

**REQUEST FOR PROPOSALS  
RFP/ QCBS / GEO-2013-008**

**MILLENNIUM CHALLENGE ACCOUNT - GEORGIA**



**On Behalf of:  
THE GOVERNMENT OF GEORGIA**

**and  
THE MILLENNIUM CHALLENGE CORPORATION**

**\*\*\***

**Procurement of Consultant Services**

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**Improving General Education Quality:  
Consultant Services for Training Educators for Excellence  
and Classroom Assessment Support Activity Project Design**

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**Date: October 2, 2013**

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## Letter of Invitation for Proposals

**Re: Improving General Education:  
Consultant Services for Training Educators for Excellence and Classroom  
Assessment Support Activity Project Design  
RFP/ QCBS / GEO-2013-008**

The United States of America, acting through the Millennium Challenge Corporation (“MCC”) on 26 July, 2013 signed a five-year, \$140 million compact with the Government to advance economic growth and reduce poverty in Georgia. The Government of the Georgia (GoG) has received grant funding of US\$2,700,000 from the Millennium Challenge Corporation (MCC) of the United States Government to enable the GoG to support such activities, under the authority of Section 609(g) of the Millennium Challenge Act of 2003.

1. The Government, acting through Millennium Challenge Account Georgia (“MCA-Georgia”), intends to apply a portion of the pre-compact grant to eligible payments under a contract for which the Request for Proposals is issued. Any payments made under the proposed contract will be subject, in all respects, to the terms and conditions of the Grant and implementation Agreement and related documents, including restrictions on the use of MCC funding and conditions to the disbursements of MCC funding. No party other than the Government and the MCA-Georgia shall derive any rights from the pre-Compact grant or have any claim to the proceeds of MCC Funding.
2. The GoG has recently concluded a five-year, \$395 million grant agreement with MCC that improved the country's physical infrastructure and invested in small and medium enterprises in agricultural and rural development. On December 19, 2012, MCC’s Board of Directors re-selected Georgia as eligible for MCC assistance for a second grant. An analysis of economic growth in Georgia conducted by the GoG in 2011 identified human capital as a binding constraint to continued growth. The GoG is developing an investment proposal for a package of investments in a) general education, including facility improvement in rural schools and teacher training, b) TVET, and c) the delivery of high quality, English language bachelor degree and other university programs in priority fields.
3. This Invitation for Proposals follows the Specific Procurement Notice that appeared in dgMarket on September 24, 2013.
4. The MCA-Georgia now invites proposals to provide the consultant services referenced above (“Proposals”). More details on these consultant services are provided in the Terms of Reference.
5. The Request for Proposal (“RFP”) is open to all eligible entities or persons (“Consultants”) who wish to respond. Consultants may only associate with each other in the form of a joint venture or in a sub-consultancy agreement to complement their respective areas of expertise to enhance their capacity to successfully carry out the assignment and so long as any association is otherwise

formed in accordance with the terms of the RFP.

6. A Consultant will be selected under the **Quality and Cost Based Selection**, the evaluation procedure for which is described in sections of the RFP in accordance with “MCC Program Procurement Guidelines” which are provided on the MCC website [www.mcc.gov](http://www.mcc.gov).
7. The RFP Document includes the following Sections:

**Section 1 Instructions to Consultants**

This section provides information to help potential Consultants prepare their Proposals; it also provides information on the submission, opening, and evaluation of Proposals and on the award of the proposed contract.

**Section 2 Proposal Data Sheet**

This section includes provisions that are specific to this procurement and that supplement Section 1, Instructions to Consultants.

**Section 3 Qualification and Evaluation Criteria**

This section specifies the qualifications required of the Consultant and the criteria to be used to evaluate the Proposal.

**Section 4A Technical Proposal Forms**

This section provides the Technical Proposal Forms which are to be completed by a potential Consultant and submitted in a separate envelope as part of a potential Consultant’s total Proposal.

**Section 4B Financial Proposal Forms**

This section provides the Financial Proposal Forms which are to be completed by a potential Consultant and submitted in a separate envelope as part of a potential Consultant’s total Proposal.

**Section 5 Contract Forms:**

- I Contract Agreement
- II General Conditions of Contract
- III Special Conditions of Contract
- IV Appendices

**Section 6 Terms of Reference**

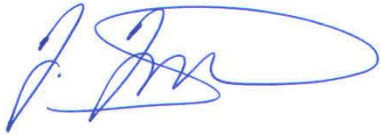
This section includes the detailed Terms of Reference for this procurement that describe the nature, tasks and duties of the consultant services to be procured.

Consultants interested in submitting a Proposal should register their interest by sending an e-mail, giving full contact details of the Consultant, to:

Dimitri Kemoklidze  
Procurement Director  
Email: procurement@mcageorgia.ge

8. The closing time for receipt of Proposals is November 15, 2013 at 6:00 **pm** local time in **Georgia (GMT+4)**. Proposals received after this time and date shall not be considered and will be returned unopened. Consultants should be aware that distance and customs formalities may require longer than expected delivery time.

Yours sincerely,

A handwritten signature in blue ink, appearing to be 'J. Magradze', written in a cursive style.

**Magda Magradze**

Millennium Challenge Account- Georgia **CEO**

## Section 1 Instructions to Consultants

### Definitions

“Associate” means any entity or person with whom the Consultant associates in order to provide any part of the Services.

“Compact” means the Millennium Challenge Compact between the United States of America, acting through the Millennium Challenge Corporation, and the Government of **Georgia**, currently under development.

“609(g) Agreement”- means the Grant and Implementation Agreement by and between the Millennium Challenge Corporation and the Government of Georgia, under the authority of section 609(g) of the Millennium Challenge Act of 2003.

“Confirmation” means confirmation in writing.

“Consultant” means any entity or person that may provide or provides the Services to the MCA-Georgia under the Contract.

“Contract” means the contract proposed to be entered into between the MCA-Georgia and the Consultant, including all attachments, appendices, and all documents incorporated by reference therein, a form of which is included in Section 5 of this RFP.

“Day” means a calendar day.

“FBS” means Fixed Budget Selection method.

"Financial Proposal" has the meaning given the term in ITC Sub-Clause 3.6.

“Fraud and Corruption” means any of those actions defined in the GCC (including the phrases “coercive practice,” “collusive practice,” “corrupt practice,” “fraudulent practice,” “obstructive practice,” and “prohibited practice” as defined in GCC Sub-Clause 1.1, according to which action may be taken against the Consultant, Personnel or MCA-Georgia personnel.

“GCC” means the General Conditions of Contract.

“Government” means the Government of **Georgia**.

“Instructions to Consultants” or “ITC” means Section 1 of this RFP, including any amendments, which provides Consultants with all information needed to prepare their Proposals.

“In writing” means communicated in written form (e.g., by mail, e-mail, or facsimile) delivered with proof of receipt.

"Key Professional Personnel" means the key professional personnel nominated pursuant to ITC Sub-Clause 3.4(d).

"LCS" means Least Cost Selection method.

"Millennium challenge account Georgia" means **MCA-Georgia**, the party with which the selected Consultant signs the Contract for the provision of the Services.

"MCC" means the Millennium Challenge Corporation, a United States Government corporation, acting on behalf of the United States Government.

"MCC Environmental Guidelines" means the guidelines that govern projects undertaken as part of programs funded by MCC to ensure that such projects are environmentally sound, are designed to operate in compliance with applicable regulatory requirements, and are not likely to cause a significant environmental, health, or safety hazard available at [www.mcc.gov](http://www.mcc.gov). In addition to the foregoing, and to the extent consistent any applicable additional guidance issued by MCC from time to time, the MCC Environmental Guidelines indicate that projects financed by MCC will be developed and implemented in a manner consistent with the environmental and social performance standards set forth in the *Performance Standards on Environmental and Social Sustainability* of the International Finance Corporation, as amended from time to time (IFC Performance Standards).

"PDS" means the Proposal Data Sheet, in Section 2 of this RFP, used to reflect specific country and assignment conditions.

"Personnel" means professionals and support staff provided by the Consultant or by any Sub-Consultants, or associates that are assigned to perform the Services or any part thereof.

"Pre-Proposal Meeting" means the pre-proposal meeting specified in the **PDS**, if any.

"Proposal" means the Technical Proposal and the Financial Proposal for the provision of the Services submitted by a Consultant in response to this RFP.

"QBS" means Quality-Based Selection method.

"QCBS" means Quality and Cost-Based Selection method.

"RFP" means this Request for Proposals, including any amendments that may be made, prepared by the MCA-Georgia for the selection of the Consultant.

"SCC" means the Special Conditions of Contract.



“Services” means the tasks to be performed by the Consultant pursuant to the Contract.

“Sub-Consultant” means any person or entity with which the Consultant subcontracts any part of the Services.

“Taxes” has the meaning given the term in the Compact or the 609(g) Agreement.

“TEP” means the Technical Evaluation Panel, selected for the purpose of evaluating the Proposals received, that submits a report with recommendation for award of the Contract for which this RFP is being issued.

"Technical Proposal" has the meaning given the term in ITC Sub-Clause3.4.

“Terms of Reference” or “TOR” means the document included in this RFP as Section 6 which explains the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of the MCA-Georgia and the Consultant, and expected results and deliverables of the assignment.

## 1. Introduction

1.1 The MCA-Georgia will select a Consultant in accordance with the selection method specified in the **PDS**.

1.2 Throughout this RFP except where the context requires otherwise, words indicating the singular also include the plural and words indicating the plural also include the singular; and the feminine means the masculine and vice versa.

1.3 Consultants are invited to submit a Technical Proposal and a Financial Proposal for consulting services required for this assignment as specified in the **PDS**. The Proposal will be the basis for contract negotiations and ultimately for a signed Contract with the selected Consultant.

1.4 Consultants should familiarize themselves with local conditions and take them into account in preparing their Proposals. To obtain first-hand information on the assignment and local conditions, Consultants are encouraged to visit the MCA-Georgia before submitting a Proposal and to attend a Pre-Proposal Meeting if one is specified in the **PDS**. Attending any Pre-Proposal Meetings strongly advised, but not mandatory. Attending any Pre-Proposal Meeting and/or a site visit shall not be taken into account for the purpose of evaluation of

Proposals.

- 1.5 The MCA-Georgia will timely provide, at no cost to the Consultant, the inputs and facilities specified in the **PDS**, assist the firm in obtaining licenses and permits needed to carry out the Services, and make available relevant project data and reports. No other inputs will be provided. Therefore, a Consultant shall plan to cover all incurred expenses that may be foreseen to initiate and sustain the Services in a timely manner, including but not limited to office space, communication, insurance, office equipment, travel, etc. not otherwise specified in the **PDS**.
- 1.6 Consultants shall bear all costs associated with the preparation and submission of their Proposals and contract negotiation.
- 1.7 The MCA-Georgia is not bound to accept any Proposal, and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to any Consultant.

Conflict of Interest

- 1.8 The MCA-Georgia requires that Consultants provide professional, objective, and impartial advice and at all times hold the MCA-Georgia's interests paramount, strictly avoid conflicts with other assignments or their own corporate interests, and act without any consideration for future work.
  - 1.8.1 Without limitation on the generality of the foregoing, Consultants, and any of their affiliates, shall be considered to have a conflict of interest and shall not be selected, under any of the circumstances set forth below:

Conflicting Activities

- (a) A Consultant that has been engaged by the MCA-Georgia to provide goods, works or services other than consulting services for a project, and any of its affiliates, shall be disqualified from providing consulting services related to those goods, works or services. Conversely, a Consultant hired to provide consulting services for the preparation or implementation of a project, and any of its affiliates, shall be disqualified from subsequently providing goods, works or services other than consulting services resulting from or directly related to such consulting services for such preparation or implementation. For the purpose of this

paragraph, services other than consulting services are defined as those leading to a measurable physical output, for example surveys, exploratory drilling, aerial photography, and satellite imagery.

Conflicting Assignments

A Consultant (including its associates, if any, its Personnel and Sub-Consultants and any of its affiliates) shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Consultant to be executed for the MCA-Georgia or for another client. For example, a Consultant hired to prepare engineering design for an infrastructure project shall not be engaged to prepare an independent environmental assessment for the same project, and a Consultant assisting a client in the privatization of public assets shall not purchase, nor advise purchasers of, such assets. Similarly, a Consultant hired to prepare terms of reference for an assignment should not be hired for the assignment in question.

Conflicting Relationships

A Consultant (including its associates, if any, its Personnel and Sub-Consultants and any of its affiliates) that have a business or family relationship with a member of the MCA-Georgia's board of directors or the MCA-Georgia staff, or with the Procurement Agent or Fiscal Agent (as defined in the Compact or related agreements) hired by the MCA-Georgia who is directly or indirectly involved in any part of (i) the preparation of the Terms of Reference of the assignment, (ii) the selection process for such assignment, or (iii) supervision of the Contract, may not be awarded the Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to MCC throughout the selection process and the execution of the Contract.

- 1.8.2 Consultants have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of the MCA-Georgia, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of the Contract.
- 1.8.3 No member of the MCA-Georgia's board of directors or current employees of the MCA-Georgia shall work as, or on behalf of, any Consultant.
- 1.8.4 No current employees of the Government shall work as Consultants or as Personnel under their own ministries,

departments or agencies.

1.8.5 Recruiting former MCA-Georgia or Government employees to work for their former ministries, departments or agencies is acceptable provided no conflict of interest exists.

1.8.6 If a Consultant nominates any Government employee as Personnel in their Technical Proposal, such Personnel must have written certification from the Government confirming that they are on leave without pay from their official position and allowed to work full-time outside of their previous official position. Such certification shall be provided to the MCA-Georgia by the Consultant as part of its Technical Proposal.

1.8.7 In the case where a Consultant seeks to engage the services of any person falling under ITC Sub-Clauses 1.8.3 – 1.8.6, who may have left the MCA-Georgia within a period of less than twelve (12) months of the date of this RFP, it must obtain a “no-objection” from the MCA-Georgia for the inclusion of such a person, prior to the Consultant’s submission of its Proposal.

Unfair Advantage

1.8.8 If a Consultant could derive a competitive advantage from having provided consulting services related to the assignment in question, the MCA-Georgia shall make available to all Consultants, together with this RFP, all information that would in that respect give such Consultant any competitive advantage over competing Consultants.

Fraud and Corruption

1.9 MCC requires that all beneficiaries of MCC Funding, including the MCA-Georgia and any bidders, suppliers, consultants, sub consultants and consultants under any MCC-funded contracts observe the highest standards of ethics during the procurement and execution of such contracts. In pursuance of this policy, the MCA-Georgia:

(a) will reject a Proposal if it determines that the Consultant recommended for award has, directly or through an agent, engaged in Fraud and Corruption in competing for the Contract;

as the right to sanction a Consultant, including declaring the Consultant ineligible, either indefinitely or for a stated period

of time, to be awarded an MCC-funded contract if at any time it determines that the Consultant has, directly or through an agent, engaged in Fraud and Corruption in competing for, or in executing such a contract; and

has the right to require that a provision be included in the Contract requiring the selected Consultant to permit the MCA-Georgia, MCC, or any designee of MCC, to inspect its accounts, records and other documents relating to the submission of a Proposal or performance of the Contract, and to have such accounts and records audited by auditors appointed by MCC or by the MCA-Georgia with the approval of MCC.

In addition, MCC has the right to cancel the portion of MCC Funding allocated to the Contract if it determines at any time that representatives of a beneficiary of the MCC Funding engaged in Fraud and Corruption during the selection process or the execution of the Contract, without the MCA-Georgia or the beneficiary having taken timely and appropriate action satisfactory to MCC to remedy the situation.

MCC may also invoke, on its own behalf, any of the rights identified for the MCA-Georgia in ITC Sub-Clause 1.9(a)-(c) above.

Eligibility

1.10 Consultants (including their associates, if any), their Sub-Consultants and Personnel, shall satisfy the eligibility criteria set forth below, as applicable.

Ineligibility and Debarment

1.10.1 Consultants (including their associates, if any), their Personnel and Sub-Consultants shall not be any person or entity under a declaration of ineligibility for Fraud and Corruption in accordance with ITC Sub-Clause 1.98, or that have been declared ineligible for participation in a procurement in accordance with the procedures set out in Part 10 of the MCC Program Procurement Guidelines (Eligibility Verification Procedures) that can be found on MCC's website at [www.mcc.gov](http://www.mcc.gov). This would also remove from eligibility for participation in a procurement any firm that is organized in or has its principal place of business or a significant portion of its operations in any country that is subject to sanction or restriction by law or policy of the United States. The countries, firms, organizations and individuals subject to these sanctions and restrictions are subject to change from time to time and

it is necessary to refer to the websites identified in Part 10 of the MCC Program Procurement Guidelines for the most current listing of sanctioned and restricted countries. Consultants (including their associates, if any), their Personnel and Sub-Consultants not otherwise made ineligible for a reason described in the immediately preceding paragraph shall be excluded if:

- (a) as a matter of law or official regulation, the Government prohibits commercial relations with the country of such Consultant, associates, Personnel or Sub-Consultants;

by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Government prohibits any import of goods from the country of such Consultant, associates, Personnel or Sub-Consultants or any payments to persons or entities in such country; or

Such Consultant, associates, Personnel or Sub-Consultants are otherwise deemed ineligible by MCC pursuant to any policy or guidance that may, from time to time, be in effect as posted on the MCC website at [www.mcc.gov](http://www.mcc.gov).

Qualification and Eligibility of Consultants

1.10.2 Consultants must satisfy the legal, financial and litigation criteria requirements stated in Paragraphs 3.1 to 3.3 of Section 3 of this RFP.

1.10.3 Consultants must also satisfy the eligibility criteria set forth in this RFP and as contained in the “MCC Program Procurement Guidelines” governing MCC-funded procurements under the Compact.

Eligibility of Associates

1.10.4 In the case where a Consultant intends to associate with another Consultant and/or individual expert(s), then such associates shall also be subject to the eligibility criteria set forth in this RFP and as contained in the “MCC Program Procurement Guidelines” governing MCC-funded procurements under the Compact.

Eligibility of Government-owned Entities

1.10.5 Government-Owned Enterprises (GOEs) are not eligible to compete for MCC-funded contracts. GOEs (i) may not be party to any MCC-funded contract for goods, works, or services procured through an open solicitation process, limited bidding, direct contracting, or sole source selection; and (ii) may not be pre-qualified or shortlisted for any MCC-funded contract anticipated to be procured through these means. This prohibition does not apply to

Government-owned Force Account units owned by the Government of the MCA-Georgia's country, or Government-owned educational institutions and research centres, any statistical, mapping or other technical entities not formed primarily for a commercial or business purpose, or where a waiver is granted by MCC in accordance with Part 7 of MCC's Program Procurement Guidelines. All Consultants must certify their status as a part of their submission in form Tech 1.

Trafficking in Persons

1.10.6 MCC has a zero tolerance policy with regard to trafficking in persons. Trafficking in persons (TIP) is the crime of using force, fraud, and/or coercion to exploit another person. Human trafficking can take the form of domestic servitude, peonage, forced labour, sexual servitude, bonded labour, and the use of child soldiers. This practice deprives people of their human rights and freedoms, increases global health risks, fuels growing networks of organized crime, and can sustain levels of poverty and impede development. MCC is committed to working with partner countries to ensure appropriate steps are taken to prevent, mitigate, and monitor TIP risks in the countries it partners with and projects it funds.

1.10.7 A Consultant shall furnish information on commissions and gratuities, if any, paid or to be paid to agents relating to this RFP or its Proposal and during execution of the assignment if the Consultant is awarded the Contract, as requested in the Financial Proposal submission form (Section 4B).

1.10.8 Additional information on MCC's requirements aimed at combating TIP can be found in Part 15 of MCC's Program Procurement Guidelines.

Commissions and Gratuities

1.11 A Consultant shall furnish information on commissions and gratuities, if any, paid or to be paid to agents relating to this RFP or its Proposal and during execution of the assignment if the Consultant is awarded the Contract, as requested in the Financial Proposal submission form (Section 4B).

Origin of Goods and Consulting Services

1.12 Goods supplied and consulting services provided under the Contract may originate from any country subject to the same restrictions specified for Consultants (including

their associates, if any), their Personnel and Sub-Consultants set forth in ITC Sub-Clause 1.10.

Only one Proposal

1.13 Consultants may only submit one Proposal. If a Consultant submits or participates in more than one Proposal, all such Proposals shall be disqualified. However, this does not limit the participation of the same Sub-Consultant, including individual experts, to more than one Proposal.

