

RFP-2010-29

Development and Delivery of Core Competency-based Training

Questions submitted by potential bidders

14-Dec-2010

General Questions

1. Question: Can the spouse of a UNAIDS staff apply for these bids or would there be a conflict of interest?

Answer: There is no conflict of interest that prevents the spouse of a staff member to apply for the bid. If the staff member is involved in any part of the evaluation process of the bids, the staff member should declare the conflict of interest to the evaluation panel and refrain from participation in the evaluation, and the bid will still be valid and evaluated.

2. Question: Are partial bids acceptable?

Answer: Partial bids are not acceptable for this RFP. As indicated in the RFP section 2.5 Joint Proposal, two or more companies may form a consortium and submit a joint proposal to satisfy all elements of the anticipated work, where the lead organization will be responsible for undertaking all negotiations and discussions with UNAIDS in performing the contract..

Section 1.2.3

3. Question: How do you define “experience with international organizations”, e.g. strictly not for profit organizations or also international corporations?

Answer: Experience with international corporations (private sector) are welcome, but experience in not-for-profit, intergovernmental or UN organizations is desirable. This relates especially to the content design and implementation of workshops and the distance learning modules.

4. Question: What do you understand under “international organizations”? Would that also comprise bilateral/multilateral donor organisation e.g.?

Answer: Please refer to question 3.

Section 1.3

5. Question: Could you please clarify the role of distance learning modules in this programme. Should the classroom and e-learning modules be seen as complementary or as alternatives / equivalents to the workshops.

Answer: In principle the e-learning modules is seen as complimentary to the workshops. Since a limited number of face to face workshops will be implemented in the first year, which will not cover all Secretariat staff, the

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distance learning modules are expected to be a standalone but complimentary intervention, comprehensive and reflecting the key messages of the workshops but not necessarily duplicating workshop content. Depending on the training requirements of the participants, the workshop content might be tweaked for different regions but the distance learning module will remain a pre-requisite for all workshop participants.

6. Question: Should the E-Learning be complementary to the workshops or equivalent for the staff that will not join the face-to-face workshops? How extensive should the modules be? Is there already a planned timeframe per module/ competency?

Answer: The e-learning modules are seen as complimentary to the workshops, but will also be mirroring the central messages of the workshop. Given the key objectives of the competencies, we hope the provider will propose an ideal length and define the scope of the e-modules for maximum impact. As stated in the RFP the expected maximum duration of the e-modules is around 2 hours (section 1.3.1).

7. Question: Should the E-Learning be complementary to the workshops or equivalent for the staff that will not join the face-to-face workshops? How extensive should the modules be? Is there already a planned timeframe per module/ competency?

Answer: Please refer to Q5 and 6 for the answer to the first and second part of your question. The desirable time frame for the delivery of the workshops and distance learning modules is 2011.

8. Question: What is the broad educational background of the learner population?

Answer: The educational background will be broad ranging from staff ranging with no-post Secondary education, to staff with PHDs and specialisations in international relations, other social sciences, legal to medicine and health. The provider needs to keep in mind that the training is on core competencies which applies to all Secretariat staff. Depending on participant profile and requirements the workshop content might need to be tweaked to maximise impact.

Section 1.3.1

9. Question: Does the distance learning module need to be hosted on your intranet?

Answer: Not necessarily, one of the options could be that the first point of entry is through the UNAIDS intranet.

10. Question: Do you have an LMS (Learning Management System) to host it on ?

11. Question: With respect to Annex 6, On-line requirements: is an LMS available? Or do you expect the proliferation of such a Learning

Management System? If yes, do you have an existing LMS? Which one?

Answer: No currently we do not have an LMS available.

12. Question: What does 'Full rights' to distance learning mean?

Answer: It means that the UNAIDS Secretariat will have the sole copyrights to the learning modules and the provider will not be able to use or resell it to other clients for its own benefits.

