

German Development Cooperation

GIZ Office South Caucasus
Rustaveli Ave. 42 / Griboedov Str. 31a
0108 Tbilisi, Georgia
T +995 32 2201800
F +995 32 2201801

Your reference
Our reference

12 December 2019

კონკურსის გამოცხადება

პროექტის დასახელება: **“კერძო სექტორის განვითარება და პროფესიული განათლება სამხრეთ კავკასიაში: ევროკავშირის დაფინანსებული პროექტი: „კლასტერები განვითარებისთვის: უკეთ განვითარებული ბიზნესი საქართველოში“**

პროექტის ნომერი: **16.2179.6-007.00**

მვირფასო ქალბატონებო და ბატონებო,

გერმანიის ფედერაციული რესპუბლიკის მთავრობის დავალებით შპს. გერმანიის საერთაშორისო თანამშრომლობის საზოგადოება (GIZ) საქმიანობას ეწევა გერმანია-საქართველოს განვითარების თანამშრომლობის სფეროში.

დაგეგმილი გვაქვს, შევისყიდოთ **მომსახურება საქართველოში რეგისტრირებული კომპანიებისგან** დანართი 1 - ის შესაბამისად.

დაინტერესების შემთხვევაში, გთხოვთ, **17.12.2019 -ის 15:00 საათამდე** წარმოგვიდგინოთ თქვენი შემოთავაზება **ამობეჭდილი** სახით, 2 სხვადასხვა კონვერტში. 1 კონვერტში საფასო შემოთავაზება, ხოლო 2-ში - შინაარსობრივი შემოთავაზება.

გთხოვთ, შემოთავაზებები მოგვაწოდოთ **ინგლისურ** ენაზე.

დაგვიანებული შემოთავაზებები არ განიხილება.

გთხოვთ, გაითვალისწინოთ, რომ 2013 წლის მაისიდან სსკ-ს 168-ე მუხლის მე-4 ნაწილის „ბ“ ქვეპუნქტის თანახმად გერმანიის საერთაშორისო თანამშრომლობის საზოგადოება სარგებლობს გადასახადებისგან გათავისუფლებით (დღგ, აქციზი, იმპორტის გადასახადი), შესაბამისად, **ეროვნულ ვალუტაში** წარმოდგენილი ფასი არ უნდა შეიცავდეს საშემოსავლო გადასახადს და ეს მითითებული

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Sitz der Gesellschaft Bonn und Eschborn

Friedrich-Ebert-Allee 36 + 40
53113 Bonn, Deutschland
T +49 228 44 60-0
F +49 228 44 60-17 66

Dag-Hammarskjöld-Weg 1 - 5
65760 Eschborn, Deutschland
T +49 61 96 79-0
F +49 61 96 79-11 15

E info@giz.de
I www.giz.de

Amtsgericht Bonn
Eintragungs-Nr. HRB 18384
Amtsgericht Frankfurt am Main
Eintragungs-Nr. HRB 12394

Vorsitzender des Aufsichtsrats
Staatssekretär Martin Jäger

Vorstand
Tanja Gönner (Vorstandssprecherin)
Dr. Christoph Beier (Stellv. Vorstandssprecher)
Thorsten Schäfer-Gümbel

უნდა იყოს შემოთავაზებაში.

გთხოვთ, კონვერტზე მიუთითოთ შემდეგი:

- სახელი, გვარი, ფირმის დასახელება;
- საკონტაქტო ინფორმაცია (ტელეფონი, საკონტაქტო პირი);
- ტენდერის დასახელება : **“Support to the Enterprise Georgia in the Development of HRM System “**
- წარწერა “კონფიდენციალურია”;
- გთხოვთ, მოაწეროთ ხელი დალუქვის ადგილზე.

გთხოვთ, შემოთავაზება დაიტანოთ თქვენი ორგანიზაციის ლოგოიან თავფურცელზე, დასვით ბეჭედი და ხელმოწერა.

