

Questions from tenderers and corresponding answers

N.B.: The questions and answers will form an integral part of the tender documents.

Transaction number: 83419700

Project processing number: 2019.2006.5-001.00

Project: Nile Delta Water Management in Egypt

Works/services tendered: Leadership Development Programme for Water and Wastewater

Country: Egypt

Procedure type: Open procedure

Version 3 from 17 October 2022

No	Subject (e.g. document section 1)	Question	Answer
1.	Submission deadline	Due to the tight schedule till the submission date, we would like to ask for a much-needed deadline extension from Wednesday, 12th of October 2022 to Tuesday, 18th of October 2022	The deadline for submission of offers will be extended by 11 days until 11:30 pm on 22 October 2022 (Cairo, Egypt time zone) .
2.	ToR	Will all workshops/ events be in Cairo only? If no, can you kindly specify where will they take place?	Training sessions, workshops and leadership engagement exchange events are to be conducted in Egypt at a place of choice by the contractor in agreement with the GIZ. Therefore, it's not necessarily limited to Cairo.
3.	ToR	The core team's office location, will it be in the HCWW, the GIZ office, or will it be in our premises?	The Contractor shall provide sufficient workspace for the core team and or other short-term experts. No workspace will be provided by the GIZ.
4.	ToR	What locations will the scope be delivered in besides Cairo, Egypt?	Training sessions, workshops and leadership engagement exchange events are to be conducted in Egypt at a place of choice by the contractor in agreement with the GIZ. Therefore, it's not necessarily limited to Cairo.

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5.	Submission deadline	Is an extension of the submission date possible? We would highly appreciate a two-week extension so to be able to prepare a thorough and fitting proposal.	The deadline for submission of offers will be extended by 11 days until 11:30 pm on 22 October 2022 (Cairo, Egypt time zone) .
6.	Eligibility Assessment grid (Annex 4)	How are respondents required to provide proof of Eligibility? Would a written statement suffice or are specific documents required? If so, please list such documents.	The eligibility criteria can be addressed in a written statement with proof of evidence wherever possible (e.g copies of contracts value with clients' name removed, stamped organizational structure...)
7.	ToR	We are able, through sister companies and local partnerships, to bring water and wastewater subject matter experts to the team. Is that a requirement or a sought-after skill set for this engagement?	Water and wastewater subject matter experts are not explicitly a tender requirement. However, we leave it up to the contractor judgement and we are open to recommendations based on the Contractor's experience. Also, as per the Bidding Conditions (Annex 1): Should you form a joint venture group or consortium; the bid must specify the members of this group/ consortium. Furthermore, the authorised representatives of the members are to be named.
8.	ToR	Does GIZ prefer some psychometric assessments over others? For example, MBTI, DISC, etc?	No preference in that regard. The assessments techniques/tools are to be selected/developed in close coordination with the GIZ and HCWW and subject to GIZ-AV prior approval.
9.	ToR	Under phase 3, on page 8 of the TOR it says, "The contractor can provide more curriculums/topics for GIZ proposal evaluation team as deemed relevant." Is this expected during proposal submission? Or after the assessments are completed in phase 2?	The additional curriculums/topics are expected after assessing the pre-selected potential leaders and identifying the training needs, i.e., upon the completion of Phase 2.

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10.	ToR	What is GIZ's expectation with regards to the second differentiated assessment tool or technique? Is this something the Contractor is expected to develop based on the training courses offered?	The assessments techniques/tools are to be selected/developed in close coordination with the GIZ and HCWW and subject to GIZ-AV prior approval.
11.	ToR	What are the topics required under the additional "innovative" leader engagement exchange platforms? Are these new topics or in alignment with those addressed earlier in the TOR?	The additional "innovative" leader engagement exchange platforms and its topics are to be proposed and discussed with GIZ and HCWW and subject to GIZ-AV prior approval.
12.	ToR	Confirming that the listed 8 competencies are the ones that will be measured in the program?	The listed behavioral leadership competencies represent -but not limited to- some of the critical competencies that GIZ and HCWW consider as critical attributes of potential leaders. However, we are open to additional recommendations based on the Contractor's experience.
13.	ToR	<p>Phase 1: Preparation and Internal Documentation Review:</p> <p>Please confirm that the expected outcome of this phase is the reviewed competency framework inclusive of proficiency levels and indicators?</p> <p>Please indicate any other expected reports as an outcome of the interviews conducted in phase 1?</p>	<p>Yes, the reviewed competency framework inclusive of proficiency levels and indicators is expected as an outcome of phase 1</p> <p>In addition, an outline for the interviews including interview question with HCWW Leadership Team and department heads and summary of the responses to the questions, directions, strategic vision, future leader qualities, traits, culture, environment and statements posed by the HCWW leadership is expected as a result of phase 1. This shall be part of the detailed inception report to be submitted in 1 month after commissioning of the assignment.</p>