Proposal Validity

1.14 The **PDS** indicates how long Consultants' Proposals must remain valid after the submission date. During this period, Consultants shall maintain the availability of Key Professional Personnel nominated in the Proposal. The MCA-Georgia will make its best effort to complete negotiations within this period. Should the need arise, however, the MCA-Georgia may request Consultants to extend the validity period of their Proposals. Consultants who agree to such extension shall confirm that they maintain the availability of the Key Professional Personnel nominated in the Proposal, or in their confirmation of extension of validity of the Proposal, Consultants could submit new Key Professional Personnel in replacement, which would be considered in the final evaluation for Contract award. Consultants who do not agree have the right to refuse to extend the validity of their Proposals.

Source of Funds;  
Compact Terms and  
Conditions

1.15 MCC and the Government intend to enter into the Compact to help facilitate poverty reduction through economic growth in Georgia. The Government, acting through the MCA-Georgia, intends to apply a portion of the proceeds of MCC Funding to eligible payments under the Contract. Payments under the Contract will be subject, in all respects, to the terms and conditions of the Compact, the 609(g) Agreement, and related documents, including restrictions on the use of MCC Funding and conditions to disbursements, and the MCC Environmental Guidelines. No party other than the Government and the MCA-Georgia shall derive any rights from the Compact or have any claim to the proceeds of MCC Funding.

2. Clarification and  
Amendment of RFP  
Document

2.1 Consultants may request a clarification of the RFP documents up to the number of days indicated in the **PDS** before the Proposal submission date. Any request for clarification must be sent in writing or by email or



fax to the MCA-Georgia at the address indicated in the **PDS**. The MCA-Georgia will respond in writing or by email or fax and will send written copies of the response (including an explanation of the query, but without identifying the source of inquiry) to all Consultants by the date specified in the **PDS**.

- 2.2 Should the MCA-Georgia deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure under ITC Sub-Clause 2.4.
- 2.3 At any time prior to the deadline for submission of Proposals, the MCA-Georgia may, for any reason and at its sole discretion, amend the RFP by issuing an amendment following the procedure under ITC Sub-Clause 2.4.
- 2.4 Any amendment issued under ITC Sub-Clauses 2.2 or 2.3 shall (a) become a part of the RFP and (b) be communicated in writing to all shortlisted Consultants or Consultants who have registered or obtained the RFP directly from the MCA-Georgia, as the case may be.
- 2.5 To give prospective Consultants reasonable time in which to take an amendment into account in preparing their Proposals, the MCA-Georgia may, at its discretion, extend the deadline for the submission of Proposals

3. Preparation of Proposals

- 3.1 The Proposal, as well as all related correspondence exchanged by the Consultants and the MCA-Georgia, shall be written in the English as specified in the **PDS**.
- 3.2 In preparing their Proposal, Consultants are expected to examine in detail the documents comprising the RFP. Material deficiencies in providing the information requested may result in rejection of a Proposal.
- 3.3 While preparing the Technical Proposal, Consultants must give particular attention to the following:
  - (a) In the case where there has been no short listing of Consultants, if a Consultant considers that it may enhance its expertise for the assignment, it may associate with another Consultant. In case of a joint venture, all partners shall be jointly and severally liable and shall indicate who will act as the leader of the joint venture.

In the case where there has been short listing of

Consultants, if a shortlisted Consultant considers that it may enhance its expertise for the assignment by associating with other Consultants in a joint venture or Sub-consultancy, it may associate with either (a) non-shortlisted Consultant(s), or (b) shortlisted Consultant(s) if so indicated in the **PDS**. A shortlisted Consultant must first obtain the approval of the MCA-Georgia if it wishes to enter into a joint venture with non-shortlisted or shortlisted Consultant(s). In case of association with non-shortlisted Consultant(s), the shortlisted Consultant shall act as association leader. In case of a joint venture, all partners shall be jointly and severally liable and shall indicate who will act as the leader of the joint venture.

The estimated number of person-months for Key Professional Personnel envisaged to execute the assignment may be shown in the **PDS**. However, the evaluation of the Proposal shall be based on the number of person-months estimated by the Consultant.

For fixed-budget-based assignments, the available budget is given in the **PDS**, and the Financial Proposal shall not exceed this budget, while the estimated number of Professional staff-months shall not be disclosed.

Alternative Key Professional Personnel shall not be proposed, and only one curriculum vitae (CV) may be submitted for each position indicated in the TOR.

Technical Proposal  
Format and Content

3.4 Consultants are required to submit a technical proposal, which shall provide the information indicated in the following paragraphs (a) through (g) using the standard forms provided in Section 4A (the “Technical Proposal”). A page is considered to be one printed side of A4 or US letter-size paper.

(a) Information on the Consultant’s financial capacity is required (Form TECH-2 of Section 4A). A brief description of the Consultants’ organization and an outline of recent experience of the Consultant and of each associate, if any, on assignments of a similar nature is required (Form TECH-3 and TECH-4 of Section 4A). For each assignment, the outline should indicate the names of associates or Key Professional Personnel who participated, duration of the assignment, contract amount, and Consultant’s involvement. Information should be provided only for those assignments for which the

Consultant was legally contracted as a corporation or as one of the major firms within a joint venture.

Assignments completed by individual professional staff working privately or through other consultants cannot be claimed as the experience of the Consultant, or that of an associate, but can be claimed by the professional staff themselves in their CVs. Consultants should be prepared to substantiate the claimed experience if so requested by the MCA-Georgia. References of the Consultant are also required (Form TECH-5 of Section 4A).

Comments and suggestions on the Terms of Reference including workable suggestions that could improve the quality/effectiveness of the assignment; and on requirements for counterpart staff and facilities including: administrative support, office space, local transportation, equipment, data, etc. to be provided by the MCA-Georgia (Form TECH-7 of Section 4A).

A description of the approach, methodology and work plan for performing the assignment covering the following subjects: technical approach and methodology, work plan, and organization and staffing schedule. Guidance on the content of this section of the Technical Proposal is provided (Form TECH-6 of Section 4A). The work plan should be consistent with the Work and Deliverables Schedule (Form TECH-10 of Section 4A) which will show in the form of a bar chart the timing proposed for each activity.

The list of the proposed Key Professional Personnel by area of expertise, the position that would be assigned to each person, and their tasks (Form TECH-8 of Section 4A).

Estimates of the staff input (person-months of foreign and local professionals) needed to carry out the assignment (Form TECH-9 of Section 4A). The person-months input should be indicated separately for home office and field activities, and for foreign and local professional staff.

CVs of the Key Professional Personnel signed by the staff themselves and/or by the authorized representative (Form TECH-11 of Section 4A).

A detailed description of the proposed methodology and staffing for training, if the **PDS** specifies training as a specific component of the assignment.

3.5 The Technical Proposal shall not include any financial information other than the required information in Form TECH-2. A Technical Proposal containing financial

information will constitute grounds for declaring the Proposal non-responsive.

- Financial Proposals 3.6 The Consultant’s financial proposal shall be prepared using the forms provided in Section 4B (the “Financial Proposal”). It shall list all prices associated with the assignment, including remuneration for Personnel (foreign and local, in the field and at the Consultants’ home office) and travel expenses, if indicated in the **PDS**. All activities and items described in the Technical Proposal shall be assumed to be included in the price offered in the Financial Proposal.
- Taxes 3.7 Except as may be exempt pursuant to the 609(g) Agreement or the Compact, a Consultant (including its associates, if any), Sub-Consultants, and their respective Personnel shall be subject to certain Taxes (as defined in the 609(g) Agreement or the Compact) under applicable law (now or hereafter in effect). The Consultant, (including its associates, if any), Sub-Consultants and their respective Personnel shall pay all such Taxes. In the event that any Taxes are imposed on the Consultant, its associates, Sub-Consultants, or their respective Personnel, the Contract price shall not be adjusted to account for such Taxes. The MCA-Georgia shall have no obligation to pay or compensate the Consultant, its associates, Sub-Consultants, or their respective Personnel for any Taxes. The terms and conditions of the tax exemption under the Compact regarding the treatment of funding provided by MCC will be finalized between MCC and the GoG.
- Currencies 3.8 Consultants must submit their Financial Proposals in the currency or currencies specified in the **PDS**.
- 3.9 Commissions and gratuities, if any, paid or to be paid by Consultants and related to the assignment should be listed in the Financial Proposal Form FIN-1 of Section 4B.
4. Submission, Receipt, and Opening of Proposals 4.1 The following applies to the “**ORIGINAL**” of the Technical Proposal, and of the Financial Proposal. The “**ORIGINAL**” shall contain no interlineations or overwriting, except as necessary to correct errors made by the Consultants themselves. The person signing the Proposal must initial such corrections, as well as initial each page of the relevant “**ORIGINAL**”. The submission

letters for the Technical Proposal and for the Financial Proposal should respectively be in the format shown in (Form TECH-1) and (Form FIN-1).

- 4.2 If required in the **PDS**, the authorized representative of the Consultant signing the “**ORIGINALS**” of the Technical and of the Financial Proposal shall provide within the Technical Proposal an authorization in the form of a written power of attorney demonstrating that the person signing has been duly authorized to sign the “**ORIGINALS**” on behalf of the Consultant, and its associates. The signed Technical Proposals and the signed Financial Proposals shall be clearly marked “**ORIGINAL**”.
- 4.3 Copies of the Technical Proposal and the Financial Proposal shall be made, in the number stated in the **PDS**, and each shall be clearly marked “**COPY**”. It is preferred that all copies required should be made by photocopying the “**ORIGINAL**” as appropriate. However, the Consultant should note that if copies are made by any other means and discrepancies are found between the original and any of the copies of the relevant documents, then the “**ORIGINAL**” shall govern.
- 4.4 The “**ORIGINAL**” and each “**COPY**” of the Technical Proposal shall be placed in a sealed envelope/parcel clearly marked “**Technical Proposal**”. Similarly, the “**ORIGINAL**” and each “**COPY**” of the Financial Proposal shall be placed in a separate sealed envelope/parcel clearly marked “**Financial Proposal**”.

Each envelope/parcel shall bear the name and address of the MCA-Georgia as stated in the **PDS** (ITC Sub-Clause 4.4), the name and address of the Consultant (in case they have to be returned unopened, and the Name of the Assignment as stated in the **PDS** (ITC Sub-Clause 1.3).

In addition, the envelope/parcel containing the original and copies of the Financial Proposal shall be marked with a warning “**Do Not Open With the Technical Proposal.**” If the Financial Proposal is not submitted in a separate sealed envelope/parcel duly marked as indicated above, this will constitute grounds for declaring the Proposal non-responsive.

The two envelopes/parcels containing the Technical

Proposal and the Financial Proposal shall then be placed into one outer envelope or carton (as appropriate) and securely sealed to prevent premature opening. This outer envelope/carton shall bear the submission address, name and address of the Consultant, name of the assignment reference number, and be clearly marked **“Do Not Open, Except In Presence of the Official Appointed, Before[state submission time and date]** as indicated in the **PDS**. The MCA-Georgia shall not be responsible for misplacement, losing or premature opening if the outer envelope/carton is not sealed and/or marked as stipulated. This circumstance may be cause for Proposal rejection.

4.5 Proposals must be received by the MCA-Georgia at the address and no later than the time and on the date specified in the **PDS**, or any extension of this date in accordance with ITC Sub-Clause 2.5. Any Proposal received by the MCA-Georgia after the deadline for submission shall be declared late, rejected and returned unopened to the Consultant.

4.6 The MCA-Georgia shall open the outer envelopes/cartons as soon as possible after the deadline for submission and sort the Proposals into Technical Proposals or Financial Proposals as appropriate. The Technical proposals will be opened as specified in the **PDS**. The envelopes with the Technical Proposals shall remain sealed until the TEP is ready to convene. The MCA-Georgia shall ensure that the Financial Proposals remain sealed and securely stored until such time as the public opening of Financial Proposals takes place.

5. Proposal Evaluation 5.1 From the time Proposals are opened to the time the Contract is awarded, Consultants may not contact the MCA-Georgia on any matter related to its Technical Proposal or Financial Proposal. Any effort by a Consultant to influence the MCA-Georgia in the examination, evaluation, ranking of Proposals, and recommendation for award of Contract may result in the rejection of the Consultant’s Proposal.

Evaluation of Technical Proposals 5.2 The TEP shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, sub-criteria, and point system specified in Section 3. Each responsive Proposal will be given a technical score (St). A

Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP, and particularly the Terms of Reference or if it fails to achieve the minimum technical score indicated in the **PDS**.

Financial Proposals

- 5.3 Following completion of the evaluation of Technical Proposals, and after receiving a “no objection” from MCC (if applicable), the MCA-Georgia shall notify all Consultants who have submitted Proposals of (a) those Proposals which were considered non-responsive, (b) the technical scores of those Proposals which were deemed responsive and (c) to those who achieved the minimum qualifying mark, the date, time and location for the opening of the Financial Proposals.

The notification shall also advise those Consultants whose Technical Proposals did not meet the minimum qualifying mark, or which were considered non-responsive, that their Financial Proposals will be returned unopened after the MCA-Georgia has completed the selection process.

- 5.4 Financial Proposals shall be opened publicly in the presence of those Consultants’ representatives who choose to attend at the date, time and location stated in the notice issued pursuant to ITC Sub-Clause 5.4. All Financial Proposals will first be inspected to confirm that they have remained sealed and unopened. Only the Financial Proposals of those Consultants who met the minimum qualifying mark following the Technical Evaluation stage will be opened. The Technical Score (St) and only the Total Proposal Price, as stated in the Financial Proposal Submission Form (Form FIN-1) shall be read out aloud and recorded. A copy of the record shall subsequently be sent to those Consultants whose Financial Proposals were opened and to MCC.

- 5.5 The TEP will correct any computational errors, and in cases of a discrepancy between a partial amount and the total amount, or between words and figures the former will prevail. In addition to the above corrections, activities and items described in the Technical Proposal but not priced, shall be assumed to be included in the prices of other activities or items. In cases where an activity or line item is quantified differently in the Financial Proposal from the Technical Proposal, no corrections will be applied to the Financial Proposal in

this respect. If Consultants are not required to submit financial proposals in a single currency, prices shall be converted to a single currency for evaluation purposes using the selling rates of exchange, source and date indicated in the **PDS**.

5.6 For Quality and Cost Based Selection (QCBS), the lowest evaluated Financial Proposal (Fm) will be given the maximum financial score (Sf) of 100 points. The financial scores (Sf) of the other Financial Proposals will be computed as indicated in Section 3: Qualification and Evaluation Criteria. Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) indicated in Section 3.  $S = St \times T\% + Sf \times P\%$ . The Consultant achieving the highest combined technical and financial score will be invited for negotiations.

5.7 Prior to execution of a contract, the MCA-Georgia shall reserve the right to conduct a verification of the market-reasonableness of the prices offered. A negative determination (either unreasonably high or unreasonably low) could be a reason for rejection of the proposal at the discretion of the MCA-Georgia. The Consultant shall not be permitted to revise its submission after a determination that its offered price is unreasonable. In addition, the MCA-Georgia may also verify any information provided on Form TECH-5 in the proposal. A negative determination in the post-qualification could lead to the rejection of the Proposal and the MCA-Georgia may, at its discretion, move to invite the next-ranked Consultant for negotiation.

## 6. Negotiations

6.1 Negotiations will be held at the address indicated in the **PDS**. The invited Consultant will, as a pre-requisite for attendance at the negotiations, confirm the availability of all the Key Professional Personnel listed in the Technical Proposal. Failure to confirm such Personnel may result in the MCA-Georgia proceeding to negotiate with the next-ranked Consultant. Representatives conducting negotiations on behalf of the Consultant must have written authority to negotiate and conclude the Contract on behalf of the Consultant.



Technical Negotiations 6.2 Negotiations will commence with a discussion of the Technical Proposal, including (a) proposed technical approach and methodology, (b) work plan, (c) organization and staffing, and (d) any suggestions made by the Consultant to improve the Terms of Reference.

The MCA-Georgia and the Consultant will then finalize the Terms of Reference, staffing schedule, work schedule, logistics, and reporting. These documents will then be incorporated in the Contract under “Description of Services.” Special attention will be paid to clearly defining the inputs and facilities required from the MCA-Georgia to ensure satisfactory implementation of the assignment.

The MCA-Georgia shall prepare minutes of negotiations which will be signed by the MCA-Georgia and the Consultant.

Financial Negotiations 6.3 It is the responsibility of the Consultant, before starting financial negotiations, to contact the local tax authorities to determine the local Tax amount to be paid by the Consultant under the Contract. In no event, shall the MCA-Georgia be responsible for the payment or reimbursement of any Taxes. Unless there are exceptional reasons, the financial negotiations will involve neither the remuneration rates for staff nor other proposed unit rates.

Availability of Professional Staff/Experts 6.4 Having selected the Consultant on the basis of, among other things, an evaluation of proposed Key Professional Personnel, the MCA-Georgia expects to negotiate a Contract on the basis of those Personnel named in the Technical Proposal. Before Contract negotiations, the MCA-Georgia will require assurances that the proposed Key Professional Personnel will be actually available.

During Contract negotiations, the MCA-Georgia will not consider substitution of any Key Professional Personnel unless both parties agree that undue delay in the selection process makes such substitution unavoidable or for reasons such as death or medical incapacity of one of the Personnel. If this is not the case and if it is established that any Key Professional Personnel were offered in the Proposal without confirming their availability, the Consultant may be disqualified. Any

proposed substitute shall have equivalent or better qualifications and experience than the original candidate.

Conclusion of the Negotiations

6.5 Negotiations will conclude with a review of the draft Contract and Appendices, following which the MCA-Georgia and the Consultant will initial the agreed Contract. If negotiations fail, the MCA-Georgia will invite the Consultant whose Proposal received the second highest score to negotiate a Contract.

6.6 The selected consultant will be eligible for further performance under an option period, for which rates provided in the financial forms will apply.

7. Award of Contract

7.1 After the award of Contract, the MCA-Georgia shall publish on its website, at dgMarket and at UNDB online the results identifying the procurement, the name of the winning Consultant and the price, duration, and summary scope of the Contract. The same information shall be sent to all Consultants who have submitted Proposals. After Contract signature, the MCA-Georgia shall return the unopened Financial Proposals to the unsuccessful Consultants.

7.2 The Consultant is expected to commence the assignment on the date and at the location specified in the **PDS**.

8. Confidentiality

8.1 Information relating to evaluation of Proposals and recommendations concerning awards shall not be disclosed to the Consultants who submitted the Proposals or to other persons not officially concerned with the process, until the publication of the award of Contract. The undue use by any Consultant of confidential information related to the process may result in the rejection of its Proposal and may subject the Consultant to the provisions of the Government's, the MCA-Georgia's and MCC's antifraud and corruption policies.

9. Bid Challenge System

9.1 Any Consultant has the right to complaint and appeal, but must do so in the manner and format set down below. MCA-Georgia shall entertain a bid challenge from any consultant, supplier, or consultant that claims to have suffered or that may suffer loss or injury due to a breach of a duty by the MCA-Georgia in the conduct of this procurement. Any bid challenge shall be submitted in writing (may be in electronic form) to MCA-Georgia

within five (5) working days of when the consultant, supplier or consultant submitting the bid challenge became aware, or should have become aware, of the circumstances giving rise to the bid challenge. Unless the bid challenge is resolved by mutual agreement, the MCA-Georgia shall, within fifteen (15) days after submission of the bid challenge, issue a written decision stating the reasons for the decision and, if the bid challenge is upheld in whole or in part, indicating the corrective measures that are to be taken. The bid challenge shall be addressed to:

Millennium Challenge Account- Georgia  
Dimitri Kemoklidze  
Procurement Director  
4 Sanapiro str.,  
Tbilisi, 0105, Georgia  
Telephone: +995591199996  
Email: dkemoklidze@mcageorgia.ge

#### Appeals

In certain cases, a consultant, supplier, or consultant may seek review by MCC after it has exhausted all remedies with MCA-Georgia. MCC's review will be limited to claims that MCA-Georgia failed to entertain its bid challenge, or failed to issue a written decision on the bid challenge, or claims that MCA-Georgia violated the procedures set out in the solicitation documents. The appeal to MCC must be received in writing (may be in electronic form) within five (5) working days of the date the consultant, supplier or consultant learned or should have learned of an adverse decision by MCA-Georgia or other basis of appeal to MCC. The appeal should be addressed to:

Millennium Challenge Corporation  
Attention: Vice President for Compact Implementation  
(with a copy to the Vice President and General Counsel)  
875 Fifteenth Street, N.W.  
Washington, DC 20005  
United States of America  
Fax: (202) 521-3700  
Email: VPOperations@mcc.gov (Vice President for  
Compact Operations)  
VPGeneralCounsel@mcc.gov (Vice President and  
General Counsel)

10. Compact  
Conditionality

10.1 Consultants are advised to examine and consider carefully the provisions that are set forth in Appendix G to the Contract, as these are a part of the Government's and the MCA-Georgia's obligations under the Compact and related agreements, which, under the terms of the Compact and related agreements, are required to be transferred onto any Consultant (including any associate) or Sub-Consultant who partakes in procurement or subsequent contracts in which MCC funding is involved.

