



Date: 29 March 2012

**RFP/260239/2012 Provision of Local Training Services to the OSCE Mission to Skopje  
Clarification Note 2**

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The Organization for Security and Co-operation in Europe ("the OSCE") has received requests for clarification from potential bidders with regard to RFP/260239/2012.

In accordance with Article 8 "Clarification of Bidding Documents" of Instructions to Bidders - the OSCE would like to provide the following clarifications:

**Question 1**

In Section V - Terms of Reference, in the "Background" part you have stated that it is the Intention of OSCE to "Asses the capacity of the host country training providers". Does this mean that only companies/organizations registered in the Republic of Macedonia will be eligible to bid for this RFP?

**Answer 1**

*RfP is open for all companies internationally.*

**Question 2**

In Section V - Terms of Reference, under the "Objectives of the Assignment" part you mentioned the "Training Plan 2012" and the training budget. Would it be possible to get the actual copy/outline of your training plan for the 2012 and indicators of the budget (for example, are there some restrictions or estimates of the overall cost) you have dedicated for this plan?

**Answer 2**

*OSCE do not publish budgetary figures in the tenders. Annual budget for training activities is restricted to certain amount. Training plan includes all training activities including "in house training", external training and programmatic training with pre-selected experts, thus training plan will not be publish to the bidders. However, aim is to have annually at least one of each training modules listed in the ToR.*

**Question 3**

As your intention is to hire a service provider which will "Design and deliver training", could you please tell us which organization has performed the actual "Needs Assessment" and if it is an organization/company other then OSCE, will such be allowed to participate in your RFP?

**Answer 3**

*Needs assessment is performed only internally in the OSCE, no external consultants or a company has been tasked.*

**Question 4**

In Section V - Terms of Reference, under the "Scope of Services" part you have stated that the training courses will be held primarily in the OSCE headquarters "or other locations as appropriate". Could you please clarify in detail which other locations are we to take into consideration, as this may have significant effect on our financial proposal in terms of the inherited costs.

**Answer 4**

*Other possible external locations may be Ohrid, Bitola, Mavrovo, Veles and Berovo. Bidders are kindly requested to bid all inclusive (transport, board and lodging) extra lump sum cost in case training will be organized in one of these locations (please see attached amended price schedule).*

*Occasionally, OSCE may provide transport to/from external training location including full board and accommodation. On these cases, additional costs shall not be charged to the OSCE.*

**Question 5**

As you will be using Quality and Cost Based Selection method in which Financial part carries 50% weight, could you please, clarify in more detail Section IV - B "Price Schedule". In other words is it correct to assume that under the "Unit Price" we should provide you with our price estimate per training (of each specific course) day while in the "Total price" we should provide you with our cumulative price estimate in case we are proposing 2 instead of 1 training day?

**Answer 5**

*Yes, unit prices and total prices shall be as stated above and fixed and binding, not estimates.*

**Question 6**

It is our understanding that your intention is to conclude a one year renewable contract with aggregate duration of up to three years. Since we have not seen any time plan for training delivery apart from the expected estimate of a start date (ie. 2nd half of April), could you please clarify does this means that actual delivery may take place in segments during the 2012 and go well into the 2013 and 2014, or that you may order additional training days in 2013 and 2014 not covered by this specific RFP?

**Answer 6**

*Yes. In addition, additional training activities, not listed in the RfP, may be requested from the service provider(s) in 2013 and 2014 pending of the outcome of training needs assessment for each respective year.*

**Question 7**

In case our principal company, namely DEVELOR INTERNATIONAL decides to bid for this RFP as a leader, would it be possible to use resources/services of trainers employed in the offices of it's subsidiaries or would you require that we apply in the form of some sort of a consortium, joint venture etc.?

**Answer 7**

*Yes joint venture is acceptable, but please submits the contract signed between the two (or more) parties involved in this consortium. The Company details, staff and previous experience should be listed also for every party being part of the consortium.*

**Question 8**

Having in mind that you are requiring from bidders to submit CVs of the company employees/trainers that will deliver the trainings, could you please clarify if we are allowed also to propose CVs of trainers which are not full time employees of our companies, but we have a long term consultancy agreements with them on a case per case basis?

