consulting company/consultants that can be used in future as well, with some modifications. This will be an exercise for the Ministry to get used to creating and using indicators. Hence, even if some ongoing documents are not finalized, the indicator bank still needs to be developed for their use in the future. Moreover, Administration of Government of Georgia is also working on developing the indicator bank, and there is an expectation that these works will be coordinated. The possibility of coordination, as well as scope will be decided later on.

Question: Are all of the consultants necessary for carrying out the tasks outlined in ToR expected to be local, or is it deemed beneficial to bring the international consultant into the team?
Answer: Local experts are deemed relevant for handling the task.

Question: In case of the involvement of international experts, can some of the work be done remotely?
Answer: Theoretically, it is possible.

Question: Is there any exclusivity request on the experts participating in the process?
Answer: Yes, it is expected that each expert will be included in just one submitted proposal.

Question: Is it possible to engage the expert, who is the project member of another UN agency/project, not directly linked to PAR?
Answer: No, usually, the UN agency/project staff is not permitted to work with the Government as experts.

Question: With regards to the company profile, there is one criterion, according to which the proposers should clarify that the human resource capacity is sufficient for the implementation of the project. What kind of proof is required (written confirmation in the company profile or the official letter)?
Answer: A company profile is usually enough. An organigram can be provided, portraying units and the number of employees.

Lastly, the Admin/Finance Assistant of the PAR 2 project stressed that the training package would be shared with the proposers upon request.

Following the Q&A part, the PAR project Capacity Assessment, Evaluation and Monitoring Specialist thanked the attendees for participation and closed the meeting.

The Consultation meeting lasted around an hour.