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14.	ToR	<p>Phase 2: Assessment of potential candidates:</p> <p>Please confirm if there is a pre-set criteria whereby candidates are going to be shortlisted and will it be provided from our side or by GIZ?</p>	<p>The pre-set criteria whereby can are going to be shortlisted will be proposed by the contractor based on the results of phase 1, then will be discussed and agreed up on between the Contractor, GIZ and HCWW.</p>
15.	ToR	<p>Phase 3: Develop and conduct Leadership Training Program, second Psychometric and Exchange Program:</p> <p>Please confirm that the mentioned training modules will all be covered in the training program in addition to the ones suggested from our side based on the results of the assessment (development needs of the candidates)?</p> <p>Is it mandatory to include all the 8 topics in the training program or is it flexible to cover some of the topics and replace others based on our recommendations.</p> <p>“Conduct training sessions for the 120 participants on 4 training modules” does this phrase refer to 4 specific modules or will it be specified based on the results of the assessment?</p> <p>Please confirm that the personality psychometric tests in addition to the differentiated assessment tool will be</p>	<p>The mentioned 10 training modules are to be developed within the leadership training programme covering the requested topics in the ToR in addition to the ones suggested by the contractor.</p> <p>Yes, the 8 topics listed in the ToR (page 8) must be covered within the requested 10 training modules. Additional curriculums/topics can be suggested by the Contractor based on both the results of the assessment conducted in phase 1 as well as the Contractor’s experience.</p> <p>No, the phrase does not refer to 4 specific training modules. We leave the sequence of implementing the training modules up to the Contractor’s judgment.</p> <p>Yes, the personality psychometric tests in addition to the differentiated assessment tool will be conducted in parallel to identify the finalist 80 future leaders.</p> <p>Yes, the additional (second) differentiated assessment tool/technique is to be proposed and conducted by the Contractor. Kindly note that the already listed 8 topics in the ToR (page 8) are not necessarily equivalent to 8 training module, i.e. the Contractor might see that 1 or more topic can be covered in one training module.</p>

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		<p>conducted in parallel to identify the finalist 80 future leaders? Please confirm that the additional differentiated assessment tools will be recommended by our consultants? “Conduct training sessions for the shortlisted 80 future leaders on the remaining 6 modules” please specify if the remaining 6 modules are referring to specific modules from the previously outlined 8 training modules or will it be a combination from the ones you outlined, and the ones recommended from our side? Please elaborate on whether or not the 6 additional innovative leadership engagement exchange platforms are distinct from the previously mentioned 6 remaining modules, and if yes, kindly elaborate on what is the expected outcome? Shall the material be provided in both Arabic and English manuals or one language only? Eight (8) innovative leadership engagement exchange platform programs, does this mean that we need to provide self-paced training programs on our platforms?</p>	<p>Hence, please differentiate between the topics and modules. The 8 points listed in the ToR (page 8) refer to training topics not training modules. The 10 training modules shall cover the outlined 8 training topics as well as the additional curriculum/topics proposed by the Contractor.</p> <p>The remaining 6 modules are not referring to specific modules from the 10 developed training modules, we leave the sequence of implementing the training modules up to the Contractor’s judgment. Yes, the 6 additional innovative leadership engagement exchange platforms are distinct from the previously mentioned 10 training modules.</p> <p>The Contractor is expected to propose innovative” leadership engagement exchange platforms to build relationships and synergies among the 80 potential leaders and provide a space for sharing of innovative ideas and topical information across all ACs and to understand and exchange around leadership challenges. platforms that facilitate inspirational dialogue and thought leadership through inspirational talks, seminars, networking events, etc.</p> <p>The training material should be in both Arabic and English language (ToR, page 10).</p> <p>We are open to all ideas and recommendations based on the Contractor’s experience</p>

