

## Tavola Rotonda On Line-CSI Piemonte

Attività, Partecipazione a Bandi Internazionali e Collaborazione con le Aziende del Territorio

Partecipare alle gare internazionali. Strategie vincenti per costituire partnership di successo

# Perché, costituire una partnership

- I contratti per i quali competere a livello internazionale hanno requisiti stringenti in termini di esperienza, referenze, capacità, profili professionali ma soprattutto raramente sono “monotematici” per lo più prevedono “multidisciplinarietà”
- Difficilmente una singola società riesce a soddisfare tutti i requisiti richiesti
- Una partnership solida e ben integrata fornisce maggiore sicurezza al cliente
- E' dimostrato che accresce le possibilità di aggiudicazione del contratto

# Opzioni di Partnership in Contratti Internazionali

- Joint Venture, Consorzio o Associazione (da cui il termine JVCA) costituita, per esempio, in forma di Raggruppamento Temporaneo di Impresa (RTI) o Associazione Temporanea di Impresa (ATI)
- Consultancy and Subconsultancy (non ammessa dallo statuto di CSI)

## Caratteristiche di una JVCA

- Tutti i membri rispondono in solido cioè singolarmente o congiuntamente delle obbligazioni assunte
- Se uno dei partners non esegue in modo soddisfacente i servizi che gli spettano tutti gli altri partners devono assumersene la responsabilità
- Ogni partner deve soddisfare le esigenze **della componente del contratto che andrà ad eseguire** e i criteri stabiliti in termini di capacità finanziarie, giro d'affari annuale, disponibilità di liquidi, previe esperienze
- Ogni partner può apparire solo nell'offerta di un singolo gruppo pena esclusione della stessa
- E' necessario presentare copia dell'accordo fra partners al momento dell'offerta dove si designa anche un partner principale e un amministratore del contratto con tutte le deleghe
- Il cliente non può chiedere la sostituzione di un partner

# **Un Esempio di Request of Expression of Interest (REI)**

- **REQUEST FOR EXPRESSIONS OF INTEREST**
- **(CONSULTING SERVICES– FIRMS SELECTION)**
- Kyrgyz Republic
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- **«DIGITAL CASA-KYRGYZ REPUBLIC» PROJECT**
- **COMPANY TO PROVIDE EXPERT SUPPORT FOR THE NATIONAL OFFICE OF DIGITAL TRANSFORMATION**
- Grant No. **IDA-D2790**
- Credit No **IDA-62000**
- Contract ID No. **IDA/DCASA/2020/CS-QCBS-3-3-1**
- The Kyrgyz Republic *has received Grant IDA-D2790 and Credit No IDA-62000* from **International Development Association** toward implementation of the “Digital CASA” Project, and intends to apply part of the proceeds for consultant services on **EXPERT SUPPORT FOR THE NATIONAL OFFICE OF DIGITAL TRANSFORMATION** .
- Consulting services (“Services”) include activities to assess the institutional foundations and analysis of major institutions, that manage the implementation of the «Digital Transformation Concept Sanarip Kyrgyzstan 2019-2023 roadmap», analyze and provide recommendations for optimizing business processes to improve management quality, strengthen digital leadership development potential, developing and implementation expert support model for the Republican headquarters for Digital Transformation, the Secretariat for Digitalization under the SCITC KR, for the Digital Transformation Department of the Government Office of the Kyrgyz Republic; analysis of communications in the implementation of the «Digital Transformation Concept Sanarip Kyrgyzstan 2019-2023 roadmap», development and implementation of the communication plan.
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Specifically, the **terms of reference** will cover the following 4 blocks of tasks:

1. **Assessment** of the institutional framework in the field of digital transformation and analysis of the main institutions managing the implementation of the «Digital Transformation Concept Sanarip Kyrgyzstan 2019-2023 roadmap», **providing recommendations on improving policies and regulatory frameworks** for developing digital leadership and strengthening the capacity of digital leadership institutions in the Kyrgyz Republic, **taking into account international best practices**.

2. Providing an **analysis of the business processes** of the Republican headquarters for Digital Transformation, the Secretariat for Digitalization under the SCITC KR, the Digital Transformation Department of the Office of the Government of the Kyrgyz Republic; **providing recommendations on optimizing business processes**, implementing innovative solutions to improve the efficiency and quality of managing the implementation of the «Digital Transformation Concept Sanarip Kyrgyzstan 2019-2023 roadmap», as well as **providing recommendations on the development and/or acquisition of appropriate solutions and software as well as providing recommendations on the development and / or acquisition of solutions and software for optimizing business processes** of the National Office of Digital Transformation and the Secretariat for Digitalization under the SCITC KR, and on their implementation.