13. Question: Do you want to be able to track learners so you know who has completed the courses successfully?

Answer: Yes tracking of learners for the distance learning modules is necessary. We would like to have user reports on who has done the courses.

14. Question: Do you have a preferred authoring tool?

Answer: No we don't, but Flash files are our supported format. Please refer to Annex 6 – supported and unsupported technologies for information on what would work under our existing systems requirements.

15. Question: Please let us know which tool (Lectora, Flash, Articulate etc) do you prefer for development of the course?

Answer: No preference. Refer to Q 14.

16. Question: Does UNAIDS have any restrictions or preferences on the technologies to be used for the development of the distance learning modules for their intranet and/or CD-ROM?

Answer: Please refer to Q 14.

17. Question: This leads to the issue of monitoring of CD learners: how shall the training results and certification of the off-line-users be managed?

Answer: We are hoping you can provide us with some answers.

18. Question: Are the defined core competencies (cc) target competencies or do they reflect more or less UNAIDS staff's current competencies?

Answer: The implied levels of competence in the competency framework are aspirational and the Secretariat hopes to enhance current levels of the specified competencies for greater organizational effectiveness.

19. Question: Have the competencies to be delivered already been introduced / communicated? If yes, how and when?

Answer: Yes the competency framework has been communicated through a printed copy of the handbook, is hosted on the intranet and being reinforced through ongoing awareness sessions for all staff at HQ and regional offices. The

framework was officially launched by UNAIDS Executive Director on the 18 June 2010.

20. Question: Will the first two core competencies serve as “pilots” for the remaining four core competencies?

Answer: This will depend on corporate training priorities of the Secretariat and budget considerations.

21. Question: Does UNAIDS require a template module/approach that can be used for the two first core competencies but also eventually for the other core competencies or can the provider design very different approaches to the different core competencies?

Answer: The provider is given creative freedom for designing the modules and presenting different approaches for the core competencies under consideration. The principle criteria always will be training impact.

22. Question: Are regional workshops likely to be in well developed centres or might they be in relatively remote locations? Additionally, can we find out where there 80 locations are?

Answer: No the regional workshops will usually be held at the Secretariats' Regional Support Team offices which are based in large cities.

The UNAIDS Secretariat locations are as follows (does not include Liaison offices):

West and Central Africa	East and Southern Africa	Asia and Pacific	Caribbean	Latin America	Europe	MENA
Benin	Angola	Bangladesh	Barbados	Argentina	Armenia	Algeria
Burkina Faso	Botswana	Cambodia	Dom. Republic	Chile	Azerbaijan	Djibouti
Burundi	Eritrea	China	Belize	Honduras	Belarus	Egypt
Cameroun	UNV Staff	Fiji	Guyana	Brazil	Georgia	Iran
Central African Rep.	Ethiopia	India	Haiti	Colombia	Kazakhstan	Morocco
Chad	African Union	Indonesia	Jamaica	Ecuador	Kyrgyzstan	Somalia
Congo Rep.	Kenya	Laos	Trinidad & Tobago	El Salvador	Moldova	Sudan
Cote d'Ivoire	Lesotho	Myanmar	RST Port of Spain	Panama	Russian Federation	Yemen
D.R. Congo	Madagascar	Nepal		Peru	Tajikistan	Somalia
Gabon	Malawi	Pakistan		Venezuela	Ukraine	Sudan
Gambia	Mozambique	Papua New Guinea			Uzbekistan	RST Cairo

Ghana	Namibia	Philippines			RST Moscow	
Guinea	Rwanda	Sri Lanka				
Liberia	South Africa	Thailand				
Mali	Swaziland	Vietnam				
Mauritania	Uganda	RST Bangkok				
Nigeria	U.R. Tanzania					
Niger	Zambia					
Sierra Leone	Zimbabwe					
Togo	RST Johannesburg					
RST Dakar						

23. Question: Will classroom training need to be translated, or will all events use English language materials?

Answer: As requested in the RFP under section 1.2, *Characteristics of the bidder*, it is desirable that the trainers know French and Spanish to deliver in UNAIDS regional offices. Costs for translation of the workshop materials should not be included in the financial proposals.