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16.	ToR	<p>Deliverables of the Contractor:</p> <p>D2: Detailed inception report in Arabic and English – please elaborate what is meant by the inception report and what will it be inclusive of?</p>	<p>The inception report should describe the conceptual framework planned for undertaking this assignment in line with the scope and purpose described in the ToR. It should include an outline for the interviews including interview question with HCWW Leadership Team and department heads and summary of the responses to the questions, directions, strategic vision, future leader qualities, traits, culture, environment and statements posed by the HCWW leadership. Also includes the Contractor’s recommendations and implementation methodology and a detailed work plan.</p>
17.	ToR	<p>Deliverables of the Contractor:</p> <p>D9: Detailed description of the proposed content/ideas for the innovative leadership engagement exchange platform & D10: Up to eight (8) innovative leadership engagement / team building events – Please confirm whether D10 is an integral part of D9 or are they two separate deliverables, and if yes, what is the expected outcome of each?</p>	<p>D9 is the written detailed proposal for the innovative leadership engagement platform that should be submitted for discussion and approval by the GIZ.</p> <p>D10 is the actual implementation of the 8 innovative leadership engagement / team building events.</p>
18.	ToR	<p>Guiding principles:</p> <p>“All deliverables are of proprietary intellectual property of GIZ and HCWW” – confirming that all deliverables will be part of the proprietary intellectual property of GIZ and will remain confidential, but, please bear in mind that JOBMASTER will retain a copy.</p>	<p>All deliverables are of proprietary intellectual property of GIZ and HCWW and the Contractor is allowed to retain a copy. However, as far as the personal data is concerned, the Contractor shall be obliged to comply with anonymized data processing principles and is not allowed to retain any personal data.</p>

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19.	ToR	<p>Milestones: We noticed that the milestones related to shortlisting the final 80 potential leaders are not included in the milestones table, therefore, please confirm that we shall include them as part of the milestones?</p>	<p>The Contractor is required to verify the milestones and the schedule in his technical proposal. Additional milestones related to key activities may be included in the technical proposal if considered necessary.</p>
20.	ToR	<p>Technical-methodological concept: Please confirm that the technical-methodological concept of the tender represents the outline/structure in which the technical proposal shall be delivered and that it is mandatory to follow?</p>	<p>The structure of the tender must correspond with the structure of the ToRs. It must be legible (font size 11 or larger) and clearly formulated. The language of the tender is English.</p> <p>The technical-methodological concept of the tender (section Error! Reference source not found. of the ToRs) is not to exceed 14 pages (not including the cover page, list of abbreviations, table of contents and brief introduction). Subchapters should not exceed the number of pages specified in Chapter 3 above.</p> <p>The CVs of the staff proposed in accordance with section Error! Reference source not found. of the ToRs must be in the EU-format and must not be more than 4 pages in length. The CVs must clearly show what position the proposed person held, which tasks they performed and how many expert days they worked during which period in the specified references. The CVs can also be submitted in English.</p> <p>We strongly request that you do not exceed the number of pages specified.</p> <p>Only technical bids of bidders fulfilling the commercial and technical eligibility criteria will be evaluated.</p>

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21.	ToR	<p>Processes:</p> <p>“A presentation and explanation of the integration of partner contributions shall be provided” – please confirm whether the mentioned presentation is part of the proposal to be submitted or a separate document, and if yes, when should it be submitted?</p>	The mentioned presentation is part of the proposal to be submitted.
22.	ToR	<p>Learning and innovation:</p> <p>Please elaborate on what do you mean by “present and explain measures that promote horizontal or vertical scaling-up”</p>	<p>The contractor is to explain:</p> <p>measures to support the HCWW project team to manage this program after the consultancy service ends (vertical scaling-up). measures to support the replication of the training program implementation (horizontal scaling-up)</p>
23.	ToR	<p>Contractor’s project management activities</p> <p>Please explain what is meant by backstopping concept and the position of back stopper? And what is his expected role?</p>	<p>The objective of backstopping is to ensure the quality and flexibility of the consulting service delivery in compliance with the determined assignment objective and steering concept. The role of the backstopper:</p> <ul style="list-style-type: none"> Process-based technical-conceptual management of the consultancy inputs Managing adaptations to changing conditions Monitoring performance Ensuring compliance with reporting requirements Sharing and making use of the lessons learned by the contractor