3. Based on the results of the task 1 and task 2 preparing a model and expert support system, qualifications requirements for attracting additional experts and their responsibilities in the field of digital transformation for the Republican Headquarters for Digital Transformation (National Office of Digital Transformation), the Secretariat for Digitalization under the SCITC KR, the Digital Transformation Department of the Government Office of the Kyrgyz Republic to strengthen the capacity of digital leadership institutions and improve management. The documentation on the developed model and expert support system, qualification requirements and scope of work for attracting additional experts shall be finalized by the company and subsequently agreed by a specially created commission under the SCITC KR and approved by the order of the SCITC KR. The selection of experts is carried out by the company on a competitive basis, the selection of candidates and the recruitment of additional experts are agreed and approved by the Director of the PIU Digital CASA - Kyrgyz Republic, Deputy Chairman and the Chairman of the SCITC KR. Coordination and control over the experts' performance and payment for their services is carried out by the hired company for the period until the end of April 2023. These additional experts will provide quarterly reports for approval by the coordinator of component 3 of the project "Digital CASA - Kyrgyz Republic", Director of the PIU "Digital CASA - Kyrgyz Republic" and Deputy Chairman/Chairman of the SCITC KR.

4. Carrying out the analysis of internal and external communications in the implementation of the «Digital Transformation Concept Sanarip Kyrgyzstan 2019-2023 roadmap» by the Republican Headquarters for Digital Transformation, the Secretariat for Digitalization under the SCITC KR, the Digital Transformation Department of the Office of the Government of the Kyrgyz Republic providing recommendations for their improvement; development of a communication plan by the end of 2023 for advancement implementation of the «Digital Transformation Concept Sanarip Kyrgyzstan 2019-2023 roadmap»; identifying the target audience and raising awareness of the implementation of the «Digital Transformation Concept Sanarip Kyrgyzstan 2019-2023 roadmap» with coverage of at least 80% of the target audience in performing of the general communication plan, conducting at least 30 awareness-raising events in partnership with at least 15 organizations with a coverage of at least 1000 people, issuing at least 250 communication messages on the activities of the National Office of Digital Transformation, of which at least 50% - using infographics and other visualization tools



It is expected that assignment performance will take until the end of May 2023.

The Project Implementation Unit (PIU) under the State Committee of Information Technologies and Communications (SCITC) of the Kyrgyz Republic now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are:

- Experience in management consulting, including strategic analysis and strategic planning, business analytics and modeling of modernization of organizations, optimization of business processes for at least 5 years;
- Experience in implementing at least 5 projects in the implementation of innovative and digital solutions based on the results of business analytics;
- Experience in strategic communications and PR, in the development and implementation of communication strategies/plans;
- Experience at the regional and international level, implementation of business projects or projects financed by international organizations and donors;
- Experience in HR consulting for at least 1 year;

The attention of interested Consultants is drawn to World Bank's ***Procurement Regulations for IPF Borrowers, July 2016 (rev. Nov. 2017, Aug. 2018)***, setting forth the World Bank's policy on conflict of interest and eligibility.

Consultants may submit their EOIs as an individual firm or in association in the form of a joint venture or subconsultancy. All the members of the joint venture shall be jointly and severally liable for the entire assignment. Agreement or the intention of establishment of the Joint Venture must be provided indicating the role of each partner – leading partner and partner/partners. However, the experience of sub-consultant will not be considered while short-listing.

A Consultant will be selected in accordance with the Quality and Cost Based Selection (QCBS) method set out in the Bank's ***Procurement Regulations for IPF Borrowers, July 2016 (rev. Nov. 2017, Aug. 2018)***.

Interested consultants may obtain further information at the address below during office hours (9:00-17.00 p.m.).

Expressions of interest must be delivered in a written form or e-version (in .pdf format with appropriate signatures) **by November 12, 2020** to the address below. EOI shall be provided in English. Translation into Russian is encouraged since will promote faster shortlisting processes, but lack of translation will not affect preparation of the short-list.

