

RFP N° PTD/09/032 – BIDDERS' QUESTIONS AND WIPO RESPONSES

1. Is there any existing material for any of the trainings? Or should it all be prepared in consultation with the WIPO's SMEs?

There is no existing training material, only supportive documentation about PMSDS such as the PMSDS Guidelines, ePMSDS User Manuals, FAQ's etc.

The training material should be prepared in consultation with the Training Program Coordination Team and be in line with the existing supportive documentation.

2. How much of the SME time can the external firm avail of during the development period?

It is actually the Training Program Coordination Team with which the external firm shall work closely during the development period. They will also validate any assumptions made by the external firm and accept, reject or request improvement of all program deliverables.

Sufficient time will be allocated to the key members of this team.

3. Is the external firm's team required to be onsite for complete development of training material? Or can it be partly done off shore with some initial client site interaction and analysis?

Parts of the training material could be developed off shore as long as the Training Program Coordination Team has means to provide feedback and to monitor progress. In addition, the final material must meet the expectations of WIPO to be approved by the Training Program Coordination Team.

4. Can the external firm tie up with other organizations to form a consortium for delivery of all the services?

Yes, as long as the Training Program Coordination Team is provided with a single coordination point (such as a designated Team Leader) by the external firm to guarantee an efficient and effective implementation of the Training Program.

5. Is the PMSDS currently an automated system?

An IT-based system exists to support the PMSDS, the so-called "ePMSDS".

6. Did the pilot include any training on the ePSDMS?

No official in-class training was provided either for PMSDS or for ePMSDS. Nevertheless there were informal briefings and individual coaching sessions conducted.

Please note that the IT tool used during the PMSDS pilot project was only a proto-type of the current system and has undergone significant modifications since then.

7. Should the training on ePMSDS also be included as a part of any of the workshops planned at this stage?

No, staff will have the opportunity to attend separate courses provided by internal resources regarding the IT tool ePMSDS.

8. Will the training be conducted only at WIPO headquarters or all around the world?

Only at WIPO headquarters in Geneva.

9. If the training is to be conducted all around the world, will WIPO provide classrooms in those locations as well?

There will be no need outside of Geneva (see question 9).

10. Do the individual coaching sessions refer to sessions to be arranged by internal trainers for the staff or by external trainers for internal trainers?

They refer to external trainers.

11. If external trainers have to conduct coaching sessions, how many such sessions will be required and over what duration?

The number of such session will depend on the availability of the Senior Management Team whose schedules might not easily accommodate multi-day workshops. It is tentatively estimated that 64 hours would be required (8 people each one 8 hours). Individual coaching session quantities are the best available estimates. WIPO does not commit to order the exact quantity of individual coaching sessions as given above.

12. Approximately what would be time duration provided for the development of each workshop before the first delivery?

The time available for development of each workshop is driven by the need to proceed with and complete the training program during 4Q 2009.

13. Is there a minimum number of people prescribed as mandatory for the external training team? Or can it be based on requirements?

No, but as the projected timeline for the training program is quite ambitious the team size must be sufficient to permit concurrent execution of the workshops provided by the external firm in the fourth quarter of 2009.

14. At the vendor evaluation stage WIPO would like to interview the entire team of external vendor or only team lead would be interviewed?

We would expect to meet the entire team (which includes the trainers).

Prior to the final selection of the firm, WIPO may invite short-listed bidders to WIPO premises to present a 20-30 minute "Learning Oriented Demonstration" to the members of WIPO's evaluation team to give insights to the capabilities and suitability of the firm. In this practical session, the external firm should use tools, techniques and/or materials (e.g. sample copy) that would likely be used during the workshops later. After the demonstration, it is expected that the evaluation team would have the opportunity to interview the proposed program coordination staff and trainers.

15. Is it possible to attend the interviews through video conferencing?

In exceptional cases yes, but the majority of team members should be present in the "Learning Oriented Demonstration" (see question 14).

16. Do WIPO intend to try and combine course days (i.e. have a morning and afternoon course) where there is only a 1/2 day course - for trainer utilisation?

Yes.

17. Re your request for accompanying materials to be used on training – we were proposing to submit samples of proposed materials as many will need to be bespoke to your organisation – is this satisfactory?

Yes, as long as these are directly relevant to the requirements described in the RFP.

18. The Annex I of the RFP mentions that the training will be conducted by a combination of external and internal trainers. What criteria will be used to select the 15 internal trainers?

Professional interest, talent, availability of resources, diversity of WIPO Sectors, previous experience with the PMSDS Pilot Project, where possible.

19. The RFP requests a pricing structure per module, which should include all design, development, piloting and evaluation costs. Could you please clarify whether this refers to the number of course titles or the number of planned sessions, and whether the volume in terms of the planned number of sessions is fixed and reliable? This will allow a correct calculation of the per module cost to be made.