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24.	ToR	Specified human resources concept: Please confirm if the assigned qualification of the requested experts are mandatory or is it somewhat flexible?	The assigned qualifications of the requested experts are mandatory.
25.	ToR	Assignment of experts: Please confirm on whether or not we have to abide by the specified expert days or is it subject to change? Please confirm that the assignments and the number of experts required per assignment (i.e. Expert 2: 2 Assessment Consultants) are not subject to change?	The specified expert days are not subject to change. The assignments and the number of experts required per assignment (i.e. Expert 2: 2 Assessment Consultants) are not subject to change.
26.	ToR	Travel expenses: Please confirm that the cost of the travel expenses covers the whole duration of the project and the number of experts assigned for each assignment? Please confirm if whether or not the travel expenses should be included in the final investment we provide to GIZ or is it a separate line item that will be agreed upon project award?	The cost of the travel expenses covers the whole duration of the project and the number of experts assigned for each assignment. The travel expenses should be included in the financial offer of the bidder.

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27.	ToR	<p>Workshops, education and training: Please confirm whether or not the budget of EGP 1,414,000 is allocated only to workshops, education, and training representing the maximum ceiling for its investment or is it the total investment of the project?</p>	<p>A budget of total up to EGP 1,414,000.- shall be included in the financial proposal for procurement of training material as well as for moderation and translation (if required). The fixed, unalterable budget given above is specified in the price schedule for costs related to 73 workshops/events.</p> <p>The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and travel expenses (sections 5.4 to 5.7 and 5.9 of the financial bid).</p> <p>Other costs related to workshops and trainings will be covered through the GIZ (i.e. room hire, technical systems, catering, as well as local transport and accommodation for participants).</p>
28.	ToR	<p>Flexible remuneration item: Please elaborate on what is meant by the flexible remuneration budget "EGP 387,000 and what shall it be used for? And should it be reflected on the investment provided from our side in any way? Please confirm that the remuneration budget is not part of the previously mentioned workshop, education, and training budget?</p>	<p>The fixed, unalterable budget of EGP 387,000.- is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the officer responsible for the commission at GIZ. Use of the flexible remuneration item must be approved by GIZ in writing before the costs in question are incurred.</p> <p>The flexible remuneration budget is to be included in the financial offer of the bidder.</p> <p>The flexible remuneration budget is not part of the previously mentioned workshop, education, and training budget.</p>

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29.	Bidding Conditions (Annex 1)	Bidding Conditions: It is mentioned in the Bidding Conditions document, clause 1.10, that “the financial offer is to be submitted in a separate envelope”. Shall the offers (technical and financial) be submitted in hard copies as well as soft copies? If so, what is the mailing address the hard copies should be sent to?	The technical and financial offer have to be submitted electronically to eg_quotation@giz.de Please send your offer in pdf-format <u>SEPERATELY</u>
30.	Eligibility Assessment grid (Annex 4)	Are we eligible to bid if we don't meet the eligibility criteria mentioned in the assessment grid about the average annual turnover of the three financial years taking into consideration that we have the technical and managerial capability to implement the project?	Only the technical bids of bidders fulfilling all the commercial and technical eligibility criteria will be evaluated.
31.	ToR	What are the targeted geographical locations to enable us to make accurate budget estimations?	Training sessions, workshops and leadership engagement exchange events are to be conducted in Egypt at a place of choice by the contractor in agreement with the GIZ.
32.	ToR	Who will be responsible for the coordination and administrative issues related to the workshops logistics?	The Contractor is responsible for the procurement of training material as well as for moderation and translation (if required). However, the organization of the workshops and trainings (i.e. room hire, technical systems, catering, as well as local transport and accommodation for participants) will be done through the GIZ.