10.2 The provisions set forth in Appendix G to the Contract apply both during the RFP procedures and throughout the performance of the Contract.

## Section 2 Proposal Data Sheet

ITC 1.1	<p>Millennium Challenge Account – Georgia is MCA-Georgia</p> <p>The method of selection is the Quality and Cost Based method.</p>
ITC 1.3	<p>The Name of the assignment is: <b>Improving General Education: Consultant Services for Education Project Design</b></p>
ITC 1.4	<p>A Pre-Proposal Meeting will be held on <b>October 21</b>, 2013 in Tbilisi, Georgia.</p>
ITC 1.14	<p>Proposals must remain valid for ninety (90) days after the deadline for the submission of Proposals specified in <b>PDS</b> ITC 4.5.</p>
ITC 2.1	<p>Clarifications may be requested by e-mail not later than 20 days before the deadline for submission of the Proposals, so that responses can be issued to all Consultants not later than 10 days prior to the deadline for submission of Proposals.</p> <p>The address for requesting clarifications is:</p> <p>1. <b>MCA-Georgia</b>  Att.: <b>Dimitri Kemoklidze. Procurement Director</b></p> <p style="text-align: center;">Email: procurement@mcageorgia.ge</p>
ITC 3.1	<p>Technical and Financial Proposals shall be submitted in English</p>
ITC 3.4(g)	<p>Training <b>is not</b> a specific component of this assignment.</p>
ITC 3.8	<p>Consultants must submit Financial Proposals in: USD only. No other currency or combination of currencies is allowed.</p>
ITC 4.2	<p>Written Power of Attorney required Yes [ <input checked="" type="checkbox"/> ] No [ <input type="checkbox"/> ]</p>
ITC 4.3	<p>A Consultant must submit [1] original and [4] copies of both the Technical Proposal and the Financial Proposal, in the language(s) specified in <b>PDS</b> ITC 3.1.</p>

Section 2: Proposal Data Sheet

ITC 4.4	The address for the submission of Proposals is:  <b>MCA-Georgia</b> Att.: <b>Dimitri Kemoklidze. Procurement Director</b> Address: 8 Rustaveli Avenue, Block B, Entrance from Chitadze street. Tbilisi, 0118, Georgia
ITC 4.5	Proposals must be submitted no later than <b>6:00 pm Georgian</b> time (GMT + 4:00) (local time in Georgia) on November 15, 2013.
ITC 4.6	Technical Proposals <b>will</b> be opened publicly.
ITC 5.2	The minimum technical score required to pass is <b>75</b> out of 100 possible points.

## Section 3 Qualification and Evaluation Criteria

### 3.1 Legal Status

The Consultant shall attach to form TECH-1 a copy of its letter of incorporation, or other such document, indicating its legal status, as well as any other document showing that it intends to associate, or it has associated with, the other associates who are submitting a joint proposal. In case the Consultant is a joint venture, letters of incorporation, or other such documents, shall be attached for all associates of the joint venture.

### 3.2 Evaluation Criteria

Criteria, sub-criteria, and point system for the evaluation of Technical Proposals.		
ITC 5.2	Criteria, sub-criteria	Points
	<b>Sub Factor 1: Management Approach, Organizational Chart and Staffing Plan</b>	
	The Evaluation Panel will review plans for the overall management of the contract.	
	A. Overall management approach and effectiveness for ensuring that the contract requirements will be met or exceeded.	5
	B. Organizational chart and staffing plan. Indicate the number of people by position in terms of Full Time Equivalent (FTEs) and which persons are part time and which are full time.	5
	C. Proposed key personnel for this contract. For each position, CVs should include a description of the professional and technical qualifications and licenses necessary for satisfactory performance of services under this contract as well as specialized experience and technical competence in the type of work outlined in the Terms of Reference. Preference will be given to the members to the Key Personal who have experience in working in Georgia within last 10 years.	30
	Team Leader	40%
	Teacher/School Management Training Specialist	20%
	Education Materials/IT Specialist	20%
	Classroom Assessment Specialist	20%
	Total weight	100%

	D. Demonstrated capacity to accomplish the work in the required time. Consultants should note capacity to mobilize rapidly and accomplish the tasks, and citing previous relevant experiences.	5
	Total Points for this criterion	45
	<b>Sub Factor 2: Technical Approach</b>	
	A. Clearly demonstrates an understanding of the scope of work by illustrating your technical approach.	20
	B. Quality Control Plan clearly demonstrates how you will meet all the requirements of the statement of work, including staffing and personnel who will be implementing and performing the work.	10
	C. Clearly demonstrate how social and gender considerations will be integrated into all tasks.	5
	Total Points for this criterion	35
	<b>Sub Factor 3: Relevant Past Performance</b>	
	Successful experience in projects of a similar type, magnitude and complexity to the project contemplated for placement under this contract. Preference will be given to Consultants who have implemented at least 1 project in general/secondary education, within the last 10 years, in Eastern Europe, the South Caucasus, or former Soviet sphere/satellite countries. Additional preference will be given to consultants with experience working in general/secondary education in Georgia within last 10 years..	15
	References - Consultants should provide at least three (3) references for the last three (3) years on contracts similar in nature (field of general education).	5
	Total Points for this criterion	20
	<b>Total Points for the three (3) Criteria</b>	
	Total Points for the three (3) Criteria	100
	The minimum technical score $S_t$ required to pass is	75
ITC 5.7	The formula for determining the financial scores is the following: $S_f = 100 \times F_m / F$ , in which $S_f$ is the financial score, $F_m$ is the lowest price and $F$ the price of the Proposal under consideration. The weights given to the Technical and Financial Proposals are: $T = 0.8$ and $F = 0.2$	



## Section 4 A: Technical Proposal Forms

TECH-1	Technical Proposal Submission Form
TECH-2	Financial Capacity of the Consultant (not required for this proposal)
TECH-3	Organization of the Consultant
TECH-4	Experience of the Consultant
TECH-5	References of the Consultant
TECH-6	Description of Approach, Methodology and Work Plan for Performing the Assignment
TECH-7	Comments and Suggestions
TECH-8	Team Composition and Task Assignments
TECH-9	Staffing Schedule
TECH-10	Work and Deliverables Schedule
TECH-11	Curriculum Vitae (CV) of Proposed Key Professional Personnel

**Note:** Comments in brackets on the following pages serve to provide guidance for the preparation of the Technical Proposal and therefore should not appear on the Technical Proposal to be submitted.

## Form TECH-1. Technical Proposal Submission Form

[Location, Date]

To: Mr. or Ms.  
Procurement Director **MCA-Georgia**

Address:

Email:

Dear Sirs,

**Re: Improving General Education:  
Consultant Services for Training Educators for Excellence and Classroom Assessment  
Support Activity Project Design  
RFP/ QCBS / GEO-2013-008**

We, the undersigned, offer to provide the consulting services for the above mentioned assignment in accordance with your Request for Proposal (RFP) dated [Insert Date] and our Proposal.

We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal, each sealed in separate and clearly marked envelope/parcel.

We are submitting our Proposal in association with:

**[Insert a list with full name and address of each Associated Consultant].<sup>1</sup>**

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

We are attaching herewith information to support our eligibility in accordance with Section 3 of the RFP.

We hereby certify that we are not engaged in, facilitating, or allowing any of the prohibited activities described in Part 15 of the MCC Program Procurement Guidelines (Combating Trafficking in Persons) and that we will not engage in, facilitate, or allow any such prohibited activities for the duration of the Contract. Further, we hereby provide our assurance that the prohibited activities described in Part 15 of the MCC Program Procurement Guidelines will not be tolerated on the part of our employees, or any sub-consultants, or sub-consultant employees. Finally, we acknowledge that engaging in such activities is cause for suspension or termination of employment or of the Contract.

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<sup>1</sup> [Delete in case no association is foreseen.]

If negotiations are held during the initial period of validity of the Proposal, we undertake to negotiate on the basis of the nominated Key Professional Personnel.

Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations, and we undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than the date indicated in this RFP.

We understand you are not bound to accept any Proposal that you may receive.

Yours sincerely,

Authorized Signatory

Name and title of Signatory

Name of Consultant

Address of Consultant

Annexes:

1. Power of Attorney demonstrating that the person signing has been duly authorized to sign the Proposal on behalf of the Consultant and its associates;
2. Letter(s) of Incorporation (or other documents indicating legal status); and
3. Joint Venture or Association Agreements (if applicable, but without showing any Financial Proposal information).
4. Government-Owned Enterprise Certification Form [Attached to this Form]

**Government-Owned Enterprise Certification Form**

Government-Owned Enterprises are not eligible to compete for MCC-funded contracts. Accordingly, GOEs (i) may not be party to any MCC-funded contract for goods, works, or services procured through an open solicitation process, limited bidding, direct contracting, or sole source selection; and (ii) may not be pre-qualified or shortlisted for any MCC-funded contract anticipated to be procured through these means.

This prohibition does not apply to Government-owned Force Account units owned by the Government of the MCA-Georgia’s country, or Government-owned educational institutions and research centers, or any statistical, mapping or other technical entities not formed primarily for a commercial or business purpose, or where a waiver is granted by MCC in accordance with Part 7 of MCC’s Program Procurement Guidelines. The full policy is available for your review on the Compact Procurement Guidelines page at the MCC Website ([www.mcc.gov](http://www.mcc.gov)). As part of the eligibility verification for this procurement, **please fill in the form below to indicate the status of your entity.**

For purposes of this form, the term “Government” means one or more governments, including any agency, instrumentality, subdivision or other unit of government at any level of jurisdiction (national or subnational).



**CERTIFICATION**

**Full Legal Name of Bidder:**

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**Full Legal Name of Bidder in Language and Script of Country of Formation** (if different from above):

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**Address of Principal Place of Business or Chief Executive Office of Bidder:**

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**Full Name of Three (3) Highest Ranking Officials of Bidder** (for any Bidder that is an entity):

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**Full Legal Name(s) of Parent Entity or Entities of Bidder** (if applicable; if Bidder has no parent, please so state):

\_\_\_\_\_

**Full Legal Name(s) of Parent Entity or Entities of Bidder in Language and Script of Country of Formation** (if applicable and if different from above):

\_\_\_\_\_

**Address(es) of Principal Place of Business or Chief Executive Office of Parent Entity or Entities of Bidder** (if applicable):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Does a Government own a majority or controlling interest (whether by value or voting interest) of your shares or other ownership interest (whether directly or indirectly and whether through fiduciaries, agents or other means)?

Yes  No

If your answer to question 1 was yes, are you a Government-owned:

Force Account unit Yes  No

Educational institution Yes  No

Research center Yes  No

Statistical entity Yes  No

Mapping entity Yes  No

Other technical entities not formed primarily for a commercial or business purpose

Yes  No

Regardless of how you answered question 1, please answer the following:

Do you receive any subsidy or payment (including any form of subsidized credit) or any other form of assistance (financial or otherwise) from a Government? Yes  No

If yes, describe: \_\_\_\_\_

Has a Government granted to you any special or exclusive legal or economic rights or benefits that may alter the competitiveness of your goods, works or services or otherwise influence your business decisions? Yes  No

If yes, describe: \_\_\_\_\_

Does a Government have the ability to direct or decide any of the following with respect to you:

any reorganization, merger, or dissolution of you or the formation or acquisition of any subsidiary or other affiliate by you Yes  No

any sale, lease, mortgage, pledge, or other transfer of any of your principal assets, whether tangible or intangible and whether or not in the ordinary course of business

Yes  No

the closing, relocation, or substantial alteration of the production, operational, or other material activities of your business Yes  No

your execution, termination, or non-fulfillment of material contracts  
Yes  No

the appointment or dismissal of your managers, directors, officers or senior personnel or otherwise participate in the management or control of your business

Yes  No

Have you ever been Government-owned or controlled? Yes  No

If your answer to question 4 was yes, please answer the following questions

How long were you Government-owned? \_\_\_\_\_

When were you privatized? \_\_\_\_\_

Do you receive any subsidy or payment (including any form of subsidized credit) or any other form of assistance (financial or otherwise) from a Government ? Yes  No

If yes, describe: \_\_\_\_\_

Even though not majority or controlling, does a Government continue to hold any ownership interest or decision making authority in you or your affairs? Yes  No

If yes, describe: \_\_\_\_\_

Do you send any funds to a Government other than taxes and fees in the ordinary course of your business in percentages and amounts equivalent to other non-Government-owned enterprises in your country that are engaged in the same sector or industry?

Yes  No

If yes, describe: \_\_\_\_\_

Participants are advised that:

1. Prior to announcing the winning bidder or consultant or any list of pre-qualified bidders or shortlisted consultants for this procurement, the MCA-Georgia will verify the eligibility of such bidder(s) or consultant(s) with MCC. MCC will maintain a database (internally, through subscription services, or both) of known GOEs and each winning or pre-qualified bidder and winning or shortlisted consultant subject to this provision will be compared against the database and subject to such further due diligence as MCC may determine necessary under the circumstances.

2. Any misrepresentation by any entity submitting a bid or proposal for this procurement may be deemed a “fraudulent practice” for purposes of the MCC Program Procurement Guidelines and any other applicable MCC policy or guidance, including MCC’s Policy on Preventing, Detecting and Remediating Fraud and Corruption in MCC Operations.

3. Any entity that is determined by MCC to have organized itself, subcontracted any part of its MCC-funded contract, or otherwise associated itself with any other entity for the purpose of, or with the actual or potential effect of, avoiding or otherwise subverting the provisions of the MCC Program Procurement Guidelines may be deemed to be a GOE for all purposes of those Guidelines.

4. Any credible accusation that any entity submitting a bid or proposal for this procurement is a GOE ineligible to submit a bid or proposal in accordance with the MCC Program Procurement Guidelines will be subject to review in a bid challenge in accordance with those Guidelines and the MCA-Georgia’s Bid Challenge System.

I hereby certify that the information provided above is true and correct in all material respects and understand that any material misstatement, misrepresentation or failure to provide the information requested in this certification may be deemed a “fraudulent practice” for purposes of the MCC Program Procurement Guidelines and other applicable MCC policy or guidance, including MCC’s Policy on Preventing, Detecting and Remediating Fraud and Corruption in MCC Operations.

**Authorized Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Printed Name of Signatory:** \_\_\_\_\_

**Form TECH-2. Financial Capacity of the Consultant**

**[Not required for this Proposal]**



### **Form TECH-3. Organization of the Consultant**

[Provide a brief description of the background and organization of your firm/entity and of each associate for this assignment. Include the organization chart of your firm/entity. The Proposal must demonstrate that the Consultant has the organizational capability and experience to provide the necessary administrative and technical support to the Consultant's Project Team in country. The Proposal shall further demonstrate that the Consultant has the capacity to field and provide experienced replacement Personnel at short notice. Further, the Consultant must nominate a home-office project director who would manage the contract on behalf of the Consultant, if awarded, and submit his/her CV (using Form TECH-11).

**Maximum 10 pages**, not counting the CV of home-office project director]

### Form TECH-4. Experience of the Consultant

[Using the format below, provide information on each relevant 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 the Terms of Reference included in this RFP. The Proposal must demonstrate that the Consultant has a proven track record of successful experience in executing projects similar in substance, complexity, value, duration, and volume of services sought in this procurement.

**Maximum 20pages]**

Assignment name:	Approx. value of the contract(in current US\$):
Country: Location within country:	Duration of assignment (months):
Name of client	Total No. of staff-months of the assignment:
Address:	Approx. value of the services provided by your firm under the contract(in current US\$):
Start date (month/year): Completion date (month/year):	No. of professional staff-months provided by associated consultants:
Name of associated consultants, if any:	Name of proposed senior professional staff of your firm involved and functions performed (indicate most significant profiles such as project director/coordinator, team leader):
Narrative description of project:	
Description of actual services provided by your staff within the assignment:	

Name of Firm: \_\_\_\_\_

## **Form TECH-5. References of the Consultant**

[Provide contact information for at least three (3) references that can provide substantial input about:

- (a) The type of work performed
- (b) Confirm the quality of the work experience listed in Form TECH-4.

These three (3) references should be for work performed in the last three (3) years on contracts similar in nature to this award with GoG, U.S. government agencies, or World Bank and other international financial institutions. The information will summarize clearly the nature of the assistance contracted, the types of tasks performed and the results achieved through the contract. The Consultant should provide a concise narrative of each contract.

The Consultant shall include the name, telephone number and email address of knowledgeable customer contacts. Consultants are authorized and encouraged to provide information on problems encountered on the identified contracts and the Consultant's corrective actions taken. GoG and MCC reserve the right to obtain information for use in the evaluation of past performance from any and all contracts. The MCA-Georgia reserves to check references and past performance.<sup>2</sup>

**[Maximum 3 pages]**

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<sup>2</sup>Beginning in April of 2008, there is a formal mechanism for reporting and sharing past performance information on all MCC-funded projects. This mechanism is detailed in the guidance paper entitled "[Reporting and Considering Past Performance by Consultants in The MCA Entity Program Procurements](#)" and can be found at [www.mcc.gov](http://www.mcc.gov).

## **Form TECH-6. Description of Approach, Methodology and Work Plan for Performing the Assignment**

[In this section, the Consultant should provide a comprehensive description of how it will provide the required Services in accordance with the Terms of Reference (TOR) included in this RFP. Information provided must be sufficient to convey to the TEP that the Consultant has an understanding of the challenges in performing the required Services and that it has an approach, methodology and work plan to overcome those challenges in the context of recent evolutions in education in Georgia and in the key technical areas relevant to this RFP.

The Technical Proposal should be divided into the following four (4) chapters:

- a. Introduction
- b. Technical Approach and Methodology
- c. Work Plan, and
- d. Organization and Staffing

(a) Introduction. In this chapter (not to exceed 5 pages), the Consultant should present a basic understanding of recent education sector developments in Georgia, with specific reference to the two key technical focus areas (educator's professional development and classroom assessments) of this RFP. The Consultant should briefly highlight the key reforms and achievements in the areas of interest as well as some of the challenges that the current project aims at addressing. The consultant should include references to the main Georgian Ministry of Education and Science education policy documents that regulate the above mentioned domains (e.g. the Georgian Teacher Professional Standards, the Teacher Professional Development Scheme, ([http://tpdc.ge/uploads/pdf\\_documents/cpd.pdf](http://tpdc.ge/uploads/pdf_documents/cpd.pdf)) etc.).

(b) Technical Approach and Methodology. In this chapter (not to exceed 30 pages), drawing on knowledge of education in Georgia and international best practice in the key technical areas, the Consultant should explain its understanding of the objectives of the assignment, and approach to the services. In particular, the Consultant should explain the proposed methods for carrying out tasks and delivering the outputs outlined below. In addition to a description of the general approach, the Consultant should provide a specific technical approach for the following representative tasks:

- Conducting a limited but representative observational and interview-based professional development needs assessment of a sample of secondary school

(grade 7-12) science, mathematics, English, and ICT teachers, SPDF, and principals. (Task 2)

- Arriving at recommendations for managing training delivery with particular reference to options for outsourcing and the need for quality assurance. (Task 3)
- Arriving at recommendations for the use of context-appropriate ICT solutions to teacher professional development. (Task 3)
- Arriving at recommendations and an implementation plan for establishing a context-appropriate system for classroom assessment. (Task 9)

(c) Work Plan. (not to exceed 10 pages of narrative) In this chapter, you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the MCA-Georgia), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan adapted to the context of Georgian education. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work and Deliverables Schedule of Form TECH-10.

(d) Organization and Staffing. In this chapter (not to exceed 5 pages), propose the structure and composition of the Consultant's team. List the key technical area of the assignment, the key expert responsible, and proposed technical and support staff.