Workshop quantities, given under Annex I and Annex IV, are the best available estimates. WIPO does not commit to order the exact quantity of each workshop as detailed in these Annexes.

For the customized workshop categories (B.1, C.1, C.2, C.3, C.4 and D.1) WIPO has requested in the Price Table of Annex IV the following details:

- **Course Preparation Cost** (refers to the course title):
The course preparation is a one time cost for each customized workshop category. It includes the deliverables of the course preparation namely, the workshop approach and content as well as the supporting training material.
- **Workshop Execution Cost** (refers to the number of planned sessions):
The amount the external firm would charge per execution of a workshop multiplied by the number of planned sessions.

For the two standard workshops under the “Train the Trainer” module, WIPO has requested in the Price Table of Annex IV the total price for each workshop.

20. Is the Annex II Appendix IV document, the only document as a CV being in one page only or is this a summary of the trainer’s experience and we attach the CV of the trainer in addition ?

The template “Profile of Staff Proposed by the External Firm“ (Annex II, Appendix IV) should be filled-in for each proposed team member. In addition, the external firm should provide a one-page CV of each team member.

21. In the TORs, point 10 of the introduction, it is indicated that there was a pilot project conducted on the PMSDS. Would it possible to have more information on the outcomes of the PP in terms of the perception of the PMSDS by the management?

Yes, an interim and a final assessment report were prepared. These reports would be shared with the selected firm only. In brief, the management were very appreciative of the PMSDS.

22. Is there any document which explains the system of the envelopes: is there an envelope for the technical offer and another one for the financial offer? How many copies do we have to provide ?

As indicated in the invitation letter, your proposal shall be prepared in **duplicate** with one marked "Original" and the other marked "Copy". In the event of any discrepancy between them, the original shall govern.

The original and the copy of both the technical and financial offer may be put together in one envelope. The proposal shall be sealed in one outer envelope. The outer enveloped must be addressed as follows:

RFP N° PTD/09/032: Training Program to Improve Organizational and Individual Performance in WIPO

CONFIDENTIAL – NOT TO BE OPENED

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23. On which criteria are you going to evaluate the proposal?

As outlined in the Invitation Letter, page 5 and 6, the evaluation of the proposals received will be conducted on the basis of all the information requested in this RFP and of the customer reference checks based on information provided by service providers in their respective proposal.

The key criteria on which the evaluation of the proposals will be based are:

- Your firm's qualifications and financial stability;
- Your firm's understanding of the requirements for services;
- Proposed approach and services for carrying out the tasks related to WIPO requirements;
- Evaluation of the proposed team who will be involved in executing the contract;
- Your firm's compliance with requirements; and
- Price and other financial terms and conditions.

The above criteria are provided for information purposes only and are not ranked by importance.

As part of this tender process, WIPO may invite short-listed bidders to WIPO premises to present a 20-30 minute “Learning Oriented Demonstration” to the members of WIPO’s evaluation team to give insights to the capabilities and suitability of the firm. In this practical session, you should use tools, techniques and/or materials (e.g. sample copy) that would likely to be used during the workshops later. It is also expected that the evaluation team would have the opportunity to interview the proposed program coordination staff and trainers after the demonstration.

Please note that all expenses associated with a bidder’s participation in this practical session, including transport and accommodation costs, are to be borne by the bidder.

24. Could online (internet-based) or DVD e-Learning be considered for this project?

Yes, but only as supportive material to practice after the workshop and not as a substitute to in-class training.

25. Is there any flexibility around the training delivery plan outlined in the RFP?

Specifically, the RFP calls for all training to be delivered exclusively through in-person workshops. In our experience, virtual delivery (e.g., web-based training) could be both more effective and efficient in terms of cost and time for certain modules of the training. In addition, web-based training delivery eliminates the risk of inconsistent messaging, which is often an issue when in-person training sessions are delivered concurrently by multiple trainers. We noted that the RFP allows for vendors to submit “alternatives to the proposed content framework” – could you please clarify whether this includes proposing alternative delivery methods such as a blended approach that includes web-based training? Also, are vendors permitted to propose an alternative delivery plan *instead of* the workshop delivery plan outlined in the RFP, or must we propose on the suggested framework *in addition to* an alternative?

Most WIPO staff have never been exposed to virtual delivery (e.g., web-based training) of training content nor do they have practical experience with modern performance management systems. WIPO therefore considers in-class training as the most appropriate training modality for this Program.

Nevertheless, additional e-learning solutions would help the participants to practice and review the content of the training from time to time, and, at the same time, enlarge the capacity of staff to use such training modalities. Therefore WIPO would appreciate such tools as supportive training material but not as a single medium to deliver the training content.