აგრეთვე მიუთითოთ შემდეგი მისამართი:

GIZ-ის რეგიონალურ ბიუროს სამხრეთ კავკასიაში

რუსთაველის 42 / გრიბოედოვის 31ა 0108 თბილისი

მიუთითეთ პროგრამის ნომერი: 16.2179.6-007.00

და აგრეთვე ტენდერის ნომერი: 83345738

დანომრეთ კონვერტები: (I - საფასო შემოთავაზება; II - შინაარსობრივი შემოთავაზება).

შეკითხვების შემთხვევაში დაუკავშირდით ანა ჩხეიძეს
ელექტრონული ფოსტის მეშვეობით – anna.chkheidze@giz.de
შემოთავაზებების ჩაბარებამდე არაუგვიანეს **2 დღისა**.

წესების დარღვევის შემთხვევაში თქვენი შემოთავაზება არ იქნება განხილული.

შემოთავაზებების შეფასება სავარაუდოდ დამთავრდება 18.12.2019 -თვის.
დაკავშირება მოხდება მხოლოდ ტენდერში გამარჯვებულ პირთან.

პატივისცემით,

ანა ჩხეიძე

ხელშეკრულებების განყოფილება

დანართი

1. ტექნიკური დავალება
2. შემოთავაზებების შეფასების ზოგადი სქემა
3. შემოთავაზებების შინაარსობრივი შეფასების სქემა

დანართი 1 - ტექნიკური დავალება

Activity: Support to the Enterprise Georgia in the Development of HRM System

Period: December 18, 2019 – January 20, 2020

1. Brief information about the project

To support business performance of private sector actors in construction, tourism and apparel sectors and to improve an institutional setup for cluster and business development with an ultimate objective of enhanced business performance of private sector fostering the socio-economic development in Georgia and its regions, the PSD TVET SC within the framework of the EU Programme “Economic and Business Development in Georgia”, Component 3: Greater business sophistication, implements the “Clusters4Development” Project (hereafter – the project) for the period of 3,5 years (from July 2019 to January 2023). The Project has been integrated into the PSD TVET SC implemented by GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

The Project is composed of four components: (1) development and pilot implementation of a market-oriented cluster in the construction sector; (2) development and pilot implementation of a market-oriented cluster in the tourism sector; (3) development and pilot implementation of a market-oriented cluster in the apparel sector; and (4) enhancement of institutional capacities for cluster and business development.

Within components 1-3, it is foreseen to support the establishment of sectoral clusters. This includes a cluster on “quality and innovation in construction materials”, up to three thematic clusters in tourism (1: Kakheti and Imereti local wine and food tourism cluster; 2: Imereti authentic accommodation cluster; 3: Imereti cultural heritage cluster) as well as a cluster “sustainable apparel vade in Georgia”. In Component 4, it is foreseen to support a conducive cluster development framework at the national level as well as to provide specific assistance to Enterprise Georgia (a business development agency under the Ministry of Economy and Sustainable Development of Georgia) to strengthen its role in promoting business development and providing demand-oriented services and support to the private sector. Throughout all four components, a focus will be put on ensuring direct impact on the business performance of private sector enterprises.

2. Background and context of the project

Georgia has made substantial economic progress during the last years, with estimated annual Gross Domestic Product (GDP) growth rates over 4% (2017: 4.3%, 2018: 4.2%). Well-founded structural reforms have contributed to an enhanced business environment, including simplified procedures, advancement in e-government processes, improvements in tax administration

including specific benefits for micro, small and medium enterprises (MSME) and to fighting corruption. As a result, the country ranks high in the Doing Business Report of the World Bank (2018: rank 9), being the only lower-middle income country in the top 10 countries of the index and having accomplished the highest number of business regulation reforms (2018: 47) since establishment of the index (2003).