24. Question: Please confirm if the face-to-face deliveries will be delivered in English only. If French and Spanish delivery is anticipated, please confirm the number of anticipated face-to-face deliveries in each language. If deliveries in languages other than English are desired, do all participant materials for the face-to-face deliveries need to be translated from English to French and Spanish– and would this be the responsibility of the vendor? If so, should the vendor include the cost of translation for these materials in the proposal?

Answer: Please refer to Q21 for response on translations costs. The number of French or Spanish workshops would depend on regional requirements and budgets and can only be decided after estimates on running costs of workshops are decided on.

25. Question: Please confirm that the vendor would be designing and delivering two-distinct 2-day workshops, one for each competency. And that each workshop would be delivered to Geneva and regional locations.

Answer: Confirmed.

26. Question: Does UNAIDS anticipate that participants might pursue the workshops consecutively (back to back at one time) or should the vendor assume that workshops would be delivered separately (not back to back)? For example, should the vendor assume in its pricing that participants would receive the workshops together in one week – for example, 2 days for the first competency, and the next days for the other competency? Or should this not be included as an assumption?

Answer: This could be a desirable option but will be dependent on regional training and budgetary requirements.

27. Question: Clearly we would like to ensure that our material link with and complements the MDP that ran between 2008-2010. Can we assume that we will have access to this material during the detailed design phase of the project?

Answer: Yes you may access the MDP material during the design and development of the workshops.

28. Question: Could you please confirm whether or not the contractor will be responsible for translation of the e-learning?

Answer: Yes the provider will be responsible for all translation jobs linked to the e-learning.

29. Question: Do the learners all have access to IT equipment suitable for "webinars"? Would a solution including such web-driven seminars be an option?

Answer: Please include any options that you might consider as viable to meet the key requirements of this RFP. We expect multi-format solutions taking the needs of a global audience into account.

30. Question: How sophisticated should the distance learning be (e.g. traditional, few interaction, few learning methods vs. highly interactive, inclusion of new/social media, incl. web conferencing etc.)?

Answer: Please refer to the RFP parameters to propose e-learning functionalities which maximise learning impact and is cost effective.

31. Question: What level of interactivity does UNAIDS imagine for the e-learning component? Highly-dynamic, with simulations, animations, video, and audio? Low levels of interactivity—such as exercises with drag-and-drop, graphics with interactive content, or something in the middle?

Answer: refer to Q 30

32. Question: Please confirm that UNAIDS would like a budget for 2 hours of e-learning content for each of the 2 topic areas.

Answer: The RFP refers to *Up to a maximum of approximately 2 hours duration for each competency.*

33. Question: Does UNAIDS already have experience with distance learning? If yes, could you please elaborate, i.e. content of programs, delivery method, etc.?

Answer: 'Building our Professional Capacity to address HIV', is an e-learning course relaunched in 2010, extensively used by UNAIDS to enhance support to country responses and UN Cares. You may access this module at www.uncares.org/ecourse

34. Question: With respect to 1.3.1 Key requirements, 1 Deliverables for workshops a consultation with the PDP team and possibly key staff members is required. We expect that this is an opportunity to understand specific situations, cases, and expected behaviour as a basis for training material, especially video scenes. Is that correct, and can this consultation be arranged early enough in the development/design process?

Answer: Yes the consultation will be early on in the development/design phase.

35. Question: The same is to be asked for the consultation with HRM and TSD under 2 Deliverables for distance learning modules.

Answer: Yes

36. Question: We propose to include video only in the CD version, not in the WBT version, see your statements on the issue in Annex 6. Do these video sequences already exist, or will they have to be produced?

