

**CDKN Invitation to Tender Q&A -  
Project Name AAGL-0030a**

**Question**

**Answer**

<p>1. How many local partners should be budgeted to attend the second panel envisaged for 2014. For the 2013 panel this is not an issue as the panelists will be drawn from the 25 local partners also attending the Learning Workshop. But as there is no Learning Workshop in 2014 the number for the second panel needs to be known.</p> <p>2. P7 last para – “local partners” – have CDKN already engaged partners or is this something the contractor is expected to do?</p> <p>3. P9 Should costs be allocated for the CDKN peer review process from the main project budget or will CDKN cover these costs separately.</p>	<p>Please budget for a reduced number of 10 participants for the 2014 conference participation (10 from the CDKN local partners).</p> <p>CDKN intends to engage the local partners as we are the ‘first point of contact’ at the moment. We will facilitate introductions between the local partners and the supplier who is appointed to be the ‘Global Learning Partner’ under this contract. We apologise that we cannot be more specific at this stage about which local partners will participate, because we still need to work out details of their availability and capacity – and therefore secure their full commitment to the programme – before sharing the information with others.</p> <p>CDKN will cover these costs separately and/or this is already a part of the job description of various CDKN staff.</p>

4. P10 deliverable 4 – “CDKN’s quality assurance review” – Do CDKN gather and synthesise into one set of comments from its partners? How many rounds of review are likely? How much time should we allow for the review process?

5. P4 spec for learning partner – on “daily reporting” to CDKN PM in London. Is the expectation that the supplier will be co-located in the CDKN office, be based in London, or can this be undertaken remotely?

6. Page 8 Inside story briefs: Should contractors accommodate for the possibility of producing “longer draft...background papers” (p9 para1)?

Normally, CDKN’s internal review process comprises two stages and these take a combined total of three weeks. However, given that the publications to be generated by this learning programme will be focused on CDKN’s own projects, we anticipate a longer review process. (We envisage it will take partners and CDKN staff longer to discuss details in the drafts.) That is why we have assumed a relatively long period for preparation of publications in late 2013 and first half 2014.

We imagine that an indicative CDKN review process for this learning project might extend to three stages, roughly as follows (tbc):

First stage – review by Director of Policy and Programmes and Global Public Affairs Coordinator plus 1-2 CDKN technical staff (eg, those involved in the original management of the local projects). Suggested length – 10 working days.

Second stage – review by Global Public Affairs Coordinator and one CDKN technical staff person. Suggested length – 10 working days.

Third stage – final sign-off of design proof by Director of Policy and Programmes. Three working days.

No, there is absolutely no assumption that the person should be co-located in London. There is every expectation that checking in with the CDKN PM in London would happen by skype.

The only requirement is that the contact person in the Global Learning Partner should (in theory) be available for up to an hour during the normal London business hours of 8:00-17:00 UK time – they don’t have to be available during this entire time window.

We believe some of the projects would be willing to produce longer draft background papers on their learnings and that the dissemination of these could be beneficial to practitioners in the field. The £150,000 that we have earmarked for sub-contracts to local learning partners should cover this eventuality (from the point of view of their time for authorship). Please can bidders suggest a contingency budget – to be authorised by CDKN on a needs basis and dependent on specific plans by local partners – for the Global Learning Partner to mobilise additional supervisory input to help shape these papers and bring them to publication standard. This proposal for an **additional** contingency budget may be included as a further supplement to your core proposal.

7. Does CDKN expect to refine the final list of local project partners and countries with the learning partner, or does CDKN seek an external project steering group that the learning partner would consult for input into strategic direction of the project, such as local project partner selection, etc.?

CDKN will refine the final list of local project partners, primarily through direct communication with those partners and depending on their availability and interest.

8. Is there a ceiling for acceptable supplier day rates?

CDKN has a maximum supplier day rate of £1000. However, this is only approved on exceptional circumstances. We would normally envisage maximum levels to be in the region of £650 - £850. Overall, CDKN has a very strong emphasis on value for money and this should be reflected in any commercial proposal.

9. Does ICLEI have an agreed/established role in this work (beyond the Resilient Cities Congress)?

No, not at the moment.