**Maximum 50 pages, excluding the MS Project work plan, Size 12 Times New Roman Font, A4 page, 1 inch margins.**

## **Form TECH-7. Comments and Suggestions**

[These comments shall not be used for evaluation purposes, but may be discussed during negotiations. The MCA-Georgia is not bound to accept any modifications proposed. If the proposed modifications/suggestions would require changes in the offered price, it shall be noted as such, without giving the price of the change. **Disclosure of any prices in this form shall be reason for rejection of the Proposal.**

**Maximum 5 pages]**

### **A: On the Terms of Reference**

[Present and justify here any comments, modifications or improvements to the Terms of Reference you are proposing to enhance your performance in carrying out the assignment (such as deleting some activity you consider it unnecessary, or adding another, or proposing a different phasing of the activities etc.).]

### **B: On the Counterpart Staff and Facilities**

[Comment here on the counterpart staff and facilities to be provided by the MCA-Georgia.]

**Form TECH-8. Team Composition and Task Assignments**

Key Professional Personnel				
Name of Staff	Organization	Area of Expertise	Position Assigned	Task Assigned

### Form TECH-9. Staffing Schedule

		Staff input (in the form of a bar chart) <sup>1</sup>														Total staff-month input		
			12	2	3	4	5	6	7	8	9	10	11	N	Home	Field <sup>3</sup>	<b>Total</b>	
<b>Foreign</b>																		
1	[Home]																	
	[Field]																	
2	[Home]																	
	[Field]																	
3	[Home]																	
	[Field]																	
n	[Home]																	
	[Field]																	
										Subtotal								
<b>Local</b>																		
	[Home]																	
	[Field]																	
										Subtotal								
										<b>Total</b>								

1. For Key Professional Personnel the input shall be indicated individually; for support staff it shall be indicated by category (e.g.: draftsmen, clerical staff, etc.).
2. Months are counted from the start of the assignment. For each Personnel indicate separately staff input for home and field work.
3. Field work means work carried out at a place other than the Consultant's home office.

██████████ Full time input

Part time input



**Form TECH-10. Work and Deliverables Schedule**

	Activity	Months											
		1	2	3	4	5	6	7	8	9	10	11	12
1													
3													
4													
5													
5													
N	And so on												
	Deliverable												
1													
2													
3													
N	And so on												

[Indicate all main activities of the assignment, including deliverables and other milestones, such as the MCA-Georgia approvals. For phased assignments, indicate activities, deliverables and milestones separately for each phase. Duration of activities shall be indicated in the form of a bar chart. See TOR for the full list of deliverables. Above is a sample format (to be further completed by the Consultant based on the TOR requirements) that shall be used by the Consultant as an indicator of the proposed work load. The submission shall be evaluated as part of the Approach and Methodology.]



Position held:

Activities performed:

13. References:

[List at least three individual references with substantial knowledge of the person's work. Include each reference's name, title, phone and e-mail contact information.] [The MCA-Georgia reserves the right to contact other sources as well as to check references, in particular for performance on any relevant MCC-funded projects.]

14. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

I, the undersigned, hereby declare that I agree to participate with the [Consultant] in the above-mentioned Request for Proposal. I further declare that I am able and willing to work:

1. for the period(s) foreseen in the specific Terms of Reference attached to the above referenced Request for Proposal for the position for which my CV has been included in the offer of the Consultant and
2. Within the implementation period of the specific contract.
- 3.

Signature of Key Professional Personnel

If this form has NOT been signed by the Key Professional Personnel, then in signing below the authorized representative of the Consultant is making the following declaration.

“In due consideration of my signing herewith below, if the Key Professional Personnel has NOT signed this CV then I declare that the facts contained therein are, to the best of my knowledge and belief, a true and fair statement AND THAT I confirm that I have approached the said Key Professional Personnel and obtained his assurance that he will maintain his availability for this assignment if the Contract is agreed within the Proposal validity period provided for in the RFP.”

Signature of Authorized Representative of  
the Consultant

Day / month/ year

## **Section 4      B. Financial Proposal Forms**

[Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided under Sub-Clause 3.6 of Section 1: Instructions to Consultants.]

FIN-1 Financial Proposal Submission Form

FIN-2 Price Summary

FIN-3 Breakdown of Price by Activity

FIN-4 Breakdown of Price by Remuneration

**Note:** Comments in brackets on the following pages serve to provide guidance for the preparation of the Financial Proposal and therefore should not appear on the Financial Proposals to be submitted.

**Form FIN-1. Financial Proposal Submission Form**

[Location, Date]

To: **MCA-Georgia**  
Att.: Dimitri Kemoklidze. Procurement Director  
Address: 8 Rustaveli Avenue, Block B, Entrance from Chitadze street.  
Tbilisi, 0118, **Georgia**

Dear Sirs:

**Re: Improving General Education: Consultant Services for Training Educators for Excellence and Classroom Assessment Support Activity Project Design**

**RFP/ QCBS / GEO-2013-008**

We, the undersigned, offer to provide the consulting services for the above mentioned assignment in accordance with your Request for Proposal (RFP) dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the lump sum of [Insert amount(s)]<sup>3</sup> in words and figures].

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, as indicated in Paragraph ITC 1.13 of the PDS.

Commissions and gratuities paid or to be paid by us to agents relating to this Proposal and Contract execution, if we are awarded the Contract, are listed below:<sup>4</sup>

Name and Address of Agents	Amount and Currency	Purpose of Commission or Gratuity

We understand you are not bound to accept any Proposal you receive. Yours sincerely,

Authorized Signatory

Name and title of Signatory

\_\_\_\_\_

<sup>3</sup>Amount must coincide with the ones indicated under total price of Form FIN-2.

<sup>4</sup>If applicable, replace this paragraph with “No commissions or gratuities have been or are to be paid by us to agents relating to this Proposal and Contract execution”.

Name of Consultant

**Form FIN-2. Price Summary**

**Re: Improving General Education:  
Consultant Services for Training Educators for Excellence and Classroom Assessment  
Support Activity Project Design  
RFP/ QCBS / GEO-2013-008**

	US\$	Price <sup>1</sup> Georgian Lari
Full Contract Price		
Option Period		(Price will be determined using staff rates provided in form FIN-4 and a level of effort proposal submitted to MCA-Georgia)

1. Indicate the total price to be paid by the MCA-Georgia in each currency. Such total price must coincide with the sum of the relevant sub-totals indicated in Form FIN-3. (Tax provisions relevant to this RFP are set out in Section 5: Contract Forms.)
2. If the RFP contains options, the options will be fully priced and evaluated at 100%.
3. Provide **fully loaded prices** (including any international travel, communication, local transportation, office expenses, shipment of personal effects, direct and indirect rates and profits).
4. See PDS 3.6 regarding travel-related expenses.

### Form FIN-3 Breakdown of Price by Activity

**Re: Improving General Education:  
 Consultant Services for Training Educators for Excellence and Classroom Assessment  
 Support Activity Project Design  
 RFP/ QCBS / GEO-2013-008**

[Information to be provided in this Form shall only be used to establish payments to the Consultant for possible additional services requested by the MCA-Georgia and/or for the purpose of verification of the market reasonableness of the prices offered. Please complete for each phase.]

Group of Activities by Phase <sup>2</sup>	Description <sup>3</sup>	
	Price <sup>4</sup>	
	US\$	Local currency
Total		

1. Form FIN-3 shall be completed for the whole assignment. In case some of the activities require different modes of billing and payment (e.g.: the assignment is phased, and each phase has a different payment schedule), the Consultant shall fill a separate Form FIN-3 for each group of activities. Include base and option years.
2. Names of activities (phase) should be the same as, or correspond to the ones indicated in the second column of Form TECH-10.
3. A short description of the activities whose price breakdown is provided in this Form.
4. Provide **fully loaded prices** (including international travel, communications, local transportation, office expenses, shipment of personal effects, direct and indirect rates and profit).
5. See PDS 3.6 regarding travel-related expenses.

## Form FIN-4. Breakdown of Remuneration

**Re: Improving General Education:  
 Consultant Services for Training Educators for Excellence and Classroom Assessment  
 Support Activity Project Design  
 RFP/ QCBS / GEO-2013-008**

[Information to be provided in this form shall only be used to establish price reasonableness and to establish staff rates for the pricing of additional services under an Option Period that may be exercised by the MCA-Georgia.]

Name <sup>2</sup>	Position <sup>3</sup>	Person-Month Fully Loaded Rate <sup>4</sup>		
Foreign Staff			US\$	[Local Currency]
		Home		
		Field		
		Home		
		Field		
		Home		
		Field		
Local Staff				
		Home		
		Field		
		Home		
		Field		
		Home		
		Field		

1. Form FIN-4 shall be filled in for the same Key Professional Personnel and other Personnel listed in Forms TECH- 8 and 9.
2. Professional Personnel shall be indicated individually; support staff shall be indicated by category (e.g., draftsmen, clerical staff).
3. Positions of the Key Professional Personnel shall coincide with the ones indicated in Forms TECH-8 and 9.
4. Indicate separately person-month rates for home and field work. Provide fully loaded prices (including international travel, communication, local transportation, office expenses, and shipment of personal effects, direct and indirect rates and profit).
5. See PDS 3.6 regarding travel-related expenses.



## **Section 5      Contract Forms**

**Contract No:**

**Contract for Consultant's Services**

**Lump-Sum**

**For the provision of**

**Consultant Services for Training Educators for Excellence and Classroom  
Assessment Support Activity Project Design**

between

**MCA-Georgia  
Georgia**

and

**[name of Consultant]**

**Dated:**

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## I. Agreement

This CONTRACT AGREEMENT (this “Contract”) made as of the [day] of [month], [year], between **MCA-Georgia** (the “MCA-Georgia”), on the one part, and [full legal name of **Consultant**] (the “Consultant”), on the other part.

*[Note: If the Consultant consists of more than one entity, the following should be used]*

This CONTRACT AGREEMENT (this “Contract”) made as of the [day] of [month], [year], between **MCA-Georgia** (the “MCA-Georgia”), on the one part, and [full legal name of lead **Consultant**] (the “Consultant”) in [joint venture / consortium / association] with [list names of each joint venture entity], on the other part, each of which will be jointly and severally liable to the MCA-Georgia for all of the Consultant’s obligations under this Contract and is deemed to be included in any reference to the term “Consultant.”

### RECITALS

WHEREAS,

- (a) The United States of America, acting through the Millennium Challenge Corporation (“**MCC**”), and the Government of Georgia (the “**Government**”) executed a Grant and Implementation Agreement (the “**609(g) Agreement**”) that sets forth the general terms and conditions on which MCC will provide funding not to exceed two million seven hundred thousand U.S. Dollars (US\$2,700,000) under the authority of Section 609(g) of the United States Millennium Challenge Act of 2003 (the “**Act**”), as amended, which activities will facilitate the development and implementation of the proposed Compact described below;
- (b) It is proposed that MCC and the Government will negotiate and execute a certain Millennium Challenge Compact (the “**Compact**”) that will set forth the general terms and conditions on which MCC will provide funding (“**MCC Funding**”) to the Government for a Millennium Challenge Account program to advance economic growth and reduce poverty in Georgia;. The Government, acting through the MCA-Georgia, intends to apply a portion of the proceeds of MCC Funding to eligible payments under this Contract. Payments made under this Contract will be subject, in all respects, to the terms and conditions of the Compact and related documents, including restrictions on the use, and conditions to disbursement, of MCC Funding. No party other than the Government and the MCA-Georgia shall derive any rights from the Compact or have any claim to the proceeds of MCC Funding; and
- (c) The MCA-Georgia has requested the Consultant to provide certain consulting services as described in Appendix A to this Contract; and
- (d) The Consultant, having represented to the MCA-Georgia that it has the required professional skills, and personnel and technical resources, has agreed to provide such services on the terms and conditions set forth in this Contract.

NOW THEREFORE, the Parties to this Contract agree as follows:

1. In consideration of the payments to be made by the MCA-Georgia to the Consultant as

- set forth in this Contract, the Consultant hereby covenants with the MCA-Georgia to perform the Services in conformity in all respects with the provisions of this Contract.
2. Subject to the terms of this Contract, the MCA-Georgia hereby covenants to pay the Consultant, in consideration of the performance of the Services, the Contract Price (as defined below) or such other sum as may become payable pursuant to the provisions of this Contract at the times and in the manner prescribed by this Contract.

IN WITNESS whereof the Parties hereto have caused this Contract to be executed in accordance with the laws of **Georgia** as of the day, month and year first indicated above.

For **MCA-Georgia**:

For **[full legal name of the Consultant]**:

Signature

Signature

Name

Name

Witnessed By:

Witnessed By:

*[Note: If the Consultant consists of more than one entity, all these entities should appear as signatories, e.g., in the following manner:]*

For and on behalf of each of the Members of the Consultant  
**[name of member]**

\_\_\_\_\_  
**[Authorized Representative]**

**[name of member]**

\_\_\_\_\_  
**[Authorized Representative]**

## II. General Conditions of Contract

### 1. General Provisions

#### 1.1 Definitions

Capitalized terms used in this Contract and not otherwise defined have the meanings given such terms in the Compact or related document. Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

- (a) “Applicable Law” means the laws and any other instruments having the force of law in **Georgia**, as they may be issued and in force from time to time.
- (b) “coercive practice” means impairing or harming or threatening to impair or harm, directly or indirectly, persons or their property, to influence their participation in a procurement process, or affect the execution of a contract.
- (c) “collusive practice” means a scheme or arrangement between two or more parties, with or without the knowledge of the MCA-Georgia, designed to establish prices at artificial, non-competitive levels or to otherwise deprive the MCA-Georgia of the benefits of free and open competition.
- (d) “Compact” has the meaning given the term in the recital clauses to this Contract.
- (e) “Consultant” has the meaning given the term in the initial paragraph to this Contract.
- (f) “Contract” means this agreement entered into between the MCA-Georgia and the Consultant, to provide the Services, and consists of the Contract Agreement, these GCC, the SCC, and the Appendices (each of which forms an integral part of this agreement), as the same may be amended, modified, or supplemented from time to time in accordance with the terms of this agreement.
- (g) “Contract Price” means the price to be paid for the performance of the Services, in accordance with GCC Clause 6.
- (h) “corrupt practice” means the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the actions of a public official (including the MCA-Georgia and MCC staff and employees of other organizations taking or reviewing selection decisions) in the selection process or in contract execution or the making of any payment to any third party, in connection with or in furtherance of a contract, in violation of (A) the United States Foreign Corrupt Practices Act

of 1977, as amended (15 USC 78a et seq.) (“FCPA”), or any other actions taken that otherwise would be in violation of the FCPA if the FCPA were applicable, or (B) any applicable law in **Georgia**.

- (i) “Effective Date” has the meaning given the term in GCC Clause 2.2.
- (j) "Force Majeure" has the meaning given the term in GCC Clause 2.5.
- (k) ”fraudulent practice” means any act or omission, including any misrepresentation, in order to influence (or attempt to influence) a selection process or the execution of a contract to obtain a financial or other benefit, or to avoid (or attempt to avoid) an obligation.
- (l) “GCC” means these General Conditions of Contract.
- (m)“Government” has the meaning given the term in the recital clauses to this Contract.
- (n) "Key Professional Personnel" means the Personnel listed in Appendix C to this Contract.
- (o) “Local Currency” means [**Georgian Lari (GEL)**].
- (p) “MCA-Georgia” has the meaning given the term in the initial paragraph to this Contract.
- (q) “MCC” has the meaning given the term in the recital clauses to this Contract.
- (r) “Member” means any of the entities that make up a joint venture or other association; and “Members” means all these entities.
- (s) “obstructive practice” means
  - (i) destroying, falsifying, altering or concealing evidence material to the investigation or making false statements to investigators in order to impede an investigation into allegations of a corrupt, fraudulent, coercive, collusive, or prohibited practice; and threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, and
  - (ii)acts intended to impede the exercise of the inspection and audit rights of MCC provided under the Compact and related agreements.
- (t) “Party” means the MCA-Georgia or the Consultant, as the case may be, and “Parties” means both of them.

- (u) “Personnel” means persons hired by the Consultant or by any Sub-Consultants and assigned to perform the Services or any part thereof.
- (v) “prohibited practice” means any action that violates Section E (Compliance with Anti-Corruption, Anti-Money Laundering and Terrorist Financing Statutes and Other Restrictions) of Appendix G to this Contract.
- (w) “SCC” means the Special Conditions of Contract by which the GCC may be amended or supplemented.
- (x) “Services” means the activities to be performed by the Consultant pursuant to this Contract, as described in Appendix A to this Contract.
- (y) “Sub-Consultant” means any person or entity to whom/which the Consultant subcontracts any part of the Services.
- (z) “Substantial Modifications” means modifications which:
  - (i) increase the value of the Contract; or
  - (ii) change the scope of Services or duration of the Contract by more than ten percent (10%).
- (aa) “Tax” and “Taxes” have the meanings given the terms in the Compact or related agreement.
- (bb) “US Dollars” means the currency of the United States of America.
- (cc) “609(g) Agreement” has the meaning given the term in the recital clauses to this Contract

- 1.2 Relationship Between the Parties  
Nothing contained in this Contract shall be construed as establishing a relationship of master and servant or of principal and agent as between the MCA-Georgia and the Consultant. The Consultant, subject to this Contract, has complete charge of Personnel and Sub-Consultants, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf in connection with this Contract.
- 1.3 Law Governing Contract  
This Contract, its meaning and interpretation, and the relation between the Parties shall be governed by the Applicable Law.
- 1.4 Language  
This Contract has been executed in language(s) specified in the SCC. If the Contract is executed in both the English and **Georgian** languages, the English language version shall be the

binding and controlling language for all matters relating to the meaning or interpretation of this Contract.

- 1.5 Interpretation Unless otherwise indicated, throughout this Contract:
- (a) “confirmation” means confirmation in writing;
  - (b) “in writing” means communicated in written form (e.g., by mail, e-mail, or facsimile) delivered with proof of receipt;
  - (c) except where the context requires otherwise, words indicating the singular also include the plural and words indicating the plural also include the singular;
  - (d) the feminine means the masculine and vice versa; and
  - (e) the headings are for reference only and shall not limit, alter or affect the meaning of this Contract.
- 1.6 Notices
- 1.6.1 Any notice, request or consent required or permitted to be given or made pursuant to this Contract shall be in writing. Any such notice, request or consent shall be deemed to have been given or made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent to such Party at the address specified in the SCC, or sent by confirmed facsimile or electronic email, if sent during normal business hours of the recipient Party, unless the giving of notice is otherwise governed by Applicable Law.
- 1.6.2 A Party may change its address for receiving notice under this Contract by giving the other Party notice in writing of such change to the address specified in the SCC.
- 1.7 Location
- 1.7.1 The Services shall be performed at such locations as are specified in Appendix A to this Contract and, where the location of a particular task is not so specified, at such locations, whether in **Georgia** or elsewhere, as the MCA-Georgia may approve.
- 1.8 Authority of Member in Charge
- 1.8.1 In case the Consultant consists of a joint venture or other association of more than one entity, the Members hereby authorize the entity specified in the SCC to act on their behalf in exercising all the Consultant’s rights and obligations to ward the MCA-Georgia under this Contract, including without limitation the receiving of instructions and payments from the MCA-Georgia.
- 1.9 Authorized Representatives
- 1.9.1 Any action required or permitted to be taken, and any document required or permitted to be executed under this



Contract by the MCA-Georgia or the Consultant may be taken or executed by the officials specified in the SCC.