Nevertheless, a range of critical constraints still impede business growth. Besides being a country with a small market (2017: 3,7 million inhabitants), it is characterized by a large number of SMEs (94% of all enterprises), which are contributing only 42% to employment and 15% to GDP. Regional disparities are significant, with 50% of SME located in Tbilisi. Despite regulatory improvements, the majority of SME predominantly operate in low added-value segments and show minimal export activities (2.9 % of small and 15.2 % of medium-sized companies export) with low levels of product/market diversification and sophistication. In addition, despite new business opportunities in view of the Deep and Comprehensive Free Trade Area (DCFTA), SME expect to face considerable challenges and short-term costs in order to comply with EU standards and to enhance competitiveness. SMEs still need constant support to enhance capacities and technological up-scaling, improve adherence to international industrial standards and quality frameworks, contribute to further product diversification and increase their access to global value chains. Moreover, cooperation among sector actors and with public authorities needs to be enhanced to fully exploit market opportunities.

To cope with challenges and unlock potentials, capacities need to be enhanced, both at management and technical staff level (e.g. product diversification, marketing, new production technologies, project planning, digitalization). This mainly refers to the significant number of small-scale companies in the sector, which typically lack adherence to quality and standards and have limited oversight on up-coming challenges and market trends. The proposed cluster-based approach will contribute to enhanced sector-wide technological and quality.

Enterprise Georgia (EG), an affiliated agency of the Ministry of Economy and Sustainable Development of Georgia (MoESD), is strategically positioned to play a central role in the implementation of the national cluster program (NCP) suggested by the GIZ to the MoESD as a mechanism to realize policies to support clustering approach to business development for SMEs in Georgia. The topic was discussed with both the MoESD and EG and agreements were reached to start cooperation between the Project and the agency to develop capacities of the latter to be suited to the effective implementation of the NCP.

EG is a main state institution in Georgia mandated to facilitate private sector (particularly SMEs) development through a variety of financial, technical and promotional support mechanisms. It is the key implementing partner of “Produce in Georgia” and is responsible for business support, export promotion and investment in Georgia sectors.

Core functions of the agency are implemented by respective divisions. The Business division of the agency promotes entrepreneurial activity in Georgia by supporting entrepreneurs - assisting

with the creation of new enterprises as well as the expansion and refurbishment of existing enterprises. The export division promotes the export potential of the country by increasing the competitiveness of local products and the overall volume of goods directed towards international markets. The Invest division's primary role is to attract, promote and develop direct foreign investment in Georgia. As the moderator between foreign investors and the Government of Georgia, the Invest division ensures access to updated information, provides an efficient means of communication with Government bodies, and serves as a "one-stop-shop," supporting investors throughout the investment process. Lately, the division for analysis, monitoring and evaluation was added to the structure of the agency to work on cross cutting issues and integration management within the agency.

To be able to introduce new or revise existing services to promote business clustering approach to business development amongst SMEs, to support creation of business clusters, to assist their capacity needs assessments and development activities and to offer internationalization of services to them EG needs to find ways how to best serve the emerging needs through its core structures. It is also an issue how to best manage strategic communication within the organization to inform the staff of the importance of the matter and to define clearly new roles and responsibilities of the existing departments and their staff.

To address these issues early on the Project will support EG through acquiring organizational development experts' services to analyze and assess the functions and structures of the agency, to propose respective changes, if needed and to prepare and conduct a two-day workshop with the EG team to identify functions of each division of the agency in the implementation of the above mentioned role, and to help the agency in revising job descriptions of its staff to be engaged in the provision of newly introduced or revised services.

3. Relevance, Approach, Activities and Deliverables

The relevance of the assignment falls under Component 4 of the Project: enhancement of institutional capacities for cluster and business development.

Approach to the Implementation

To serve the purpose outlined in section 2, the Project seeks to contract a national consulting to provide services provide services outlined in the section 2 above.