Answer: They have to be developed and produced by the provider.

37. Does UNAIDS expect that the e-learning component will include video? If so, does the video already exist, or will (1) UNAIDS be responsible for developing it and associated costs, or (2) the vendor should include the costs of developing the video in the proposal?

Answer: The vendor has creative freedom to include options in their proposal which would enrich the learning impact of the e-learning modules. 1)&2) UNAIDS will not be responsible for developing it- the vendor should include developmental costs.

38. Question: Do you expect illustration by means of generally available pictures (cheap) or a photo shooting (more costly, much more user friendly)?

Answer: Both may be considered depending on costs for a photo shoot for illustrations. Provider will be given access to UNAIDS photo library if required.

39. Question: With respect to "Assessment of knowledge ... acquisition ... with passing score required to continue ..." (Request, page 7) we would like to discuss the consequences of not passing the test. Do you expect a mandatory repetition, or just a new test, or a different test on the same subject? (All of this is cost relevant!)

Answer: The respondent will have to repeat the test but we hope will be presented with a different set of questions (could include some new and some old

questions). The assessment questions will be a sub-set of a larger list of questions.

40. Question: What is the exact meaning of "Provision of full rights" (under 2 Deliverables for distance learning modules)? We would shy away from opening our source code; we are absolutely prepared to offer "guidelines/know how ... for support and maintenance" (page 7)

Answer: Unacceptable. We require the full rights which include source codes since this would be a customized learning module fully paid for by the Secretariat. The provider will not have the right to resell the product to any other client, nor use it for any other purpose without the explicit permission of the UNAIDS Secretariat.

41. Question: Will we provide the source material and subject matter expertise for the distance learning modules?

Answer: Yes the provider will be responsible for providing the content of the distance learning modules.

42. Question: Israel is not capable of conducting workshops in Lebanon, Syria, Iraq, Saudi Arabia and other Arab countries within the Middle East. Is this an obstacle?

Answer: Please refer to Q 22 on location of UNAIDS offices, some of which are located in the MENA region. The delivery of workshops anywhere in this region may be required.

43. Question: If there are any changes made on the pilot workshop will this also influence the distant learning workshop? What will be the period allowed for implementing such changes? After the corrections will the workshops and E-learning modules run concurrently?

Answer: While the key messages on the competencies in the distance learning modules and the workshops would be the same, we do not want duplication of content. In the event if minor adaptations are introduced in the workshop based on participant requirements, changes in the core content of the distance learning modules are not expected. In the eventuality there are major changes introduced, sufficient time will be given to the providers to incorporate the revisions in the e-modules.

Yes the plan is to run the workshops and the e-learning modules concurrently.

44. Question: Will the participants of the workshops also be asked to take part in the e-learning modules?

Answer: It is foreseen that all staff will be asked to participate in the e-learning modules.

45. Question: Is it expected that the staff participate in the learning trajectories of both competencies?

Answer: This will depend on the staff's learning requirements. If both competencies are identified as training needs for a staff member, then participation in both learning trajectories is a possibility. Actual participation in both workshops would depend on budgetary considerations.

46. Question: With regard to the regional workshops are local logistical costs (rent of training infrastructure) carried by the regional offices or do we need to foresee this in our budget?

Answer: No local logistical costs should not be included in the total budget by the bidders. They will be borne by the regional offices/Secretariat.

47. Question: Is it right that the face-to-face workshops with regards to the location, the region, etc. will be organised by UNAIDS?

Answer: Yes.

48. Question: Do you have a delivery date for the final modules in mind? If yes, when?

Answer: The desired timeframe for the pilot workshops and the installation of the distance learning modules will be by July/August 2011.

49. Question: Does UNAIDS have a desired timeline for the design phase and launch of the face-to-face and e-learning modules? If so, can UNAIDS share some of its thinking around design, roll-out and deliveries.