- 1.10 Taxes and Duties
- (a) Except as may be exempted pursuant to the Compact or another agreement related to the Compact, available in English (MCC official website), the Consultant, the Sub-Consultants, and their respective Personnel may be subject to certain Taxes on amounts payable by the MCA-Georgia under this Contract in accordance with Applicable Law (now or hereinafter in effect). The Consultant, each Sub-Consultant and their respective Personnel shall pay all Taxes levied under Applicable Law. In no event shall the MCA-Georgia be responsible for the payment or reimbursement of any Taxes. In the event that any Taxes are imposed on the Consultant, any Sub-Consultant or their respective Personnel, the Contract Price shall not be adjusted to account for such Taxes.
  - (b) The Consultant, the Sub-Consultants and their respective Personnel, and their eligible dependents, shall follow the usual customs procedures of **Georgia** in importing goods into **Georgia**.
  - (c) If the Consultant, the Sub-Consultants or any of their respective Personnel, or their eligible dependents, do not withdraw but dispose of any property in **Georgia** upon which customs duties or other Taxes have been exempted, the Consultant, the Sub-Consultants or such Personnel, as the case may be, (i) shall bear such customs duties and other Taxes in conformity with Applicable Law, or (ii) shall reimburse such customs duties and Taxes to the MCA-Georgia if such customs duties and Taxes were paid by the MCA-Georgia at the time the good in question was brought into **Georgia**.
  - (d) Without prejudice to the rights of the Consultant under this clause, the Consultant, the Sub-Consultants and their respective Personnel will take reasonable steps as requested by the MCA-Georgia or the Government with respect to the determination of the Tax status described in this GCC Clause 1.10.
  - (e) If the Consultant is required to pay Taxes that are exempt under the Compact or a related agreement, the Consultant shall promptly notify the MCA-Georgia (or such agent or representative designated by the MCA-Georgia) of any Taxes paid, and the Consultant shall cooperate with, and take such actions as may be requested by the MCA-Georgia, MCC, or either of their agents or representatives, in seeking the prompt and proper reimbursement of such Taxes under Applicable Law.
  - (f) The MCA-Georgia shall use reasonable efforts to ensure that the

Government provides the Consultant, the Sub-Consultants, and their respective Personnel the exemptions from taxation applicable to such persons or entities, in accordance with the terms of the Compact or related agreements. If the MCA-Georgia fails to comply with its obligations under this paragraph, the Consultant shall have the right to terminate this Contract in accordance with GCC Clause 2.7.2(d).

1.11 Fraud and  
Corruption  
Requirements

1.11.1 MCC requires that the MCA-Georgia and any other beneficiaries of MCC funding, including any bidders, suppliers, consultants, sub consultants and consultants under any MCC-funded contracts, observe the highest standards of ethics during the procurement and execution of such contracts.

Measures to  
be Taken

1.11.2 MCC may cancel the portion of MCC Funding allocated to this Contract if it determines at any time that representatives of the MCA-Georgia, the Consultant or any other beneficiary of the MCC Funding were engaged in corrupt, fraudulent, collusive, coercive, prohibited or obstructive practices during the selection process or the execution of this Contract, without the MCA-Georgia, the Consultant or such other beneficiary having taken timely and appropriate action satisfactory to MCC to remedy the situation.

1.11.3 MCC and the MCA-Georgia may pursue sanction of the Consultant, including declaring the Consultant ineligible, either indefinitely or for a stated period of time, to be awarded an MCC-funded contract if it at any time determines that the Consultant has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive, prohibited or obstructive practices in competing for, or in executing, this Contract or another MCC-funded contract.

1.11.4 The MCA-Georgia may terminate (and MCC may cause the MCA-Georgia to terminate) this Contract in accordance with the terms of GCC Clause 2.7.1(d) if it determines that the Consultant has, directly or through management, engaged in coercive, collusive, corrupt, fraudulent, obstructive or prohibited practice in competing for, or in the performance of, this Contract or another MCC-funded contract.

1.12 Commissions  
and Fees

The Consultant shall disclose any commissions or fees that may have been paid or are to be paid to agents, representatives, or commission agents with respect to the selection process or execution and performance of this Contract. The information disclosed must include at least the name and address of the

agent, representative, or commission agent, the amount and currency, and the purpose of the commission or fee.

- 1.13 Entire Agreement      This Contract contains all of the covenants, stipulations and provisions agreed to by the Parties. No agent or representative of either Party has the authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth in this Contract.

## **2. Commencement, Completion, Modification and Termination of Contract**

- 2.1 Contract Entry into Force      This Contract shall come into full force, and be legally binding on the Parties in all respects, on the date this Contract is signed by the Parties or such other date as may be stated in the SCC.

- 2.2 Effective Date and Commencement of Services      The Consultant shall commence the Services on the date specified in the SCC, which shall be defined as the “Effective Date.”

- 2.3 Expiration of Contract      Unless terminated earlier pursuant to GCC Sub-Clause 2.7, this Contract shall expire at the end of such time period after the Effective Date as specified in the SCC.

- 2.4 Modifications or Variations      2.4.1 Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. Pursuant to GCC Sub-Clause 7.2, however, each Party shall give due consideration to any proposals for modification or variation made by the other Party.

- 2.4.2 In cases of Substantial Modifications, the prior written consent of MCC is required.

- 2.5 Force Majeure Definition

- 2.5.1 For the purposes of this Contract, “Force Majeure” means an event or condition that (a) is not reasonably foreseeable and is beyond the reasonable control of a Party, and is not the result of any acts, omissions or delays of the Party relying on such event of Force Majeure, (or of any third person over whom such Party has control, including any Sub-Consultant), (b) is not an act, event or condition the risks or consequence of which such Party has expressly agreed to assume under this Contract, (c) could not have

been prevented, remedied or cured by such Party's reasonable diligence, and (d) makes such Party's performance of its obligations under this Contract impossible or so impractical as to be considered impossible under the circumstances.

No Breach of Contract

2.5.2 The failure of a Party to fulfil any of its obligations under this Contract shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event (a) has taken all reasonable precautions, due care and reasonable alternative measures in order to carry out the terms and conditions of this Contract, and (b) has informed the other Party as soon as practicable (and in no event later than five (5) days after the occurrence) about the occurrence of an event giving rise to a claim of Force Majeure.

Measures to be Taken

2.5.3 Subject to GCC Sub-Clause 2.5.6, a Party affected by an event of Force Majeure shall continue to perform its obligations under this Contract as far as is reasonably practical, and shall take all reasonable measures to minimize and otherwise mitigate the consequences of any event of Force Majeure.

2.5.4 A Party affected by an event of Force Majeure shall provide evidence of the nature and cause of such event, and shall similarly give written notice of the restoration of normal conditions as soon as possible.

2.5.5 Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

2.5.6 During the period of its inability to perform the Services as a result of an event of Force Majeure, the Consultant, upon instructions by the MCA-Georgia, shall either:

(a) demobilize, in which case the Consultant shall be reimbursed for additional costs it reasonably and necessarily incurred and, if the Consultant is required by the MCA-Georgia to reactive its performance of the Services at the time of restoration of normal conditions, the additional costs the Consultant reasonably and necessarily incurred as part of such reactivation; or

(b) continue with the Services to the extent possible, in which case

the Consultant shall continue to be paid under the terms of this Contract and be reimbursed for additional costs reasonably and necessarily incurred.

- 2.5.7 In the case of disagreement between the Parties as to the existence or extent of and event of Force Majeure, the matter shall be settled in accordance with GCC Clause 8.

## 2.6 Suspension

The MCA-Georgia may, by giving thirty (30) days' written notice to the Consultant, suspend all payments to the Consultant under this Contract if the Consultant fails to perform any of its obligations under this Contract, including the carrying out of the Services, provided that such notice of suspension (a) shall specify the nature of the failure, and (b) shall request the Consultant to remedy such failure within a period not exceeding thirty (30) days after receipt by the Consultant of such notice of suspension.

## 2.7 Termination

By the MCA-Georgia

- 2.7.1 Without prejudice to any other remedies that may be available to it for breach of this Contract, the MCA-Georgia may, upon written notice to the Consultant, terminate this Contract in case of the occurrence of any of the events specified in sub-paragraphs (a) through (i) of this GCC Sub-Clause 2.7.1, and in the case of the occurrence of any of the events specified in paragraphs (h) or (i) of this GCC Clause 2.7.1, the MCA-Georgia may suspend this Contract.
- (a) If the Consultant, in the judgment of the MCA-Georgia or MCC, fails to perform its obligations relating to the use of funds set out in Appendix G. Termination under this provision shall (i) become effective immediately upon delivery of the notice of termination and (ii) require that the Consultant repay any and all funds so misused within a maximum of thirty (30) days after termination.
- (b) If the Consultant does not remedy a failure in the performance of its obligations under this Contract (other than failure to perform obligations relating to use of funds as set forth in GCC Clause 2.7.1(a) of this Contract, which such failure shall not be entitled to a cure period) within thirty (30) days after delivery of the notice of termination or within any further period of time approved in writing by the MCA-Georgia. Termination under this provision shall become effective immediately upon the expiration of the thirty (30) days (or such further period as may have been approved by the MCA-Georgia) or on such

later date as may be specified by the MCA-Georgia.

- (c) If the Consultant (or any Member or Sub-Consultant) becomes insolvent or bankrupt, and/or fails to exist or is dissolved. Termination under this provision shall become effective immediately upon delivery of the notice of termination or on such other date as may be specified by the MCA-Georgia in such notice of termination.
- (d) If the Consultant (or any Member or Sub-Consultant), in the judgment of the MCA-Georgia has engaged in coercive, collusive, corrupt, prohibited, obstructive or fraudulent practices in competing for or in the performance of this Contract or another MCC funded contract. Termination under this provision shall become effective immediately upon delivery of the notice of termination.
- (e) If, as the result of an event of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) days. Termination under this provision shall become effective upon the expiration of thirty (30) days after delivery of the notice of termination or on such later date as may be specified by the MCA-Georgia.
- (f) If the MCA-Georgia, in its sole discretion and for any reason whatsoever, decides to terminate this Contract. Termination under this provision shall become effective upon the expiration of thirty (30) days after delivery of the notice of termination or on such later date as may be specified by the MCA-Georgia.
- (g) If the Consultant fails to comply with any final decision reached as a result of Georgian arbitration proceedings pursuant to GCC Clause 8. Termination under this provision shall become effective upon the expiration of thirty (30) days after delivery of the notice of termination or on such later date as may be specified by the MCA-Georgia.
- (h) If the Compact or the 609(g) Agreement expires, is suspended or terminates in whole or in part in accordance with the terms of the Compact or the 609(g) Agreement. Suspension or termination under this provision shall become effective immediately upon delivery of the notice of suspension or termination, as the case may be, in accordance with the terms of the notice. If this Contract is suspended pursuant to this GCC Clause 2.7.1(h), the Consultant has an obligation to mitigate all expenses, damages and losses to the MCA-Georgia during the period of the suspension.
- (i) If suspension or termination is permitted under Applicable Law. Suspension or termination under this provision shall

become effective immediately upon delivery of the notice of suspension or termination, as the case may be, in accordance with the terms of the notice. If this Contract is suspended pursuant to this GCC Clause 2.7.1(i), the Consultant has an obligation to mitigate all expenses, damages and losses to the MCA-Georgia during the period of the suspension.

By the Consultant

- 2.7.2 The Consultant may terminate this Contract, upon written notice to the MCA-Georgia in accordance with the time period specified below, such notice to be given after the occurrence of any of the events specified in paragraphs (a) through (e) of this GCC Clause 2.7.2.
- (a) If the MCA-Georgia fails to pay any money due to the Consultant pursuant to this Contract that is not otherwise subject to dispute pursuant to GCC Clause 8 hereof within forty-five (45) days after receiving written notice from the Consultant that such payment is overdue. Termination under this provision shall become effective upon the expiration of thirty (30) days after delivery of the notice of termination unless the payment that is the subject of such notice of termination is made by the MCA-Georgia to the Consultant within such thirty (30) days.
  - (b) If, as the result of an event of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) days. Termination under this provision shall become effective upon the expiration of thirty (30) days after delivery of the notice of termination.
  - (c) If the MCA-Georgia fails to comply with any final decision reached as a result of Georgian arbitration pursuant to GCC Clause 8. Termination under this provision shall become effective upon the expiration of thirty (30) days after delivery of the notice of termination.
  - (d) If the Consultant does not receive a reimbursement of any Taxes that are exempt under the Compact or the 609(g) Agreement the Consultant gives notice to the MCA-Georgia that such reimbursement is due and owing to the Consultant. Termination under this provision shall become effective upon the expiration of thirty (30) days after delivery of the notice of termination unless the reimbursement that is the subject of such notice of termination is made to the Consultant within such thirty (30) days.
  - (e) If this Contract is suspended in accordance with GCC Clauses 2.7.1(h) or (i) for a period of time exceeding three (3) consecutive months; provided that the Consultant has complied

with its obligation to mitigate in accordance with GCC Clauses 2.7.1(h) or (i) during the period of the suspension.

Termination under this provision shall become effective upon the expiration of thirty (30) days after delivery of the notice of termination.

Payment upon Termination

2.7.3 Upon termination of this Contract pursuant to GCC Sub-Clauses 2.7.1 or 2.7.2, the MCA-Georgia shall make, or cause to be made, the following payments to the Consultant:

- (a) payment pursuant to GCC Clause 6 for Services satisfactorily performed prior to the effective date of termination; and
- (b) except in the case of termination pursuant to paragraphs (a) through (d) and (g) of GCC Sub-Clause 2.7.1, reimbursement of any reasonable cost (as determined by the MCA-Georgia or MCC) incidental to the prompt and orderly termination of this Contract; provided, that in the case of suspension of this Contract pursuant to GCC Sub-Clauses 2.7.1 (h) or (i), the Consultant has complied with its obligation to mitigate in accordance with such clauses.

Disputes about Events of Termination

2.7.4 If either Party disputes whether an event specified in paragraphs (a), (b), (c), (e) or (g) of GCC Sub-Clause 2.7.1 or paragraphs (a) through (d) of GCC Sub-Clause 2.7.2 has occurred, such Party may, within forty-five (45) days after receipt of notice of termination from the other Party, refer the matter to dispute resolution in accordance with GCC Clause 8, and this Contract shall not be terminated on account of such event except in accordance with the terms of any resulting arbitral award.

2.8 Cessation of Rights and Obligations

Upon termination of this Contract pursuant to GCC Sub-Clause 2.7, or upon expiration of this Contract pursuant to GCC Sub-Clause 2.3, all rights and obligations of the Parties under this Contract shall cease, except (a) such rights and obligations as may have accrued on the date of termination or expiration, (b) the obligation of confidentiality set forth in GCC Sub-Clause 3.3, (c) the Consultant's obligation to permit inspection, copying and auditing of its accounts and records set forth in GCC Sub-Clauses 3.7 and 3.8 and Appendix G and (d) any right or obligation which a Party may have under the Applicable Law.

2.9 Cessation of Services

Upon termination of this Contract by notice of either Party to the other pursuant to GCC Sub-Clauses 2.7.1 or 2.7.2, the Consultant shall, immediately upon dispatch or receipt of



such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the MCA-Georgia, the Consultant shall proceed as provided, respectively, by GCC Sub-Clauses 3.4 or 3.12.

### **3. Obligations of the Consultant**

#### 3.1 General

##### Standard of Performance

3.1.1 The Consultant shall perform the Services and carry out its obligations under this Contract with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as faithful adviser to the MCA-Georgia, and shall at all times support and safeguard the MCA-Georgia's legitimate interests in any dealings with Sub-Consultants or third parties.

##### Law Governing Services

3.1.2 The Consultant shall perform the Services in accordance with Applicable Law and shall take all practicable steps to ensure that any Sub-Consultants, as well as the Personnel of the Consultant and any Sub-Consultants, comply with the Applicable Law.

#### 3.2 Conflict of Interests

3.2.1 The Consultant shall hold the MCA-Georgia's interests paramount, without any consideration for future work, and strictly avoid conflict with other assignments or its own corporate interests.

##### Consultant Not to Benefit from Commissions, Discounts, etc.

3.2.2 The payment of the Consultant pursuant to GCC Clause 6 shall constitute the Consultant's only payment in connection with this Contract and, subject to GCC Sub-Clause 3.2.3, the Consultant shall not accept for its own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Contract or in the discharge of its obligations under this Contract, and the Consultant shall use its best efforts to ensure that any Sub-Consultants, as well as the Personnel and agents of either of them, similarly shall not receive any such additional payment.

- 3.2.3 Furthermore, if the Consultant, as part of the Services, has the responsibility of advising the MCA-Georgia on the procurement of goods, works or services, the Consultant shall comply with the “MCC Program Procurement Guidelines” from time to time in effect as posted on the MCC website at [www.mcc.gov](http://www.mcc.gov) and shall at all times exercise such responsibility in the best interest of the MCA-Georgia. Any discounts or commissions obtained by the Consultant in the exercise of such procurement responsibility shall be for the account of the MCA-Georgia.
- Consultant and Affiliates Not to Engage in Certain Activities
- 3.2.4 The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, as well as any Sub-Consultants and any entity affiliated with such Sub-Consultants, shall be disqualified from providing goods, works or services (other than consulting services) resulting from or directly related to the Services.
- Prohibition of Conflicting Activities
- 3.2.5 The Consultant shall not engage, and shall cause its Personnel as well as its Sub-Consultants and their Personnel not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this Contract.
- 3.3 Confidential Information; Rights of Use
- Confidential Information
- 3.3.1 Except with the prior written consent of the MCA-Georgia, or as may be required to comply with Applicable Law, the Consultant and its Personnel shall not (and shall cause any Sub-Consultants and their Personnel not to) at any time (a) communicate to any person or entity any confidential information acquired in the course of the Services, or (b) make public the recommendations formulated in the course of, or as a result of, the Services.
- Rights of Use
- 3.3.2 The Consultant and its Personnel shall not (and shall cause any Sub-Consultants and their Personnel not to), without the previous written consent of the MCA-Georgia, disclose this Contract, or any provision of this Contract, or any specification, plan, drawing, pattern, sample or information provided by or on behalf of the MCA-Georgia in connection therewith, to any person other than a person employed by the Consultant in the performance of this Contract. Disclosure to any such employed person shall be made in confidence and

shall extend only as far as may be necessary for purposes of such performance.

3.3.3 The Consultant and its Personnel shall not (and shall cause any Sub-Consultants and their Personnel not to), without the previous written consent of the MCA-Georgia, make use of any document or information related to or delivered in connection with this Contract, except for the purpose of performing this Contract.

3.3.4 Any document related to or delivered in connection with this Contract, other than this Contract itself, shall remain the property of the MCA-Georgia and shall be returned (including, except as provided in GCC Sub-Clause 3.4, all the copies) to the MCA-Georgia on completion of the Consultant's performance under this Contract.

3.4 Documents Prepared by the Consultant to be the Property of the MCA-Georgia

All plans, drawings, specifications, designs, reports, other documents and software prepared by the Consultant under this Contract shall become and remain the property of the MCA-Georgia, and the Consultant shall, not later than upon termination or expiration of this Contract, deliver all such documents to the MCA-Georgia, together with a detailed inventory thereof in accordance with this GCC Sub-Clause 3.4 and Sub-Clause 3.3.4. The Consultant may retain a copy of such documents and software, and use such software for its own use with prior written approval of the MCA-Georgia. If license agreements are necessary or appropriate between the Consultant and third parties for purposes of development of any such computer programs, the Consultant shall obtain the MCA-Georgia's prior written approval to such agreements, and the MCA-Georgia shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned. Other restrictions about the future use of these documents and software, if any, shall be specified in the SCC.

3.5 Liability of the Consultant

Subject to additional provisions, if any, set forth in the SCC, the Consultants' liability under this Contract shall be provided by the Applicable Law.

3.6 Insurance to be taken out by the Consultant

The Consultant (a) shall take out and maintain, and shall cause any Sub-Consultants to take out and maintain, at its (or the Sub-Consultants', as the case may be) own cost but on terms and conditions approved by the MCA-Georgia, insurance against the risks, and for the coverage specified in the SCC and in Appendix G, and (b) at the MCA-Georgia's request, shall

provide evidence to the MCA-Georgia showing that such insurance has been taken out and maintained and that the current premiums have been paid.

3.7 Accounting, Inspection and Auditing

The Consultant shall keep accurate and systematic accounts and records in respect of the provision of the Services under this Contract, in accordance with the provisions of Appendix G and internationally accepted accounting principles and in such form and detail as will clearly identify all relevant time changes and costs, receipt and use of goods and services and the bass thereof, together with a detailed inventory thereof.

3.8 Reporting Obligations

The Consultant shall maintain such books and records and submit to the MCA-Georgia the reports, documents and other information specified in Appendices B and G, in the form, in the numbers and within the time periods set forth in such Appendices. The Consultant shall submit to the MCA-Georgia such other reports, documents and information as may be requested by the MCA-Georgia from time to time. Final Design Specifications shall be delivered in an electronic form specified by the MCA-Georgia in addition to the hard copies specified in Appendices B and G. The Consultant consents to the MCA-Georgia's sharing of the reports, documents and information delivered by the Consultant pursuant to this Contract with MCC and the Government.

3.9 Consultant's Actions Requiring the MCA-Georgia's Prior Approval

In addition to any modification or variation of the terms and conditions of this Contract pursuant to GCC Sub-Clause 2.4, the Consultant shall obtain the MCA-Georgia's prior approval in writing before taking any of the following actions:

- (a) any change or addition to the Personnel listed in Appendix C;
- (b)** entering into a subcontract with a Sub-Consultant for the performance of any part of the Services; and
- (c) any other action that may be specified in the SCC.