The assignment shall be carried out in three phases:

A. Phase (1): Preparations

This stream of work shall consist of:

- 1) Reviewing and, if the fulfillment of the updated mandate of the agency requires it, proposing respective changes to:
 - a) documents defining role, functions and services of EG;

- b) documents defining roles of functions of the EG departments;
 - c) Job descriptions / operational manuals of the EG staff.
- 2) Discussing the findings of the above review with the EG leadership and the Project and reaching agreements on the scope and expected outputs of the workshop and on the strategic communication with the EG staff
- 3) Preparing, in close coordination with the EG and the Project, the workshop, including:
- a) Defining the purpose, objectives, goals and expected results
 - b) Preparing the agenda;
 - c) Developing a detailed workshop moderation plan;
 - d) Preparing inputs / presentation(s) of an organizational development expert;
 - e) Preparing all questionnaires, guides and other materials for the group exercises / guided joint work envisaged during the event;
 - f) Developing event evaluation form to be filled in by the participants at the end of the event

B. Phase (2): Implementation of the workshop

This phase shall incorporate:

- 1) Implementation of the two-day workshop for the EG staff with the ultimate objectives on:
 - a) Identification of the work and responsibilities of different departments of the EG;
 - b) Delivery of information concerning the standards and criteria that job descriptions of different departments shall meet;
 - c) Development of the first drafts of the job descriptions of the EG departments.

C. Phase (3): Further support to the HR division of the EG

This phase shall incorporate:

- 1) Recommendations and in-depth assessment of the drafts developed during the workshop;
- 2) Support to HR division to finalize the job descriptions drafted at the workshop;
- 3) Final report to GIZ with recommendations on further steps

The indicative level of effort per phase of the assignment and mobilized international expert is as follows:

Phase	Field of expertise of the assigned consultant / consulting team	Level of Effort (Expert-Days)	
		Home	Office
(1) Preparation	Desk research	1.5	
	Development of training concept	1.5	

Phase	Field of expertise of the assigned consultant / consulting team	Level of Effort (Expert-Days)	
		Home	Office
(2) Implementation of workshop	Day 1: Identification of the nature of work and responsibilities		1
	Day 2: Drafting of job descriptions		1
(3) Further support to the HR Division of the EG	Finalization of the draft job descriptions together with the HR division of the EG	4	
	Final report to GIZ	1	

3.1. Activities and Deliverables

Several deliverables are expected to be submitted during the assignment period:

Phases / Activities	Deliverables	Due Date
<p>1. Preparations</p> <p>1.1. Review of documents defining role, functions and services of EG and its departments</p> <p>1.2. Review of the findings of USAID HICD Assessment</p> <p>1.3. Development of the training concept, methodology and tools along with the workshop agenda and relevant materials</p>	<ul style="list-style-type: none"> • The Consultant is acquainted with the background information on the EG's existing HRM system • Consultant is familiarized with the outcomes of the HICD assessment results • Training methodology and delivery tools are elaborated, and the necessary training materials developed 	December 20, 2019
<p>2. Implementation of workshop</p> <p>2.</p> <p>2.1. Delivery of the two-day workshop for the EG staff incorporating the analysis of work of the different departments of the EG</p> <p>2.2. Identification and analysis of the current portfolio and responsibilities of the staff of different departments</p> <p>2.3. Delivery of standards and selected criteria for the job descriptions</p> <p>2.4. Draft development of the job descriptions</p>	<ul style="list-style-type: none"> • Portfolios of the different departments of the EG are analyzed • Responsibilities of the staff of the EG departments are elaborated • Jobs descriptions of the departments are elaborated, and first drafts delivered developed 	December 20-21, 2019

Phases / Activities	Deliverables	Due Date
<p>3. Further support to the EG HR division</p> <p>3.1. Elaboration of in-depth assessment and recommendations on the draft job descriptions</p> <p>3.2. Support to the HR division of the EG to finalize the jobs descriptions drafted at the training</p> <p>3.3. Development of final report to GIZ</p>	<ul style="list-style-type: none"> • Assessment and recommendations to the HR division of the EG concerning the job descriptions are available • EG HR division is supported to finalize the job descriptions drafted at the training • Final report to GIZ delivered 	<p>January 20, 2020</p>

4. Coordination and Communication

Close coordination and reporting with the dedicated Programme Expert and the Team Leader, as well as an active cooperation with the HR division of the EG is mandatory during the implementation of the assignment.