PIU under the SCITC, 41, Umetaliev Street, Bishkek, Kyrgyz Republic.

Contact person: Mr. Kamchybek Kadyshev, Chief Procurement Specialist of PIU, Mr. Batyr Seidyldaev, Procurement Specialist of PIU

Tel.: (0312) 610179;

E-mail: k.kadyshev\_piu@ict.gov.kg; stepscitc@mail.ru; b.seidyldaev\_piu@ict.gov.kg

# Lessons Learned

I TOR per i contratti includono richieste di esperienze e profili professionali molto vari

Difficilmente una società riuscirà a soddisfare tutte le esigenze del contratto

I tempi per la presentazione delle EOI e/o delle proposte in risposta ad una RFP sono stretti

In molti casi già a livello di EOI e, definitivamente, a livello di proposta I CV e le referenze societarie devono essere presentate nei formati previsti dai finanziatori così come una serie di altri documenti standard

Predisporre quanta più documentazione possibile tradurla e aggiornarla regolarmente accelera i tempi di presentazione delle EOI e delle offerte.

## CURRICULUM VITAE (CV)

<b>Position Title and No.</b>	{e.g., K-1, TEAM LEADER}
<b>Name of Expert:</b>	{Insert full name}
<b>Date of Birth:</b>	{day/month/year}
<b>Country of Citizenship/Residence</b>	

**Education:** {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

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**Employment record relevant to the assignment:** {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

<b>Period</b>	<b>Employing organization and your title/position. Contact information for references</b>	<b>Country</b>	<b>Summary of activities performed relevant to the Assignment</b>
[e.g., May 2005-present]	[e.g., Ministry of ....., advisor/consultant to...  For references: Tel...../e-mail.....; Mr. Hbbbb, deputy minister]		

**Membership in Professional Associations and Publications:**

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**Language Skills (indicate only languages in which you can work):** \_\_\_\_\_

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**Adequacy for the Assignment:**

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
{List all deliverables/tasks as in TECH- 5 in which the Expert will be involved)	

**Expert's contact information:** (e-mail ....., phone.....)

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

{ day/month/year }

Name of Expert  
Date

Signature

{ day/month/year }

Name of authorized  
Date  
Representative of the Consultant  
(the same who signs the Proposal)

Signature

## B - Consultant's Experience

*[ Using the format below, provide information on each assignment for which your firm, and each associate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under this assignment.*

Assignment name:	Approx. value of the contract (in current US\$ or Euro):
Country: Location within country:	Duration of assignment (months):
Name of Client:	Total N° of staff-months of the assignment:
Address:	Approx. value of the services provided by your firm under the contract (in current US\$ or Euro):
Start date (month/year): Completion date (month/year):	N° of professional staff-months provided by associated Consultants:
Name of associated Consultants, if any:	Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Project Manager):
Narrative description of Project:	
Description of actual services provided by your staff within the assignment:	

Firm's Name: \_\_\_\_\_

*Esempio di requisiti dai TOR di un contratto UNDP*

- Minimum 2 contracts of similar value, nature and complexity implemented over the last 3 years.
- Minimum 3 Statements of Satisfactory Performance from 3 relevant clients in the past 3 years. *(For JV/Consortium/Association, all Parties cumulatively should meet requirement).*

## *Esempio di dichiarazione relativa alla JVCA*

We have attached a copy [*insert: “of our letter of intent to form a joint venture” or, if a JVCA is already formed, “of the JVCA agreement”*] signed by every participating member, which details the likely legal structure of and the confirmation of joint and several liability of the members of the said joint venture.



# Alla base di una partnership di successo troviamo

Fiducia reciproca

Un accordo bilanciato e trasparente che includa le tariffe professionali degli esperti

Capacità di riconoscere i propri punti di forza e di debolezza

Chiarezza nel definire la suddivisione delle competenze in relazione agli obiettivi da raggiungere, ai compiti assegnati ai singoli componenti della JV e alle singole figure professionali non in base a quote di partecipazione

Equa condivisione del lavoro ad iniziare dalla preparazione della EOI e/o della proposta

*Chi gareggia per i servizi di consulenza deve dimostrare di poter soddisfare i TOR, di aver svolto consulenze analoghe ma è il gruppo di lavoro e la metodologia proposta che giocano il ruolo principale nella selezione oltre che, naturalmente, una offerta finanziaria competitiva*

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GRAZIE