3.10 Obligations with Respect to Subcontracts

Notwithstanding the MCA-Georgia's approval for the Consultant to enter into a subcontract pursuant to GCC Clause 3.9, the Consultant shall retain full responsibility for the Services. In the event that any Sub-Consultants are found by the MCA-Georgia to be incompetent or incapable in discharging assigned duties, the MCA-Georgia may require that the Consultant provide a replacement, with qualifications and experience acceptable to the MCA-Georgia, or to resume the performance of the Services itself.



Consultant  
Requirements

(c) Use forced labor in the performance of the Contract.

The Consultant shall:

- (a) fulfill its obligations under this GCC Sub-Clause 3.14 and any additional obligations related to TIP that may be set forth in the Services or any other documents that make up this Contract;
- (b) notify Personnel with respect to MCC's policy regarding TIP and the prohibited activities described in this GCC Sub-Clause 3.14;
- (c) notify the MCA-Georgia within 48 hours or as soon as reasonably possible upon the Consultant:
  - (i) becoming aware of any information it receives from any source (including law enforcement) that alleges any Personnel, Sub-Consultant, or any of its personnel, or any agent or affiliate of any of them, has engaged in conduct that violates MCC's TIP policy; or
  - (ii) taking any action against any Personnel, Sub-Consultant or any of its personnel, or any agent or affiliate of any of them, pursuant to these requirements; and
- (d) Ensure that any subcontract or sub award entered into by the Consultant, as permitted by this Contract, includes the substance of the provisions of this GCC Sub-Clause 3.14.

Remedies

In addition to any other remedies that may be available under the terms of this Contract or Applicable Law, any breach of this GCC Sub-Clause 3.14 may result in:

- (a) the MCA-Georgia requiring the Consultant to remove the involved Personnel, Sub-Consultant or any of its involved personnel, or any involved agent or affiliate;
- (b) the MCA-Georgia requiring the termination of a subcontract or sub award;
- (c) suspension of Contract payments until the breach is remedied to the satisfaction of the MCA-Georgia and MCC;
- (d) loss of incentive payment, consistent with the incentive plan set out in the Contract, if any, for the performance period in which the MCA-Georgia or MCC determine the breach remains unremedied;
- (e) the MCA-Georgia or MCC pursuing sanction of the

Consultant, including declaring the Consultant ineligible, either indefinitely or for a stated period of time, to be awarded any MCC-funded contract; and

- (f) termination of the Contract by the MCA-Georgia, in which case the provisions of GCC Sub-Clause 2.7.1(d) shall apply.

3.15 Labour and Working Conditions.

The Consultant shall comply with the MCC Environmental Guidelines, including IFC Performance Standard 2 on Labor and Working Conditions, as well as with national employment and labor laws, including the ILO Conventions; specifically, the Consultant shall:

- (a) promote fair treatment and non-discrimination of workers;
- (b) protect workers especially vulnerable groups such as children, migrant workers and workers engaged by third parties;
- (c) promote safe and healthy working conditions; and
- (d) establish a grievance mechanism for employees to raise work place concerns.

The Consultant shall not use any forced labor.

Defined terms

For purposes of the application and interpretation of this GCC Sub-Clause 3.15, the terms, “fair treatment,” “non-discrimination,” “vulnerable groups,” “safe and healthy working conditions,” and “forced labor” have the meanings given such terms in IFC Performance Standard 2 and such definitions are incorporated by reference into this GCC Sub-Clause 3.15.

#### 4. Consultant’s Personnel and Sub-Consultants

4.1 General

The Consultant shall employ and provide such qualified and experienced Personnel and Sub-Consultants as are required to carry out the Services.

4.2 Description and Approval of Personnel; Adjustments; Approval of

4.2.1 The title, agreed job description, minimum qualification and estimated period of engagement in the carrying out of the Services of each of the Consultant’s Key Professional Personnel are described in Appendix C. The Key Professional Personnel and Sub-Consultants listed by title as well as by name in Appendix C are hereby approved by the

Additional Work	MCA-Georgia.
	4.2.2 GCC Sub-Clause 3.9 shall apply in respect of other Personnel and Sub-Consultants which the Consultant proposes to use in the carrying out of the Services, and the Consultant shall submit to the MCA-Georgia for review and approval a copy of their Curricula Vitae (CVs).
	4.2.3 Adjustments with respect to the estimated periods of engagement of Key Professional Personnel set forth in Appendix C may be made by the Consultant without the prior approval of the MCA-Georgia only if (a) such adjustments shall not alter the originally estimated period of engagement of any individual by more than ten percent (10%) or one week, whichever is larger and (b) the aggregate of such adjustments shall not cause payments under this Contract to exceed the Contract Price. If so indicated in the SCC, the Consultant shall provide written notice to the MCA-Georgia of any such adjustments. Any other adjustments shall only be made with the MCA-Georgia's prior written approval.
	4.2.4 If additional work is required beyond the scope of the Services specified in Appendix A, the estimated periods of engagement of Key Professional Personnel set forth in Appendix C may be increased by agreement in writing between the MCA-Georgia and the Consultant. In a case in which such additional work would result in payments under this Contract exceeding the Contract Price, such additional work and payments will be explicitly described in the agreement and shall be subject in all respects to the provisions of GCC Clauses 2.4 and 6.4.
4.3 Working Hours, Overtime, Leave, etc.	4.3.1 Working hours and holidays for Key Professional Personnel are set forth in Appendix C. To account for travel time, foreign Personnel carrying out Services inside <b>Georgia</b> shall be deemed to have commenced, or finished work in respect of the Services such number of days before their arrival in, or after their departure from <b>Georgia</b> as is specified in Appendix C.
	4.3.2 The Consultant and Personnel shall not be entitled to reimbursement for overtime nor to take paid sick leave or vacation leave except as specified in Appendix C, and except as specified in Appendix C, the Consultant's remuneration shall be deemed to cover these items. All leave to be allowed to the Personnel is included in the staff-months of service set forth in Appendix C. Any taking of leave by



Personnel shall be subject to the prior approval by the Consultant who shall ensure that absence for leave purposes will not delay the progress and adequate supervision of the Services.

- 4.4 Removal and/or Replacement of Personnel
- 4.4.1 Except as the MCA-Georgia may otherwise agree, no changes shall be made in the Key Professional Personnel. If, for any reason beyond the reasonable control of the Consultant, such as retirement, death, medical incapacity, among others, it becomes necessary to replace any of the Key Professional Personnel, the Consultant shall, subject to GCC Sub-Clause 3.9(a), provide as a replacement a person of equivalent or better qualifications.
- 4.4.2 If the MCA-Georgia (a) finds that any of the Personnel has committed serious misconduct or has been charged with having committed a criminal action, or (b) has reasonable cause to be dissatisfied with the performance of any of the Personnel, then the Consultant shall, at the MCA-Georgia's written request specifying the grounds therefore and subject to GCC Sub-Clause 3.9(a), provide as a replacement a person with qualifications and experience acceptable to the MCA-Georgia.
- 4.4.3 The Consultant shall have no claim for additional costs arising out of or incidental to any removal and/or replacement of Personnel.
- 4.5 Resident Project Manager
- If required by the SCC, the Consultant shall ensure that at all times during the Consultant's performance of the Services in **Georgia** a resident project manager, acceptable to the MCA-Georgia, shall take charge of the performance of such Services.

## 5. Obligations of the MCA-Georgia

- 5.1 Assistance and Exemptions
- Unless otherwise specified in the SCC, the MCA-Georgia shall use its best efforts to ensure that the Government shall:
- (a) Provide the Consultant, Sub-Consultants and Personnel with work permits and such other documents as shall be necessary to enable the Consultant, Sub-Consultants or Personnel to perform the Services.
- (b) Arrange for the Personnel and, if appropriate, their eligible dependents to be provided promptly with all necessary entry and exit visas, residence permits, exchange permits and any other documents required for their stay in the Government's country.

- (c) Facilitate prompt clearance through customs of any goods required for the Services and of the personal effects of the Personnel and their eligible dependents.
- (d) Exempt the Consultant, Sub-Consultants and their Personnel employed for the Services from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a corporate entity according to the Applicable Law.
- (e) Grant to the Consultant, Sub-Consultants and their Personnel the privilege, pursuant to the Applicable Law, of bringing into **Georgia** reasonable amounts of foreign currency for the purposes of the Services or for the personal use of the Personnel and their dependents and of withdrawing any such amounts as may be earned therein by the Personnel in the execution of the Services.

5.2 Change in the Applicable Law Related to Taxes and Duties      If, after the date of this Contract, there is any change in the Applicable Law with respect to Taxes and duties which increases or decreases the cost incurred by the Consultant in performing the Services, payments to the Consultant shall not be adjusted. However, the provisions of GCC Sub-Clause 1.10. (e) Shall be applicable in such a situation.

5.3 Services, Facilities and Property of the MCA-Georgia      5.3.1 The MCA-Georgia shall make available to the Consultant and the Personnel, for the purposes of performing the Services and free of any charge, the services, facilities and property described in Appendix F at the times and in the manner specified in Appendix F.

5.3.2 In case that such services, facilities and property shall not be made available to the Consultant as and when specified in Appendix F, the Parties shall agree on (a) any time extension that it may be appropriate to grant to the Consultant for the performance of the Services, (b) the manner in which the Consultant shall procure any such services, facilities and property from other sources, and (c) the additional payments, if any, to be made to the Consultant as a result thereof pursuant to GCC Sub-Clause 6.1.

5.4 Payment      In consideration of the Services performed by the Consultant under this Contract, the MCA-Georgia shall make to the Consultant payments in the manner provided in GCC Clause 6.

5.5 Counterpart Personnel      5.5.1 The MCA-Georgia shall make available to the Consultant free of charge such professional and support counterpart personnel, to be nominated by the MCA-Georgia with the

Consultant's advice, if specified in Appendix F.

5.5.2 If counterpart personnel are not provided by the MCA-Georgia to the Consultant as and when specified in Appendix F, the MCA-Georgia and the Consultant shall agree on (a) how the affected part of the Services shall be carried out, and (b) the additional payments, if any, to be made by the MCA-Georgia to the Consultant as a result thereof pursuant to GCC Sub-Clause 6.1.

5.5.3 Professional and support counterpart personnel, excluding the MCA-Georgia's liaison personnel, shall work under the exclusive direction of the Consultant. If any member of the counterpart personnel fails to perform adequately any work assigned to such member by the Consultant that is consistent with the position occupied by such member, the Consultant may request the replacement of such member, and the MCA-Georgia shall not unreasonably refuse to act upon such request.

## **6. Payments to the Consultant**

- |     |   |  |
|-----|---|--|
| 6.1 | Contract Price                                    | Except as provided in GCC Sub-Clause 6.5, the total payment due to the Consultant shall not exceed the Contract Price set forth in the SCC (as may be adjusted in accordance with the terms of the SCC). The Contract Price is an all-inclusive fixed-price, lump-sum covering all costs required to provide the Services in accordance with the terms of this Contract. The Contract Price may only be increased above the amounts stated in the SCC (including, without limitation, pursuant to the terms of GCC Sub-Clauses 4.2.4, 5.4.2 and 5.6.2) if the Parties have agreed to additional payments in accordance with GCC Sub-Clauses 2.4 and 6.4. |
| 6.2 | Currency of Payment                               | Payments shall be made in Georgian LARI (GEL)  |
| 6.3 | Terms, Conditions and Mode of Billing and Payment | Payments will be made to the account of the Consultant and according to the payment schedule stated in SCC 6.1 and against an invoice. Any other payment shall be made after the conditions listed in the SCC for such payment have been met, and the Consultant has submitted an invoice to the MCA-Georgia specifying the amount. In all cases, invoices shall be delivered to the MCA-Georgia no later than 30 days prior to the requested payment date and will not be deemed delivered until they are in form and substance satisfactory to   |

the MCA-Georgia. Payments will be made to the Consultant within thirty (30) days of the date of receipt by the MCA-Georgia of a valid and proper invoice or the date of the MCA-Georgia's acceptance of required deliverables (e.g., the delivery of reports), whichever is later. The Consultant shall comply with any other instructions related to payment as may be reasonably requested by the MCA-Georgia.

- 6.4 Payment for Additional Services For the purposes of determining the remuneration due for additional services as may be granted under GCC Sub-Clause 2.4, a breakdown of the Contract Price (lump sum) is provided in Appendices D and E.
- 6.5 Interest on Delayed Payments If the MCA-Georgia has delayed payments beyond thirty (30) days after the payment date determined in accordance with GCC Sub-Clause 6.3, interest shall be paid to the Consultant for each day of delay at the rate stated in the SCC.

## **7. Fairness and Good Faith**

- 7.1 Good Faith The Parties undertake to act in good faith with respect to each other's rights under this Contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.
- 7.2 Operation of the Contract The Parties recognize that it is impractical in this Contract to provide for every contingency which may arise during the life of this Contract, and the Parties hereby agree that it is their intention that this Contract shall operate fairly as between them, and without detriment to the interest of either of them, and that, if during the term of this Contract either Party believes that this Contract is operating unfairly, the Parties will use their best efforts to agree on such action as may be necessary to remove the cause or causes of such unfairness.

## **8. Settlement of Disputes**

- 8.1 Amicable Settlement The Parties agree that the avoidance or early resolution of disputes is crucial for a smooth execution of this Contract and the success of the assignment. The Parties shall use their best efforts to settle amicably all disputes arising out of or in connection with this Contract or its interpretation.
- 8.2 Dispute Resolution Any dispute between the Parties as to matters arising pursuant to this Contract that cannot be settled amicably within thirty (30) days after the receipt by one Party of the other Party's request for such amicable settlement may be submitted by

either Party for settlement in accordance with the provisions specified in the SCC.

## **9. Compact Conditionalities**

### **9.1 Required Provisions**

For the avoidance of doubt, the Parties agree and understand that the provisions set forth in Appendix G reflect certain obligations of the Government and the MCA-Georgia under the terms of the Compact and related documents that are also required to be transferred onto any consultant, sub-consultant or associate who partakes in procurements or contracts in which MCC funding is involved and that, as with other clauses of this Contract, the provisions of Appendix G are binding obligations under this Contract.

### **9.2 Flow Through Provisions**

In any sub-contract or sub-award entered into by the Consultant, as permitted by the terms of this Contract, the Consultant shall ensure the inclusion of all the provisions contained in Appendix G in any agreement related to such sub-contract or sub-award.

<b>III. Special Conditions of Contract</b>	
	Amendments of, and Supplements to, Clauses in the General Conditions of Contract of this Contract
GCC 1.4	This Contract shall be executed in the English language Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> and in the <b>[Local Language]</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> .
GCC 1.6.1	The addresses for serving notices under this Contract are: <u>For the MCA-Georgia:</u> <b>MCA-Georgia</b> <u>Address :</u> <u>Email :</u>  <u>For the Consultant:</u>
GCC 1.8	The Member in charge is <b>[insert name of member]</b> <i>[Note: If the Consultant consists of a joint venture or another association of more than one entity, the name of the entity whose address is specified in SCC 1.9 should be inserted here. If the Consultant consists only of one entity, this SCC 1.8 should be deleted from the SCC.]</i>
GCC 1.9	The Authorized Representatives are: <u>For the MCA-Georgia:</u> <b>MCA-Georgia</b> <b>[Attention]</b> <b>[Name of the MCA-Georgia Representative]</b> <u>Address :</u> <u>Email :</u>  <u>For the Consultant:</u>
GCC 2.1	This Contract shall enter into force on the date of signing of the Contract by both parties. OR This Contract shall enter into force on <b>[insert date]</b> . <i>[Note: delete whichever is not appropriate].</i>

GCC 2.2	The Effective Date shall be <b>[insert date]</b> .
GCC 2.3	The Contract shall expire on <b>[insert date]</b> .
GCC 3.4	<p><b>[the MCA-Georgia to state here any further restrictions on the use of documents]</b></p> <p><i>[Note: If there are no additional restrictions on the use of documents, this SCC 3.4 should be deleted from the Contract]</i></p>
GCC 3.5	<p><b>[The MCA-Georgia to state here any additional provisions to the Consultant’s liability under this Contract.]</b></p> <p><i>[Note: If there are no additional provisions to the Consultant’s liability under the Contract, this SCC 3.5 should be deleted from the Contract]</i></p>
GCC 3.6	<p>The risks and the minimum coverage shall be as follows:</p> <ul style="list-style-type: none"> <li>(a) third party motor vehicle liability insurance in respect of motor vehicles operated in <b>Georgia</b> by the Consultant or its Personnel or any Sub-Consultants or their Personnel, with a minimum coverage of <b>[insert amount and currency]</b>;</li> <li>(b) third party liability insurance, with a minimum coverage of <b>[insert amount and currency]</b>;</li> <li>(c) professional liability insurance, with a minimum coverage of <b>[insert amount and currency]</b>;</li> <li>(d) employer’s liability and workers’ compensation insurance in respect of the Personnel of the Consultant and of any Sub-Consultants, in accordance with the relevant provisions of the Applicable Law, as well as, with respect to such Personnel, any such life, health, accident, travel or other insurance as may be appropriate; and</li> <li>(e) insurance against loss of or damage to (i) equipment purchased in whole or in part with funds provided under this Contract, (ii) the Consultant’s property used in the performance of the Services, and (iii) any documents prepared by the Consultant in the performance of the Services.</li> </ul> <p><i>[Note: Delete what is not applicable.]</i></p>
GCC 3.9	<p><b>[The MCA-Georgia to state here any additional actions by the Consultant that require the MCA-Georgia’s prior approval.]</b></p> <p><i>[Note: If there are no additional actions on the part of the Consultant that require the MCA-Georgia’s prior approval, this SCC 3.9 should be deleted from the Contract]</i></p>
GCC 4.2.3	Written notification to the MCA-Georgia of adjustments <b>[is] [is not]</b> required.
GCC 4.5	A resident project manager <b>[shall] [shall not]</b> be required for the duration of this Contract.
GCC 5.1	<b>[The MCA-Georgia to state here any assistance it will or will not provide the</b>

	<p><b>Consultant in addition to those points stated in GCC Sub-Clause 5.1.]</b></p> <p><i>[Note: If there are no additions or changes to the assistance the MCA-Georgia will provide under GCC Sub-Clause 5.1, this SCC 5.1 should be deleted from the Contract]</i></p>
GCC 6.1	<p>The amount of the lump sum fixed price contract is <b>XXXXX [US Dollars] OR XXXXX [Local Currency] OR XXXXX [US Dollars] and XXXXX [Local Currency]</b> (the “Contract Price”).</p> <p>The accounts are:</p> <p>For US Dollars: <b>[insert account number]</b></p> <p>For Local Currency : <b>[insert account number]</b></p> <p>Payments for the deliverables shall be made according to the following schedule of percentages of the amounts included in the Contract:</p> <p><b>XXXXX [insert payment schedule]</b></p>
	<p>Payments for remuneration made in accordance with GCC Clause 6 in US Dollars and/or Local Currency/ies shall be adjusted as follows:</p> <p>(a) Remuneration paid in US Dollars pursuant to the rates set forth in Appendix D shall be adjusted every <b>[insert 12, 15 or 18]</b> months by applying the following formula:</p> $R_f = R_{fo} \times \frac{I_f}{I_{fo}}$ <p>where <math>R_f</math> is the adjusted remuneration, <math>R_{fo}</math> is the remuneration payable on the basis of the rates set forth in Appendix D for remuneration payable in US Dollars, <math>I_f</math> is the official index for salaries in the United States of America for the first month for which the adjustment is supposed to have effect, and <math>I_{fo}</math> is the official index for salaries in the United States of America for the month of the date of the Contract.</p> <p>(b) Remuneration paid in Local Currency pursuant to the rates set forth in Appendix E shall be adjusted every <b>[insert 12, 15, or 18]</b> months by applying the following formula:</p> $R_l = R_{lo} \times \frac{I_l}{I_{lo}}$ <p>where <math>R_l</math> is the adjusted remuneration, <math>R_{lo}</math> is the remuneration payable on the basis of the rates set forth in Appendix E for remuneration payable in Local Currency, <math>I_l</math> is the official index for salaries in <b>Georgia</b> for the first month for which the adjustment is to have effect and, <math>I_{lo}</math> is the official index for salaries in <b>Georgia</b> for the month of the date of the Contract.</p>
GCC 6.5	<p>The interest rate to be applied in the case of late payments is the Federal Funds</p>



	Rate as stated on the website <a href="http://www.federalreserve.gov/fomc/funds/rate.htm">www.federalreserve.gov/fomc/funds/rate.htm</a>
GCC 8.2	All disputes shall be settled by arbitration <sup>5</sup> and the rules for the selection of arbitrators and as well as the proceedings shall be determined by the parties in a form of additional agreement thereto.
	5. <u>Costs.</u> Upon the occurrence of a dispute, the Parties shall agree on the allocation of the costs associated with any settlement efforts before arbitration or associated with arbitration. Where the Parties fail to agree on the allocation, the allocation shall be determined by the arbitrator.
	6. <u>Miscellaneous.</u> In any arbitration proceeding under this Contract: <ul style="list-style-type: none"> <li>(a) proceedings shall, be held in [            ]</li> <li>(b) the English language shall be the official language for all purposes; and</li> <li>(c) The decision of the sole arbitrator or of a majority of the arbitrators shall be final and binding and shall be enforceable in any court of competent jurisdiction, and the Parties hereby waive any objections to or claims of immunity in respect of such enforcement.</li> </ul>
	<p><b><i>[Note: The following provision concerning MCC's right to be included as an observer in any arbitration proceeding is to be included in all contracts]</i></b></p> <p>7. <u>MCC Right to Observe.</u> MCC has the right to be an observer to any arbitration proceeding associated with this Contract, at its sole discretion, but does not have the obligation to participate in any arbitration proceeding. Whether or not MCC is an observer to any arbitration associated with this Contract, the Parties shall provide MCC with written English transcripts of any arbitration proceedings or hearings and a copy of the reasoned written award within ten (10) days after (a) each such proceeding or hearing or (b) the date on which any such award is issued. MCC may enforce its rights under this Contract in an arbitration conducted in accordance with this provision or by bringing an action in any court that has jurisdiction. The acceptance by MCC of the right to be an observer to the arbitration shall not constitute consent to the jurisdiction of the courts or any other body of any jurisdiction or to the jurisdiction of any arbitral panel.</p>

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<sup>5</sup> The court of arbitration to be used will defined during the contract negotiations with the selected respondent.