Answer: Refer to Q48 for desired timeframe. Hopefully the provider will include ideas on the design, roll-out and delivery plans of the workshops and the e-modules.

50. Question: Will UNAIDS produce the CD ROM for the distance learning module or should it be covered by the budget of the consultant?

Answer: The provider will produce the CD ROM and needs to be included in the proposal.

51. Question: The distance learning module should be delivered in three languages – English, French, and Spanish. Should there be three simultaneously developed versions or may the English version be translated with the costs for translation stated in the budget?

Answer: Please provide both options, and decisions will be taken in consultation with the provider during the development phase.

52. Question: Please confirm that UNAIDS expects the e-learning course to be developed in three languages: English, French, and Spanish.

If the e-learning course must be delivered in French and Spanish, will UNAIDS be responsible for the translations, or would UNAIDS like the vendor to include the costs of translation in its proposal?

Answer: Confirmed. Vendor expected to include costs.

53. Question: Is a Training of Trainers for the workshop contents/ the distance learning modules planned?

Answer: Yes a TOT for the workshops is planned for both competencies and is part of the workshop deliverables.

54. Question: How far should the trainings be linked to the other competencies (values and managerial skills) which training is already under way?

Answer: Training related to the values are underway, which includes half day mandatory trainings around Respect for Diversity, Integrity and Commitment to the AIDS Response.

55. Question: Will the final two competencies, if they are to change from the two named in this RFP, be selected by UNAIDS before signing the final contract with the selected vendor?

Answer: Yes.

Section 1.3.3

56. Question: In section '1.3.3 Financial and accounting requirements' you ask for '...financial report(s) should be provided with full details of expenditures and supporting documents.' Do you mean the costs to us of developing the material or the costs and expenses we would charge you for that element?

Answer: Both

Section 1.3.4

57. Question: Are there success measures identified for the trainings (workshops and distance learning)? If yes, what are they? If no, how will they be defined?

Answer: The bidders are expected to include success measures for evaluating content of workshops and distance learning modules in their proposals. These will be finalized in consultation between PDP and the lead provider, after the design of the final module.

58. Question: Does UNAIDS anticipate developing key performance indicators together with the vendor?

Answer: The proposal should include evaluation parameters that the vendor deems fit for the assessment of their deliverables. The final list of performance indicators will be decided during the programme design and development.

59. Question: Does UNAIDS anticipate that the vendor would also participate in the teleconferences with Regional/Departmental learning coordinators and field participants to review progress after 3 of the workshops are delivered? Please confirm that updates to the materials for the face-to-face workshops would not be required by the vendor at this point.

Answer: Limited modifications are a possibility if participants and organizational requirements demand it.

Section 2.7.2

60. Question: We have a quality assurance statement but do not have a certificate. Is this an obstacle?

Answer: No should not be a problem.

Section 2.7.3

61. Question: Please can you clarify what is meant by Prototype?

Answer: A prototype is the “proof of concept”. A summarised and simplified version of the final product, demonstrating some of the key features, screenshots of how it would look but need not include the detailed features of the final version.

62. Question: Please could you clarify exactly what you are expecting in terms of producing a prototype for this proposal. Do you want a fully functioning, clickable product or a description of ideas with screenshots?

N.B. Please bear in mind that a fully functioning product would take substantial development time and would incur considerable costs to the bidders. This may well rule some smaller e-learning companies, who could provide as good and cost-effective (if not better) service as their larger rivals, out of the process.

Answer: Needs to be a “proof of concept”. Screenshots of content outline demonstrating/explaining some of the key features and functionalities of the e-modules should be sufficient. What could also be useful is to view a similar learning module developed for other clients.

63. Question: point "b," fourth bullet - Could you please provide expectations on the prototype? Are you looking for mock ups or a fully functioning piece?

Answer: please refer to Q 61 and 62.