10. P15 is website development in WordPress essential or can websites in other programmes be considered (provided they are interoperable)?

With apologies, the reference to WordPress was an error. Please see the reissued version of the ITT document, from which this was removed. WordPress or other web development skills are not required for this tender.

11. How much local support can we expect from CDKN in countries for the selected case studies? Will CDKN facilitate the relationship with local agencies implementing their projects?

CDKN expects to facilitate the relationship with the local agencies implementing our projects.

12. ToRs mention £150K that will cover expenses for local project partners. Are local project partners meant to be CDKN's local partners? Or local partners of our consortiums?

Thank you for the opportunity to clarify. This earmarked £150,000 is specifically intended to be for CDKN's local partners. You are very welcome to involve learning specialists from your own consortium, and these inputs should be budgeted separately from the aforementioned lump sum. Please note that we assume you cannot budget the £150,000 in detail because fine-tuned negotiation with CDKN's local partners about their needs will be required – therefore, please leave this as a lump sum in your budget and focus on the budget required for your organisation's or consortium's direct input.

Covered by the £150,000 for CDKN's local partners:

- Local partners' time for engaging in the learning programme (staff fees)
- Local partners' venue, hosting and logistics expenses if applicable, for convening people locally for the learning process, eg local workshops
- Travel to international conferences should NOT come out of this ring-fenced budget

Covered in the separate budget of the global learning partner for its direct inputs – as spelled out on page 11 of the tender document:

- Global learning partners' staff and consultant costs, including its own regional or local branches, where applicable
- Reasonable (non-travel) business expenses in accordance with CDKN's expenses policy
- Venue costs for organizing a workshop in Germany
- International conference travel budget for the CDKN local partners: for paying all (CDKN partners') flights, accommodation and subsistence expenses for participating in Resilient Cities 2013 and at the same time, the CDKN learning workshop (see below for number of people) and for participating in Resilient Cities 2014 or another appropriate international forum in 2014 (assume 10 people).
- There is a registration fee for attending Resilient Cities Congress. In 2013, assume that 10 participants from CDKN projects come to attend the Congress and the budget covers their 900

13. Can you provide an itemised list of what expenses will be covered by this £150K? Does it include travel costs to the workshop in Germany?



16. Can we assume that the presenters of the panel in the Resilient Cities Congress 2013 will be some of the participants in the partner's learning workshop?

Yes, absolutely. It is envisaged that the presenters would be a subset of the partner learning workshop group.

17. Does the budget of our proposal need to include DSA for the 25 participants of the partner's learning workshop  
Are we correct in assuming that that the partner's learning workshop will last one day?

See response to number 13. The local partners will budget for their time separately and that will be included in the £150,000 lump sum budget for local partners – you do not need to elaborate the detail, as the specifics are not yet negotiated.

Please assume that the partners' learning workshop will last two days.

18. ITT mentions "6-8 key learning questions" to be addressed with sub-country programmes – does CDKN already have a draft of these or will these be defined during the inception phase?

We have emergent themes that have been listed in the tender document, and we have a checklist of author questions we use for our 'Inside Stories in climate compatible development' (see endnote). Both of these sources can be used to inform the learning questions, however, the list is by no means finalised. We anticipate that the Global Learning Partner will play a very active role in developing and refining the final list of questions based on their specialist expertise in organisational learning.

19. ITT mentions that "A budget will be provided to the Learning Partner for reaching out to relevant professional training programmes, etc, with our knowledge products, for inclusion in relevant course curricula" (page 9). How much is this budget?

This is not a specified amount but should be included in your overall proposal.

20. What is the proposed payment plan (as per Annex 1 Statement of Work to the draft contract)?

Proposed payment plans are taken on a case by case basis dependent upon the project and the winning bidders ITT response. We would envisage a significant up front payment to cater for resources early on in the project. However, this will be upon the review of the project management team.

21. ITT mentions a budget of £25k as a travel expenses budget; is this the maximum?

At present, this is envisioned to be the maximum. We do not, for instance, envisage that the Global Learning Partner would visit every focal country. This would be difficult to justify on a value for money and carbon emissions basis. If bidders consider this budget ceiling to be unrealistic, they should state why.