## IV. Appendices

### Appendix A – Description of Services

**Note:** Give detailed descriptions of the Services to be provided, dates for completion of various tasks, place of performance for different tasks, specific tasks to be approved by the MCA-Georgia, etc.

## **Appendix B - Reporting Requirements**

**Note:** List format, frequency, and contents of reports; persons to receive them; dates of submission; etc.

## **Appendix C - Key Professional Personnel and Sub-Consultants**

**Note:** List under:

- C-1 Titles [**and names, if already available**], detailed job descriptions and minimum qualifications of foreign Key Professional Personnel to be assigned to work in **Georgia**, and estimated staff-months for each.
- C-2 Same as C-1 for foreign Key Professional Personnel to be assigned to work outside **Georgia**.
- C-3 List of approved Sub-Consultants (if already available) and same information with respect to their Personnel as in C-1 or C-2.
- C-4 Same information as C-1 for local Key Professional Personnel.
- C-5 Working hours, holidays, sick leave and vacations, as provided for in GCC Sub-Clause 4.3 (if applicable)

## **Appendix D - Breakdown of Contract Price in US Dollars**

**Note:** List here the monthly rates for Personnel (Key Professional Personnel and other Personnel) (fully loaded, including direct and indirect expenses and profit), used to arrive at the breakdown of the lump-sum price - US Dollars portion (from Form FIN-4).

This appendix will exclusively be used for determining remuneration for additional services.

### **Appendix E - Services and Facilities to be Provided by the MCA-Georgia**

**Note:** List here the services, facilities and counterpart personnel to be made available to the Consultant by the MCA-Georgia.

N/A

## Appendix G – Additional Provisions

Capitalized terms that are used but not defined in this Appendix shall have the meaning given to them in the GCC or in the Compact or related agreements.

The MCA-Georgia is responsible for the oversight and management of the implementation of the Compact on behalf of the Government, and intends to apply a portion of the proceeds of the Compact to eligible payments under this Contract, provided that (a) such payments will only be made at the request of and on behalf of the MCA-Georgia and as authorized by the Fiscal Agent, (b) MCC shall have no obligations to the Consultant under the Compact or this Contract, (c) such payments will be subject, in all respects, to the terms and conditions of the Compact, and (d) no party other than the Government and the MCA-Georgia shall derive any rights from the Compact or have any claim to MCC Funding.

### A. MCC Status; Reserved Rights; Third-Party Beneficiary

1. MCC Status. MCC is a U.S. Government corporation acting on behalf of the U.S. Government in the implementation of the Compact. As such, MCC has no liability under this Agreement, and is immune from any action or proceeding arising under or relating to this Agreement. In matters arising under or relating to this Agreement, MCC is not subject to the jurisdiction of the courts or any other juridical or other body of any jurisdiction.

#### 2. MCC Reserved Rights.

(a) Certain rights are expressly reserved to MCC under this Agreement, the Compact and other related Compact documents, including the right to approve the terms and conditions of this Agreement, as well as any amendments or modifications hereto, and the right to suspend or terminate this Agreement.

(b) MCC, in reserving such rights under this Agreement, the Compact or other related Compact documents, has acted solely as a funding entity to assure the proper use of U.S. Government funds, and any decision by MCC to exercise or refrain from exercising these rights shall be made as a funding entity in the course of funding the activity and shall not be construed as making MCC a party to this Agreement.

(c) MCC may, from time to time, exercise its rights, or discuss matters related to this Agreement with the parties to this Agreement, the Government or the MCA-Georgia, as appropriate, jointly or separately, without thereby incurring any responsibility or liability to any party.

(d) Any approval (or failure to approve) or exercise of (or failure to exercise) any rights by MCC shall not bar the Government, the MCA-Georgia, MCC or any other person or entity from asserting any right against the Contract Party, or relieve the Contract Party of any liability which the Contract Party might otherwise have to the Government, the MCA-Georgia, MCC, or any other person or entity. For the purposes of this clause (d), MCC shall be deemed to include any MCC officer, director, employee, affiliate, contractor, agent or representative.

#### 3. Third-Party Beneficiary. MCC shall be deemed to be a third party beneficiary under

this Agreement.

**B. Limitations on the Use or Treatment of MCC Funding.**

The use and treatment of MCC Funding in connection with this Agreement does not, and shall not, violate any limitations or requirements specified in the Compact or any other relevant agreement or Implementation Letter or applicable law or U.S. Government policy. No MCC Funding shall be used for military purposes, for any activity likely to cause a substantial loss of United States jobs or a substantial displacement of United States production, to support any activity likely to cause a significant environmental, health or safety hazard, or to fund abortions or involuntary sterilizations as a method of family planning. MCC Funding shall be free from the payment or imposition of all Taxes as set forth in the Compact.

**C. Procurement.**

The Contract Party shall ensure that all procurements of goods, services or works under, related to or in furtherance of this Agreement shall be consistent with the general principles set forth in the Compact and in the MCC Program Procurement Guidelines from time to time in effect as posted on the MCC website at [www.mcc.gov](http://www.mcc.gov). The Contract Party shall comply with the eligibility requirements related to prohibited source or restricted party provisions in accordance with U.S. law, regulations and policy, applicable World Bank policies or guidelines and in accordance with other eligibility requirements as may be specified by MCC or the MCA-Georgia.

**D. Reports and Information; Access; Audits; Reviews.**

1. Reports and Information. The Contract Party shall maintain such books and records and provide such reports, documents, data or other information to the MCA-Georgia in the manner and to the extent required by the Compact or related documents and as may be reasonably requested by the MCA-Georgia from time to time in order to comply with its reporting requirements arising under the Compact or related documents. MCC may freely use any information it receives in any report or document provided to it in any way that MCC sees fit. The provisions of the Compact and related documents that are applicable to the Government in this regard shall apply, mutatis mutandis, to the Contract Party as if the Contract Party were the Government under the Compact.

2. Access; Audits and Reviews. Upon MCC's request, the Contract Party shall permit authorized representatives of MCC, an authorized Inspector General of MCC, the United States Government Accountability Office, any auditor responsible for an audit contemplated by the Compact or conducted in furtherance of the Compact, and any agents or representatives engaged by MCC or the Government to conduct any assessment, review or evaluation of the Program, the opportunity to audit, review, evaluate or inspect activities funded by MCC Funding. The provisions of the Compact or related documents that are applicable to the Government in this regard shall apply, mutatis mutandis, to the Contract Party as if the Contract Party were the Government under the Compact.

3. Application to Providers. The Contract Party shall ensure the inclusion of the applicable audit, access and reporting requirements from the Compact in its contracts or



agreements with other providers in connection with this Agreement.

**E. Compliance with Anti- Corruption, Anti-Money Laundering, Terrorist Financing, and Trafficking in Persons Statutes and Other Restrictions.**

1. The Contract Party shall ensure that no payments have been or will be made by the Contract Party to any official of the Government, the MCA-Georgia, or any third party (including any other government official) in connection with this Agreement in violation of the U.S. Foreign Corrupt Practices Act of 1977, as amended (15 U.S.C. §dd-1 et seq.) (the “FCPA”) or that would otherwise be in violation of the FCPA if the party making such payment were deemed to be a U.S. person or entity subject to the FCPA, or similar statute applicable to this Agreement, including any local laws. The Contract Party affirms that no payments have been or will be received by any official, employee, agent or representative of the Contract Party in connection with this Agreement in violation of the FCPA or that would otherwise be in violation of the FCPA if the party making such payment were deemed to be a U.S. person or entity subject to the FCPA, or similar statute applicable to this Agreement, including any local laws.

2. The Contract Party shall not provide material support or resources directly or indirectly to, or knowingly permit MCC Funding to be transferred to, any individual, corporation or other entity that the Contract Party knows, or has reason to know, commits, attempts to commit, advocates, facilitates, or participates in any terrorist activity, or has committed, attempted to commit, advocated, facilitated or participated in any terrorist activity, including, but not limited to, the individuals and entities (i) on the master list of Specially Designated Nationals and Blocked Persons maintained by the U.S. Department of Treasury’s Office of Foreign Assets Control, which list is available at [www.treas.gov/offices/enforcement/ofac](http://www.treas.gov/offices/enforcement/ofac), (ii) on the consolidated list of individuals and entities maintained by the “1267 Committee” of the United Nations Security Council, (iii) on the list maintained on [www.epls.gov](http://www.epls.gov), or (iv) on such other list as the MCA-Georgia may request from time to time. For purposes of this provision, “material support and resources” includes currency, monetary instruments or other financial securities, financial services, lodging, training, expert advice or assistance, safe houses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials.

3. The Contract Party shall ensure that its activities under this Agreement comply with all applicable U.S. laws, regulations and executive orders regarding money laundering, terrorist financing, trafficking in persons, U.S. sanctions laws, restrictive trade practices, boycotts, and all other economic sanctions promulgated from time to time by means of statute, executive order, regulation or as administered by the Office of Foreign Assets Control of the U.S. Department of the Treasury or any successor governmental authority, including, 18 U.S.C. §1956, 18 U.S.C. §1957, 18 U.S.C. §2339A, 18 U.S.C. §2339B, 18 U.S.C. §2339C, 18 U.S.C. §981, 18 U.S.C. §982, Executive Order 13224, 15 C.F.R. Part 760, and those economic sanctions programs enumerated at 31 C.F.R. Parts 500 through 598 and shall ensure that its activities under this Agreement comply with any policies and procedures for monitoring operations to ensure compliance, as may be established from time to time by MCC, the MCA-Georgia, the Fiscal Agent, or the Bank, as may be applicable. The Contract Party shall verify, or cause to be verified, appropriately any individual, corporation or other entity with access to or recipient of funds, which verification shall be conducted in accordance with the procedures set out in Part 10 of the

MCC Program Procurement Guidelines (Eligibility Verification Procedures) that can be found on MCC's website at [www.mcc.gov](http://www.mcc.gov). The Contract Party shall (A) conduct the monitoring referred to in this paragraph on at least a quarterly basis, or such other reasonable period as the MCA-Georgia or MCC may request from time to time and (B) deliver a report of such periodic monitoring to the MCA-Georgia with a copy to MCC.

4. Other restrictions on the Contract Party shall apply as set forth in the Compact or related documents with respect to any activities in violation of other applicable U.S. laws, regulations, executive orders or policies, any misconduct injurious to MCC or the MCA-Georgia, any activity contrary to the national security interests of the United States or any other activity that materially and adversely affects the ability of the Government or any other party to effectively implement, or ensure the effective implementation of, the Program or any Project or to otherwise carry out its responsibilities or obligations under or in furtherance of the Compact or any related document or that materially and adversely affects the Program assets or any Permitted Account.

#### **F. Publicity Information and Marking**

1. The Contract Party shall cooperate with the MCA-Georgia and the Government to provide the appropriate publicity to the goods, works and services provided under this Agreement, including identifying Program activity sites and marking Program assets as goods, works and services funded by the U.S. Government, acting through MCC, all in accordance with the MCC Standards for Global Marking available on the MCC website at <http://www.mcc.gov>; provided, however, that any press release or announcement regarding MCC or the fact that MCC is funding the Program or any other publicity materials referencing MCC shall be subject to MCC's prior written approval and must be consistent with any instructions provided by MCC from time to time in relevant Implementation Letters.

2. Upon the termination or expiration of the Compact, the Contract Party shall, upon MCC's request, cause the removal of any such markings and any references to MCC in any publicity materials.

#### **G. Insurance.**

The Contract Party shall obtain insurance, performance bonds, guarantees or other protections appropriate to cover against risks or liabilities associated with performance of this Agreement. The Contract Party shall be named as payee on any such insurance and the beneficiary of any such guarantee, including performance bonds. The MCA-Georgia and, at MCC's request, MCC shall be named as additional insurance on any such insurance or other guarantee, to the extent permissible under applicable laws. The Contract Party shall ensure that any proceeds from claims paid under such insurance or any other form of guarantee shall be used to replace or repair any loss or to pursue the procurement of the covered goods, works and services; provided, however, that at MCC's election, such proceeds shall be deposited in an account as designated by the MCA-Georgia and acceptable to MCC or as otherwise directed by MCC.

#### **H. Conflict of Interest.**

The Contract Party shall ensure that no officer, director, employee, affiliate, contractor, subcontractor, agent, advisor or representative of the Contract Party participates in the selection, award, administration or oversight of a contract, grant or other benefit or transaction funded in whole or in part (directly or indirectly) by MCC Funding in connection with this Agreement, in which (i) the entity, the person, members of the person's immediate family or household or his or her business partners, or organizations controlled by or substantially involving such person or entity, has or have a financial or other interest or (ii) the person or entity is negotiating or has any arrangement concerning prospective employment, unless such person or entity has first disclosed in writing to the parties under this Agreement and MCC the conflict of interest and, following such disclosure, the parties to this Agreement agree in writing to proceed notwithstanding such conflict. The Contract Party shall ensure that none of its officers, directors, employees, affiliates, contractors, subcontractors, agents, advisors or representatives involved in the selection, award, administration, oversight or implementation of any contract, grant or other benefit or transaction funded in whole or in part (directly or indirectly) by MCC Funding in connection with this Agreement shall solicit or accept from or offer to a third party or seek or be promised (directly or indirectly) for itself or for another person or entity any gift, gratuity, favor or benefit, other than items of de minimis value and otherwise consistent with such guidance as MCC may provide from time to time. The Contract Party shall ensure that none of its officers, directors, employees, affiliates, contractors, subcontractors, agents, advisors or representatives engage in any activity which is, or gives the appearance of being, a conflict of interest in connection with this Agreement. Without limiting the foregoing, the Contract Party shall comply, and ensure compliance, with the applicable conflicts of interest and ethics policies of the MCA-Georgia as provided by the MCA-Georgia to the Contract Party.

#### **I. Inconsistencies.**

In the event of any conflict between this Agreement and the Compact and/or the Program Implementation Agreement, Procurement Agreement, or Disbursement Agreement, as applicable, the term(s) of the Compact and /or the Program Implementation Agreement, Procurement Agreement, or Disbursement Agreement, as applicable, shall prevail.

#### **J. Other Provisions**

The Contract Party shall abide by such other terms or conditions as may be specified by the MCA-Georgia or MCC in connection with this Agreement.

#### **K. Flow-Through Provisions.**

In any subcontract or sub-award entered into by the Contract Party, as permitted by this Agreement, the Contract Party shall ensure the inclusion of all the provisions contained in paragraphs (A) through (J) above.

## **Section 6      Terms of Reference**

### **Georgia II: Improving General Education Consultant Services for Education Project Design**

#### **1. INTRODUCTION**

The Government of Georgia (GoG), acting through the Millennium Challenge Account – Georgia (MCA-Georgia), requires professional services for design of two activities within the Improving General Education Quality project of the second Compact with the Millennium Challenge Corporation (MCC). The following two project activities are to be designed under the present RfP: (i) continuous professional development of teachers in STEM subjects, school managers, and other relevant educational personnel; and (ii) classroom-based student assessments.<sup>6</sup> A third activity within the Compact focuses on rehabilitation of school infrastructure,<sup>7</sup> the design of which is not within the scope of this assignment. The requested services will imply preliminary contextual analysis of the education sector in Georgia including institutional, financial, and policy analyses. Activity designs will include recommendations for implementation strategies, multi-year work plans, and multi-year financial plans. Services include working closely with MCA-Georgia, MCC, key GoG and other relevant Georgian counterparts in order to implement the assignment.

#### **2. BACKGROUND**

##### **2.1 Country and Sector Context**

Georgia graduated to lower middle income status in 2008, a result of sustained policy progress and economic growth achieved since the 2004 Rose Revolution. Over the past few years, Georgia has consistently ranked high in the World Bank’s indicators for “Doing Business” (moving from 112th place in 2005 to 15th place in 2008) and was recently the subject of a 2012 World Bank report, “Fighting Corruption in Public Services: Chronicling Georgia’s Reforms.” Georgia has implemented sweeping reforms that have: (i) strengthened public finances; (ii) improved the business environment; and (iii) enhanced social protection and social services. The results can be seen in appreciable improvements in economic and social institutions, which have produced a sound climate for foreign direct investments (FDI) and economic growth.

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<sup>6</sup> The MCC Compact will also fund technical assistance for approximately six Georgian national assessments and Georgian participation in five international assessments, including TIMSS, PISA and PIRLS.

<sup>7</sup> The goal of the MCC Compact-funded school rehabilitation investments is to produce school environments that lead to improved management, teaching, and student learning at each selected school.

Alongside the political, economic, and social reforms described above, in 2005 the GoG passed an educational reform law and has made substantial progress in reforming its education sector at both the general education and tertiary levels. Examples of reform in general education include: (i) restructuring the governance and financing of schools; (ii) developing and introducing a new national curriculum; (iii) introducing a computerized, reliable, and publicly credible national 12th grade school exit exam; (iv) introducing a qualifications-based salary and incentive system for teachers; (v) setting new teacher professional standards and initiating a teacher re-certification program; and (vi) adopting continuous professional development programs to better prepare teachers for evolving challenges in the classroom. The key aim of all these measures was and is to significantly improve the quality of education and student learning outcomes in order to create an educated, skilled, and internationally competitive individual.

Three relevant areas of general education have undergone significant changes in recent years: curriculum, educator professional development, and student assessment. In terms of curriculum, the Department for Curriculum and Educational Programs was created and successfully developed and implemented a new competency-based National Curriculum. The new curriculum facilitated the introduction of a new generation of textbooks and teaching/learning materials and equipment.

In professional development, the National Center for Teacher Professional Development Center (TPDC)<sup>8</sup> has a “Teacher Professional Development Scheme” in place which operates as a framework for teacher continuous professional development. This scheme works on an eight-year cycle wherein teachers must complete a base number of professional development credit hours and pass a re-certification exam in order to maintain their license to teach. Teachers who complete more credit hours can obtain the higher qualifications of “first rank teacher” or “highest rank teacher.” Alongside the “Scheme”, the Teacher Professional Standards, Teacher Certification mechanism, and on-going central or school-based professional development programs are important tools for further improving every day classroom activity and curriculum delivery.

In student performance assessment, a National Assessment and Examination Center (NAEC) was created in 2002 and has become one of the Georgia’s “success stories” in terms of institutional reforms in the region. NAEC’s achievements were highlighted in a 2012 World Bank report “Fighting Corruption in Public Services: Chronicling Georgia’s Reforms.” Since 2004, NAEC has successfully carried out national assessments, university entrance exams, teacher certification exams, and managed Georgia’s participation in international assessments, among other work. Under the Compact, NAEC will have responsibility (along with TPDC and the Curriculum Department) for classroom-based student assessment.