64. Question: In Section 2.7.3 (b), bullet 4 - regarding the distance learning modules: Please provide additional detail on what is meant by “a sample of content and a prototype for one of the chosen core competencies (Delivering results or Driving change and innovation)”. Please clarify what is the “prototype” expected to entail/showcase at this stage?

Answer: please refer to Qs 60 and 61. Hopefully the prototype will help assess what the provider intends as a final product in the given cost.

65. Question: At the bottom of page 11 you ask for a project plan covering the ‘entire 2 year project’ but elsewhere in the RFP (e.g. p18 - signing of the contract), it seems to be the case that you want the project to be delivered and completed by the end of 2011. Please could you clarify the timescales.

Answer: The agreement with the provider will be for a year to deliver on the workshops and the e-learning modules for 2 competencies for 2011. The timescale printed on page 11 is an error and should read as 'entire 1 year project'.

66. Question: The timeframe is not very clear to us. Page 11 under 2.7.3. mentions that it is a two-year project, while p.6 indicates that the two competencies of the proposal have been prioritized for 2011 and that the 5 workshops for each competency need to be delivered within one year. Is it correct to state that the complete project needs to be delivered within a timeframe of 2 years?

Answer: The timeframe under page 11 is an error and the timescale is for a year; this project foresees the implementation of up to a maximum of 5 workshops for each competency and the delivery of two distance learning modules in 2011.

67. Question: The RFP states that the project plan should span the "entire two-year period". However, in Par. 4.3. you state that 10 face to face workshops and 2 distance learning modules are expected to be delivered within a year (within 2011) and Par. 1.3.1 states that the two competencies we are bidding for are expected to run in 2011 only. Could you please specify the duration of the project period and let us know the anticipated start date of the programme?

Answer: Please refer to Q65 and 66.

Section 2.7.4

68. Question: What kind of PDP support should be factored into the budget for preparation and running the workshops?

Answer: The preparation and running of the workshop is wholly the responsibility of the provider. PDP staff will play an advisory role during the design, development and implementation of the workshops. The logistics cost of the workshops will be organized by the Regional office in the field or the HQ in Geneva.

69. Question: Will the entire travel and per diems costs for the workshops be covered by the UNAIDS rates, including the external experts delivering the workshops?

Answer: Yes, travel and per diem costs will be covered by UN rates. Please do not include in the financial proposal.

Section 2.8

70. Question: Could you please confirm that bidders may submit one copy each (1 technical, 1 commercial) of their proposals electronically to the two email addresses indicated on pg. 14 of the RFP. In case of email submission, could you please confirm that an additional CD-ROM will not be required?

Answer: Confirmed. Bidders may submit proposals (1 copy each) to the two e-mail addresses. Confirmed that an additional CD-ROM is not required.

71. Question: Does 4.3 mean that at the beginning, the contract will only cover the development of the distance learning modules and the workshop (including manuals, tools, materials, etc.) and the delivery of two "test" workshops, and that only when the performance was satisfying for the provider, the contract will be extended? Does that thus mean that the first year of the project implementation will only be used for the development of the distance learning modules and the conceptualisation of the workshops for the two competencies, including two pilot workshops?

Answer: Yes the first contract will cover the development and delivery of 2 face to face workshops and 2 distance-learning modules for 2 competencies. Additional contracts for a maximum of the 8 remaining workshops will be drawn up individually and delivered within the year in 2011, depending on resource availability and training requirements. No training plans have been drawn up yet for 2012.

Section 5.22

72. Question: How many days will there be between presenting the invoice and receiving payment?

Answer: Tentatively about 20 days.

73. Question: Annex 6 - "Global Requirements/Text and Links Management" – Could you please provide acceptable (or conversely, unacceptable) file formats when you write "Text and content should be easily manageable and store in external files."

Answer: An acceptable and expected file format will be a standard XML file. The content could also be stored in a Database (access, SQL, MySQL).