22. P10 “payment of fees to project partners” – what auditing requirements will the contractor have to fulfil in subcontracting individual project partners?

Please refer to clause 4.5 in the Terms and Conditions that states:

***Use of Sub-contractors*** – *You will not sub-contract any aspects of the services to anyone else without our prior written consent. If we allow you to use sub-contractors, you will be fully responsible for the fulfilment of your obligations under this agreement, including where any obligations are to be performed by your sub-contractors. The provisions of this agreement will be flown down to any approved subcontractor and both we and the client will have the right to enforce such provisions directly against the approved subcontractor in accordance with the Contracts (Rights of Third Parties) Act 1999.*

Overall, we would expect you to take whatever measures are required from a supervisory, auditing and contractual level to control your subcontractors.

23. P11 what is the cost of hosting a panel at Resilient Cities – is there a fee charged by ICELI?

See above answers.

24. P11 is it expected that the contractor pays attendance costs for local project partners at resilient cities events in 2013 and 2014 from core project costs? If so at what level will they be charged? (e.g. we may not be too late for early bird fees).

Please see earlier answers.

25. Is it expected that all 10 projects (all 25 project partners) to be attending the resilient cities congress?

See above answers.

26. Is it expected that the contractor covers costs of local project partners for travel and accommodation to resilient cities events in 2013 and 2014 from core project costs?

See above answers.

27. On page 10 of the ITT the budget is stated as £350,000 plus £25,000 travel contingency. Pn page 15 of the ITT, the tender states that the commercial proposal must be inclusive of VAT.

Can we enquire as to whether the £350,000 budget plus £25,000 travel contingency is inclusive of VAT?

The budget stated is exclusive of VAT and all applicable taxes. However, when submitting your budget please include all applicable VAT and taxes. Please note that CDKN has a very strong emphasis on value for money and all bids should reflect this.



28. Some budget items as described in the narrative appear ambiguous. Could you please clarify or confirm the following, as we understand is the rough budget breakdown:

Description	Cost GBP	
Funds for CDKN Partners (including applicable taxes) to cover:	- Travel, per diems, honoraria in Bonn; - Focus Groups for 8-10 projects in 9 countries; - Conference and professional fees. - Learning Partner workshop logistics	150,000
LP Consultants / Activities (VAT incl.)	As outlined in Solution Proposal	200,000
LP Travel	On approval by CDKN	25,000
<b>Total Budget</b>		<b>£375,000</b>

Partners' Line Item: Seeking to further clarify the above table, assuming a maximum total bid of £350,000 plus £25,000 for LP travel, please verify that the line item of £150,000 earmarked for "CDKN partners" to be paid through the Learning Partner, covers the following:

- a. Costs associated with the focus groups (including venues, per diem, travel expenses and honoraria to participants as well as professional fees to local facilitators).
- b. Airfares and associated ground travel, conference fees, hotels, per diem for panel participants in The Resilient Cities Congress in Bonn.
- c. Travel for the 25 CDKN partners to participate in the Learning Partner-facilitated workshop.
- d. Other anticipated partner activities to be funded from this line item include a, b, c. (?)

Focus Groups: How many focus groups will be conducted and in what locations.\*

Travel Budget: If the Learning Partner deems it critical to visit all project sites to ensure the focus groups are conducted correctly, will CDKN permit additional travel within the Proposed Solution budget (£200,000)?\*

Congress and Workshop: Please provide further clarification on the congress and learning workshop as follows.\*

No, this is not correct, but the previous answers explain.

In addition, it should be clarified that the partners' workshop need not take place, specifically, in Bonn – eg, partners may travel to a nearby destination if it works out to be more cost-effective overall.

- a. Will all 25 participants in the Learning Partner-facilitated workshop attend the Resilient Cities Congress or only the 4-5 selected to participate in the panel?
- b. Will participants attend the full three days of the Congress?
- c. If not all 25 will attend, is it possible to hold the learning workshop in another city at another time or is there a strategic reason for holding this in Bonn?
- d. Is the venue for the “learning workshop” and associated logistics covered by the CDKN Partner budget line item, or is it expected to be paid from the primary Learning Partner budget?