5. Conditions and payment terms

5.1. Eligible costs

5.1.1. The financial proposal shall omit costs for the following items which will be provided for by the project separately:

- a) Venue(s), facilities and refreshments for holding the training;
- b) Transportation in Georgia;
- c) Written translations of relevant documents, if any;
- d) Printouts of agendas, presentations and background materials needed for the training.

5.2. Payments will be carried out based on the acceptance of deliverables and provision of the invoices according to the following schedule:

5.2.1. Interim payments

- a) The first interim payment in up to 50% of the contract value will be made upon the completion of the two-day training
- b) The second (final) interim payment up to 50 % of the contract value will be made upon the acceptance of the recommended job descriptions and final report to GIZ. construction materials industry assessment report and action plan for the next steps.

6. Submission Requirements

The bidding consulting shall submit technical and financial proposals to comply with the following requirements:

- 6.1. The **technical proposal** shall contain information about the consulting company's relevant experience, expand on the approach and methodology to implement this assignment and include a related work plan'
- 6.2. The **financial proposal** shall clearly state all types of costs to be charged to the Project to implement this TOR (e.g. honorarium) considering provisions of Section 5.1 of the ToR.

7. Criteria for the consulting

The Project aims to contract national consulting company possessing the following expertise:

- More than 5 years of experience of supporting institutional development and capacity development of Georgian public and private sectors
- Demonstrated experience of developing, revising, and implementing HR policies and procedures
- Demonstrated experience on advising the management of public and private institutions on the administration of human resources policies and procedures
- Demonstrated experience of revising and development of job descriptions for private and public sector institutions
- Proven knowledge of relevant international standards in the area of HR (with a particular focus on job descriptions)
- (Preferably) 5 years of corporate consulting experience in business development for investment profile public and private institutions
- Demonstrated skills and experience of facilitation, mentorship and training delivery.

8. Criteria for the technical proposal

The technical proposal will be assessed based on the following criteria:

8.1. Appropriateness of suggested concept and work plan

- a) Interpretation of objectives
- b) Strategy (technical concept/alternative concepts)
- c) Implementation methods: Management of processes, Cooperation, Steering structure, Learning and Innovation (L+I)
- d) Work schedule and time schedule

8.2. Qualification of proposed staff

Qualification of proposed staff shall be adequate to fulfil criteria set for the consultant (see section 7)

დანართი 2 - შემოთავაზებების შეფასების ზოგადი სქემა

შემოსული შემოთავაზებების შეფასება მოხდება როგორც ფასების, ასევე შინაარსის მიხედვით.

შინაარსობრივი შეფასების შემდეგ გაიხსნება და განიხილება წარმომდგენი პირების საფასო შემოთავაზებები. საფასო შეთავაზება მკაფიოდ და დეტალურად უნდა აღწერდეს ყველა სახის ხარჯს, რომელიც ამ ტექნიკური დავალების მიხედვით გათვალისწინებული სამუშაოების განხორციელებისთვის უნდა იქნას გაწეული.

საბოლოო შეფასებაში შინაარსობრივი/საგნობრივი შეფასება შევა 70%-ით და ფასი/ღირებულება 30% -ით.

მიღებული შედეგების მიხედვით პრეტენდენტებს პროგრამულად მიენიჭებათ რიგობრივი ნომერი. საუკეთესო მაჩვენებლის მქონე პირთან დაიწყება მოლაპარაკებები ხელშეკრულების გაფორმების თაობაზე. თუ მოლაპარაკებები არ დამთავრდა წარმატებით, მაშინ მოლაპარაკებები განახლდება რიგით მეორე კანდიდატთან.

დანართი 3 - შემოთავაზებების შინაარსობრივი/საგნობრივი შეფასების სქემა

შემოთავაზების შინაარსობრივი ნაწილი უნდა მოიცავდეს **თანდართულ ტექნიკურ დავალებაში მითითებულ ინფორმაციას.**

არასაფასო კრიტერიუმები თავის მხრივ დაიყოფა წინასწარ განსაზღვრული შეწონვის კოეფიციენტების მიხედვით. **იხილეთ თანდართული ფაილი (Annex 3).**