**Answer 8**

*Yes, please submit the CV of the staff which are not fully employed in your Company, but will take a part of these Trainings.*

**Question 9**

The learning objectives for module 5 Team building are identical to those of module 6. Effective meetings. Can you please provide adequate objectives for Module 5.

**Answer 9**

- *Developing and enhancing personal and team competencies*
- *Encouraging the creativity and team problem solving techniques.*
- *Understand what makes a Brilliant Team*
- *Helping the team to deliver results*
- *Personal qualities required as part of the team*
- *Personal responsibilities of a team worker*
- *Improving internal team communication*
- *Key team working do's and don't's*

**Question 10**

Can external associates be included as trainers or only full time employees?

**Answer 10**

*Yes, external associates can be included as trainers.*

**Question 11**

How much iteration of the trainings is envisaged?

**Answer 11**

*Iterations of the training courses will be determined at a later stage, and will be subject of expressed interest of the Mission members and number of enrolled participants prior to the announced training. For each of the requested training courses to be delivered, we will have the information for training iterations at least two weeks prior to scheduling of the first training course.*

**Question 12**

How is Unit price defined - per single iteration of the module or per participant?

**Answer 12**

*Unit price is defined per single iteration/day, not per participant*

**Question 13**

How is Total price defined?

**Answer 13**

*Unit price shall be the cost of one day training. If the bidder is suggesting training module lasting few days, total price shall be the total cost of the training module, and unit price as daily cost.*

**Question 14**

What is meant by; "Individual developmental activity will support each input session" on page 25 of the RFP

**Answer 14**

*OSCE training standards require applying highly participatory and interactive training delivery style. In this view, trainer shall encourage participation in the sessions through exercises created for this purpose. It is expected that participants will be encouraged to express their current issues for the subject matter, provide their input for the current training topic within the training course and will be given tools, ideas as well as alternatives to consider, that will enable individual development.*

**Question 15**

Our staff is also engaged in lectures and we wanted to ask you about the schedule of the training it will be in a fixed time that you will decide or we will decide together for the schedule of trainings, if we will be selected.

**Answer 15**

*Schedule of trainings will be defined after the Company is selected.*

**Question 16**

Can you please confirm how many CV's you are expecting to be included in the proposal?

**Answer 16**

*No special numbers of how many CV's are expected to be included. The idea is to submit all CV's from the staff who will take part in this Trainings.*

**Question 17**

Could we bid only for part of trainings or we have to in our offer include all listed/requested trainings?

**Answer 17**

*No need to bid for all listed trainings. You can bid only for the training that you can offer.*

**Question 18**

For Team Building, once again we find the Learning objectives for effective meetings.

Can please send as reply to these emails the revised Learning objectives for Team Building.

**Answer 18**

*Please see answer no: 9.*

**New price schedule for Question no.4**

**Section IV – B      Price Schedule**

<b>Training Course</b>	<b>Unit Price / Euro</b>	<b>Total Price / Euro</b>
<b>1. COMMUNICATING AND INFLUENCING</b>		
<b>2. STRESS MANAGEMENT</b>		
<b>3. PROBLEM SOLVING AND CREATIVITY</b>		
<b>4. CONFLICT PREVENTION</b>		
<b>5. TEAM BUILDING</b>		
<b>6. EFFECTIVE MEETINGS</b>		
<b>7. WRITING SKILLS</b>		
<b>8. PRESENTATION SKILLS</b>		
<b>9. MINUTE/NOTE TAKING</b>		
<b>10. CV WRITING AND INTERVIEWING SKILLS</b>		
<b>Total price:</b>		

**Please quote all inclusive (transport, board and lodging) extra lump sum cost in case training will be organized in one of the below locations.**

<b>Location</b>	<b>Lump Sum /Euro/Day</b>
<b>1. Ohrid</b>	
<b>2. Bitola</b>	
<b>3. Mavrovo</b>	
<b>4. Veles</b>	
<b>5. Berovo</b>	

Signature of Bidder: \_\_\_\_\_