Dissemination: Please confirm whether the additional funds mentioned (pp 9 and 12) for dissemination of products is from a budget outside the Learning Partner’s bid.

29. Standardization of Methodology/ Instrumentation:\* Did CDKN develop any standardized methodology and/or instrumentation for the following areas, and, if so, could we be provided with the templates/criteria and/or instrumentation relating to any:

- e. Gaps/needs analyses conducted at the inception of each project;
- f. Exercises of “process mapping” to determine how policies are formulated and implemented;
- g. Data collection instruments;
- h. M&E system (project or program-wide).

30. Vetting/ Selection of CDKN’s local partners:\* Critical to designing our solution set is understanding the composition of the local partner entities. Was there was a standard set of criteria for their selection and if so, which groups do they represent and at what level of leadership? (Municipalities, environmental NGOs, advocacy groups, academics/ scientists, civic and business organizations?)

There is a standard objectives form and larger M&E system for CDKN projects and the Global Learning Partner will have access to relevant documents.

The project partners are a mix of research institutes, NGOs, consultancies and municipal government departments.

<p>31. Award Date: Given the tight deadlines and need to mobilize immediately in order to meet the fixed deadline for the June 2013 Resilient Cities Congress, approximately what date do you expect to award the Learning Partner contract?</p> <p>32. Roster: Are registered consultants on the CDKN Roster given preference?</p> <p>33. Overlapping Procurement: CDKN is seeking consultants to write 'inside story' policy briefs that appear to be the same as those itemized in the tender documents. Are these the same products?</p> <p>34. Key Personnel: Is a WordPress technical expert required for the Learning Partner's core team.* (ref. top p.15; clarifying CDKN's search for Technical Partner).</p>	<p>A decision will be made by end February and we will seek to sign the contract as soon as possible after that date.</p> <p>No.</p> <p>No, the subject matter is different.</p> <p>No. see answer above.</p>
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<p>35. Project List: Could you provide a list of the projects likely to be included in this exercise?</p>	<p>No. see answer above.</p>
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## ENDNOTE

The checklist for the CDKN ‘Inside Stories on climate compatible development’ publications series is one of the baseline documents that will inform the learning template. However, there is some overlap between these questions and the standard M&E procedures and forms that projects are normally required to fill in (as the ‘Inside Story’ guidelines were developed initially for policies in which CDKN was not involved). It will be the task of the Global Learning Partner to work with the CDKN project manager to consolidate and streamline the learning questions for local partners, using these existing templates as a starting point.

Checklist – Inside Stories on Climate Compatible Development should include an analysis of:

- The policy/programme objective, its target population and anticipated cost and timeline – including explicit coverage of the policy/programme’s intended development and climate benefits
- Social and environmental impact assessments conducted at the time
- What type of stakeholder consultation was conducted, if any, in the formulation and implementation of the policy/programme?
- The landscape of stakeholder response to the proposed policy/programme. What support and, if relevant, dissent from the policy/programme was received by different stakeholder groups? On what basis? How did they perceive the opportunity or threat to their interests (define these)? How has stakeholder response affected delivery?
- Whether the policy/programme was successful in achieving its stated development and climate (adaptation/mitigation) objectives
- Whether the policy/programme had any unintended consequences for poverty reduction, economic growth, social inclusion, gender equity, climate mitigation and adaptation/resilience, positive or negative
- What factors might have been taken into account, could decision-makers have done it all over again?
- Which elements of the case study experience offer useful lessons to decision-makers in other countries and contexts (and which are unique to this particular case)?

The above table answers all queries relating to the Invitation to Tender for CDKN project AAGL-0030a that were received before the deadline of 17.00 UK Time 7 February 2013. No further queries regarding this ITT will be answered.

The deadline for receipt of final ITT documents remains **17.00 UK Time 14 February 2013**. Please submit documents electronically to [cdknetwork.procurement@uk.pwc.com](mailto:cdknetwork.procurement@uk.pwc.com). Documents received after this deadline may be disqualified.