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<sup>8</sup> The Ministry of Education and Science of Georgia has begun to open “Teacher Houses”, structures where training is conducted by TPDC, in 2011. Teacher Houses in Tbilisi and Kutaisi have been operational since August 2012. Opening of Batumi Teacher House is planned for September 2013. MES intends to open additional Teacher Houses throughout the regions.

Despite these numerous successes, much work remains to improve both education policy and practice in Georgia. At the classroom level, better curriculum delivery, improved teaching, and the introduction of modern classroom-based assessments are key to improving student learning outcomes and to prepare them for meeting the challenges of the 21<sup>st</sup> Century. Attention to equity will be critical for reducing the barriers that currently limit the participation of girls and students from disadvantaged social groups and/or language minorities from pursuing education and careers in STEM professions.

Currently, in general education, while enrollment rates at the primary and secondary levels are high, international assessments of student learning display low education quality outcomes. Such a reality seriously affects Georgia’s potential for economic growth. In particular, GoG identified the lack of Science, Technology, Engineering, and Mathematics (STEM) professionals as a critical bottleneck to economic growth in Georgia. This is reflected in Georgia’s rank of 120 out of 142 countries on the availability of scientists and engineers in the 2011 Global Competitiveness Report. This was also apparent through both GoG and MCC consultations with the Georgian public and private sectors.

## 2.2 MCC in Georgia

The first five-year MCC Georgia Compact was completed in April 2011. The \$395 million Compact focused on infrastructure (roads, water/sanitation networks and energy rehabilitation) and rural private enterprise development through a grant program and separate investment fund.

For the second Compact, the Government of Georgia worked with MCC to develop a program that addressed the quality of human capital in Georgia. Georgia was initially selected as eligible to develop a second MCC Compact by MCC’s Board of Directors in January 2011 and then re-selected in December 2011 and December 2012. The Compact was signed on July 26, 2013.

## 2.3 Scope of the MCC investment in general education

Recent educational policy and institutional reforms provide a supportive environment for MCC investments in the Georgian education system. In this context, the GoG and MCC have selected three activities to improve general education quality. Below is a table that summarizes the three activities of the Improving General Education Quality project:

<b>Improving General Education Quality</b>
<p><b>1: Improved Learning Environment Infrastructure</b></p> <ul style="list-style-type: none"> <li>- Facilities rehabilitation</li> <li>- Provision of laboratory furniture/equipment</li> <li>- Professional development in the use of equipment</li> </ul>
<p><b>2: Training Educators for Excellence</b></p> <ul style="list-style-type: none"> <li>- Teacher professional development in pedagogy, curriculum delivery, use of equipment, classroom-based assessment</li> <li>- School management strengthening</li> <li>- Targeted support for socially disadvantaged students</li> </ul>

**3: Education Assessment Support**

- Support participation in international assessments
- Strengthen quality and implementation of current national assessments
- Development of a coherent national system of classroom assessment

The first activity will invest in improving the learning environments through renovating and equipping approximately 130 schools, the design of which is not part of the scope of this assignment. The second activity will provide professional development for educators including improving (a) secondary school teachers' and other education professionals' performance in the classroom in science, math, English language, and ICT, (b) school management, and (c) curriculum delivery support. The third activity will support the implementation of high quality education assessments (at the classroom, national, and international levels). The Compact will support the implementation of national and international assessments. These assessments will contribute to the continued improvement of the general education system by tracking student progress as well as holding teachers, administrators and national authorities accountable to Georgian stakeholders for achieving high-level outcomes. An implementation of a classroom assessment system will enable teachers to diagnose students' learning gaps to differentiate the instructional process according to those needs. Implementation of classroom assessments will require the development of pre-service and in-service training for teachers. While some of these interventions will have impact across the entire general education sector, Compact investments will be focused in the areas of secondary school science, mathematics, ICT, and English.

The ultimate aim of the investment in these three strategic areas is to *improve student learning outcomes* as defined by the National Curriculum Department of the Ministry of Education and Science (MES) and international best practice.

**2.4 Coordination with MCA-Georgia and MCC staff and consultants**

The Consultant shall directly report to the MCA General Education Project Director or her designee. The Consultant will be required to coordinate with MCA-Georgia and MCC staff and consultants working on monitoring and evaluation, social and gender assessment, infrastructure, including O&M and other areas in undertaking the tasks outlined below. The Consultant, in coordination with MCA General Education Director, or her designee should be prepared to actively collaborate with Ministry staff as well as other donors currently supporting education in Georgia. Important counterpart organizations are listed in the table below. The Consultant will be required to provide weekly updates and monthly reports of their work to the MCA-Georgia General Education Project Director or her designee. They may also be asked to respond to other ad hoc requests.

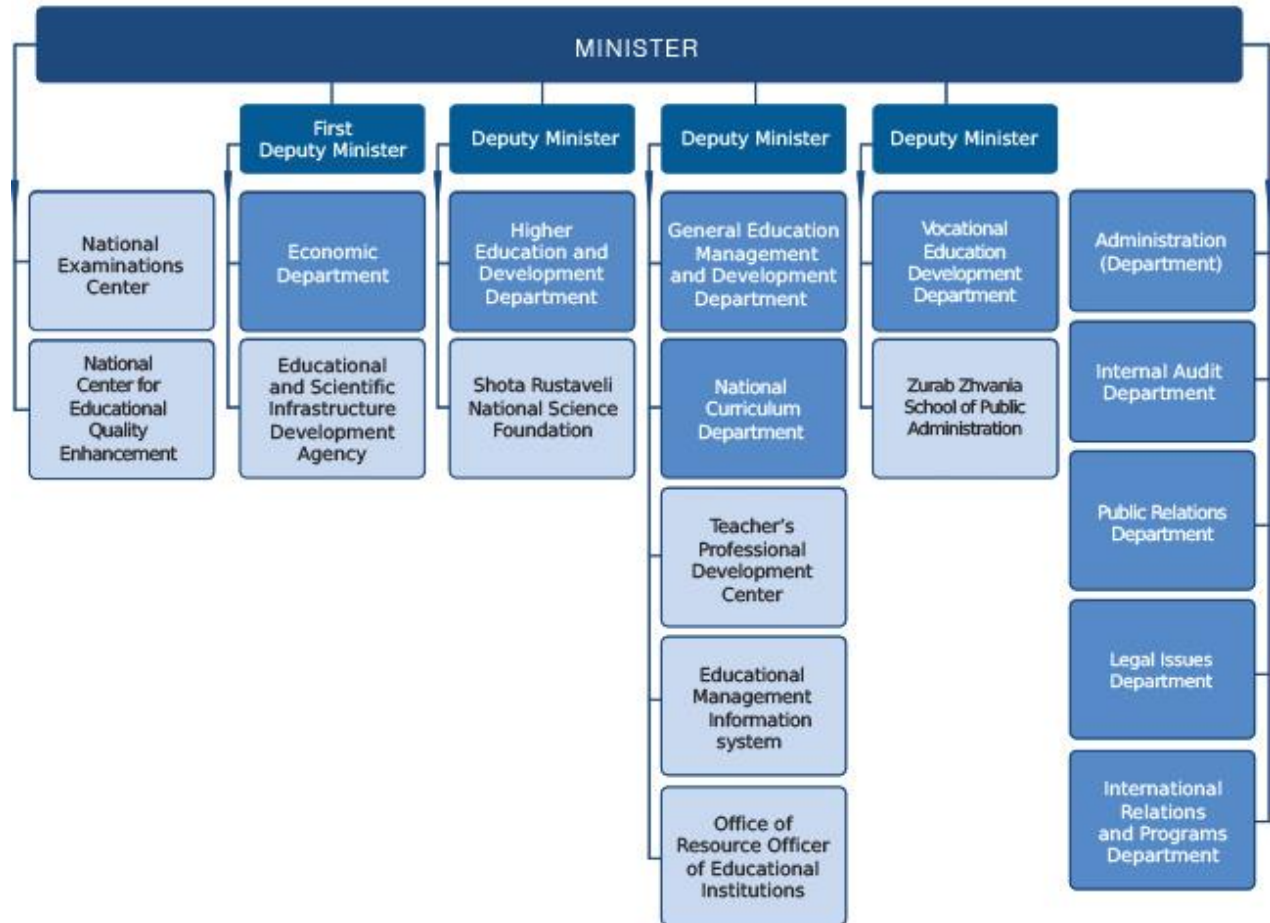
<b>Activity</b>	<b>Georgian Government Counterparts</b>	<b>Target Group</b>
Training Educators for Excellence Activity	National Center for Teacher Professional Development (TPDC)  National Curriculum Department	Science (Biology, Physics, Chemistry, Geography), mathematics, English, and ICT teachers (for grades 7-12)

	<p>General Education Management and Development Department</p> <p>Others as appropriate</p>	<p>Public school principals</p> <p>School-based professional development facilitators</p> <p>TPDC staff and trainers</p>
<p>Education Assessment Support Activity</p>	<p>National Assessment and Examination Center (NAEC)</p> <p>National Curriculum Department</p> <p>National Center for Teacher Professional Development (TPDC)</p> <p>Other as appropriate</p>	<p>Teachers of Science, Mathematics, ICT, and English (Grades 7-12), school managers</p> <p>NAEC staff</p> <p>Relevant policymakers within the Ministry of Education and Science</p>

**2.5 Description of Georgia education Governmental entities and other relevant donors**

The MES is the GOG body responsible for education in Georgia. It has the following structure:





As part of this assignment, the Consultant should communicate with a number of the stakeholders in the MES, coordinating through MCA and the relevant Deputy Ministers. The primary point of contact with MCA will be the General Education Director.

The GoG is also receiving complementary assistance in strengthening the education system from USAID. USAID’s Georgia Primary Education Project (“G-PriEd”) is supporting a variety of activities in the education sector including classroom diagnostic assessments in grades 1-6. G-PriEd provided a tool for Georgian teachers to assess students’ knowledge and skills in critical competency areas of reading and mathematics. G-PriEd’s diagnostic assessment approach will be used to target skills in critical competency areas of reading and mathematics in the Georgian national curriculum and thus have a direct relation with curricula and instruction in Georgian schools. Teachers will be trained to carry out classroom diagnostics and will be able to use the tool for feedback to adjust ongoing teaching and learning in order to improve students’ achievement of intended instructional outcomes. As part of this assignment, the Consultant is expected to incorporate this approach and the lessons learned as part of its support for classroom assessments in grades 7-12, coordinating with G-PriEd activities.

### 3 SCOPE OF SERVICES

The scope of this RfP includes performing sector analyses, identifying needs at the policy level for both MES and other agencies, and designing the project. The Consultant will not implement the project. Thus the Consultant will not be required to develop or implement training modules. There is a potential option period for the Consultant to provide ongoing technical assistance to the GoG counterparts under this RfP.

This assignment requests services to design the following elements of two of the activities described below:

3.1 Training Educators for Excellence. MCC investments in the area of professional development will be integrated into the Georgian government's existing Teacher Professional Development Scheme<sup>9</sup>, as described above, and may support the development of similar schemes for other categories of educators such as principals and school-based professional development facilitators. The MCC investment will support the following activities within the public school system:

- Design (or adaptation) the detailed outline of professional development (PD) modules and materials for secondary school Mathematics, Science (Physics, Chemistry, Biology, Geography), ICT, and English teachers, school principals, and school-based professional development facilitators;
- Professional development planning and capacity-building for TPDC staff;
- Delivery mechanisms of professional development modules for:
  - all of Georgia's secondary school (grades 7-12) Mathematics, Sciences, ICT, and English teachers (up to 24,000);
  - Georgia's public school principals (up to 2,100);
  - at least one new school-based professional development facilitator per school (up to 2,100).
- Sustainability planning, including budget projections and institutional strategies for future support for teacher, principal, and school-based professional development facilitators.

The content of PD modules may include: general pedagogical competencies (including approaches for addressing children with physical, cognitive, learning, social, or behavioral disabilities in the classroom), subject matter knowledge, teacher-driven training needs, school-based professional development activities, use of new laboratory equipment, career advice and counseling for students (including focusing on girls' participation in STEM fields), financial management (for school administrators), and other priorities as identified by the Consultant during the initial training needs analysis. All PD activities should promote equal

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<sup>9</sup> A "self-contained professional development cycle" is a system of activities that consists of an integrated body of "theory", reinforced by practical experience and "coaching" in the classroom, and further follow-up support. Each PD cycle should be seen as an integrated phase of an on-going long-term cycle with a defined duration with associated professional development credits.

outcomes for students regardless of gender, ethnic minority status, and geographical location. Specific training will be developed to support educators who serve disadvantaged groups including ethnic minorities and remote populations.

In order to support the sustainability of improved continuous PD, Compact activities will include strengthening relevant policies and practices, including fostering the knowledge and skills of TPDC and relevant MES staff.

3.2 Education Assessment Support: Classroom Assessments. This RFP requests services to support NAEC, the National Curriculum Department, TPDC, and other relevant agencies to design the intervention which will develop and implement a new system of classroom-based assessments to improve everyday teaching and student learning outcomes. The design of this activity should build on lessons learned from and be complementary to USAID activities in classroom assessments implemented by G-PriED project for primary education (grades 1-6), described above. It should also seek to creatively apply international best practice to the Georgian context (see recent successful experiences South America publicized by special the World Bank). The classroom assessment system should be designed to account for and address challenges specific to women and the socially vulnerable including minority language (Armenian, Azerbaijani, Russian) speakers.

Outside of this scope of services, the MCC Compact will be funding the NAEC’s work in the area of national and international assessments. The Consultant should take into account and to explore potential linkages to plans in the areas of national and international assessments as the Classroom Assessments Activity is designed.

<b>Activity</b>	<b>Georgian Government Counterparts</b>	<b>Target Group</b>
Training Educators for Excellence Activity	<a href="#">National Center for Teacher Professional Development (TPDC)</a> National Curriculum Department General Education Management and Development Department Others as appropriate	Science (Biology, Physics, Chemistry, Geography), mathematics, English, and ICT teachers (for grades 7-12) Public school principals School-based professional development facilitators TPDC staff and trainers
Education Assessment Support Activity	<a href="#">National Assessment and Examination Center (NAEC)</a> National Curriculum Department General Education Management and Development Department	Teachers of Science, Mathematics, ICT, and English (Grades 7-12), school managers NAEC staff Relevant policymakers within the Ministry of

	<a href="#">National Center for Teacher Professional Development (TPDC)</a>  <a href="#">National Center for Education Quality Enhancement</a>  Other as appropriate	Education and Science
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#### 4. BASE PERIOD: DESCRIPTION OF SERVICES

*Outline of the Description of Services:*

##### 4.1 Analysis of Georgian Education Sector Policies, Practices, and Needs

*Task 1 Analysis of Professional Development and Assessment Policies and Practices  
Policy documents  
Practices*

*Task 2 Professional Development and Classroom Assessment Needs Assessment*

##### 4.2 Design of the Training Educators for Excellence Activity

*Task 3 Design of TPDC Policy and Practice Improvement  
Policy.  
Methods of PD Provision.  
Use of ICT.  
Quality Assurance.*

*Task 4 Design Professional Development Activities for Teachers*

*Task 5 Design Professional Development Activities for Principals*

*Task 6 Design Professional Development Activities for School-based Professional Development Facilitators*

*Task 7 Design of Professional Development/Capacity-Building Plan for TPDC staff*

*Task 8 Social and Gender Integration*

##### 4.3 Design of the Classroom Assessment Activity

*Task 9 Design an Approach to Classroom Assessments*

*Task 10 Design Framework for Training Current Educators in Classroom Assessments*

*Task 11 Integrate Classroom Assessment into the Teacher Professional Development Scheme*

*Task 12 Design an Outline for a Teacher Pre-Service Course in Classroom Assessment*

*Task 13 Design Technical Assistance for NAEC, TPDC, National Curriculum Department and Other Relevant Staff in Developing and Managing Classroom Assessment*

##### 4.4 Private Sector Engagement

*Task 14 Develop Private Sector Engagement and Partnership Plan*

##### 4.5 Monitoring and Evaluation

*Task 15 Develop a Monitoring and Evaluation Framework*

##### 4.6 Implementation Plan

*Task 16          Develop a Work Plan for Implementing the Activities*

*Task 17          Develop all relevant Terms of Reference/Technical specifications*

#### **4.1      Analysis of Georgian Education Sector Policies, Practices, and Needs**

The Consultant will analyze relevant policies and practices related to educators' professional development and to classroom assessments in order to inform subsequent recommendations.

*Task 1          Analysis of Professional Development and Assessment Policies and Practices*

Provide an analysis of the current Georgian government policies and practices of educator professional development and classroom assessment to identify areas of strengthening needed, including:

Policy documents:

Educator Professional Development

- Teacher PD Scheme
- Teacher standards
- Teacher PD models or systems
- Regulations concerning teacher certification
- Regulations/documents related to school principal performance evaluation and professional development system.
- Regulations/policies related to improving outcomes for and supporting teachers/principals ethnic minority and socially disadvantaged/vulnerable students<sup>10</sup>
- Regulations and practices regarding university-based pre-service training.

Assessments

- Former classroom assessment initiatives developed in 2006-2013 by the National Curriculum Department

Practices and Operations:

Educator Professional Development

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<sup>10</sup> Socially disadvantaged: As defined by the GoG Decree N 300, dated July 26, 2012, this means students (i) from high mountainous regions, (ii) from the occupied territories, (iii) from Azeri/Armenian language schools, (iv) whose parent died in battles for the territorial integrity of Georgia, (v) whose ancestors (being citizens of Samtskhe-Javakheti) were deported from Georgia during the Soviet period, (vi) who are orphans, (vii) from families that have 4 or more children, (viii) with acute physical disabilities, (ix) whose families are registered in unified data base for socially vulnerable individuals with a reintegration score below a certain threshold, (x) from villages bordering occupied territories, and (xi) under State custody.

- Mechanisms for delivering teacher and principal PD, including private vs. TPDC provision
- Current school-based teacher PD pilot program being implemented by TPDC since 2013
- Mechanisms for quality assurance/monitoring and evaluation of the effectiveness of PD
- Current state of hardware, software, and connectivity capacity in Georgian schools, drawing on existing documentation (with limited field visits)
- Current programs to support teachers/principals of ethnic minority, socially disadvantaged/vulnerable students, and special needs students (“inclusive education”)
- Coordination among relevant agencies including TPDC, the Curriculum Department, EQE, and NAEC.

#### Assessments

- Review classroom assessment support in primary education through USAID’s G-PriED project
- Coordination among relevant agencies including TPDC, the Curriculum Department, and NAEC.

Additional practices and policy documents not listed here that would contribute to the Consultant’s analysis may be reviewed at the Consultant’s discretion.

### *Task 2 Professional Development and Classroom Assessment Needs Assessment*

Assess current secondary school (grade 7-12) science, mathematics, English, and ICT teachers, public school principals, and SPDF professional development needs. This assessment should include for teachers and SPDF: content/subject knowledge, general pedagogical skills, and subject specific pedagogical skills. For principals the assessment should include: strengthening management, including O&M, supportive supervision, and other professional skills<sup>11</sup>. The methods for assessment should include, but may not be limited to:

- A limited but representative observational and interview-based PD needs assessment of a sample of secondary school (grade 7-12) science, mathematics, English, and ICT teachers, SPDF, and principals
- Analysis of teacher results in the teacher certification exams
- Analysis of student results and lessons learned from classroom assessments that have taken place in Georgia to date, disaggregated by social and gender where data are available
- Analysis of Georgian student results starting from 2007 in international assessments and national assessments/examinations, disaggregated by social and gender where data are available.

## **4.2 Design of the Training Educators for Excellence Activity**

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<sup>11</sup>Preliminary analysis suggest that priority areas may include: leadership and managerial skills, mentoring, planning, school administration, financial management, career counseling, staff development, and performance monitoring.

The Consultant will design work to be conducted under the Compact for the improvement of the PD system. This will include recommendations for policy reform, methods of training provision, a quality assurance framework, and strategies for the implementation of improved PD activities. Design recommendations should be based upon the findings and the conclusions of the work undertaken as part of Tasks 1 and 2.

*Task 3 Design of TPDC Policy and Practice Improvement*

Policy. Develop recommendations for the improvement of the existing Teacher Professional Development Scheme. Proposed revisions to the Scheme should result in improved incentives for teachers to engage in continuous professional development and result in more teachers participating in the Scheme. Recommendations should include potential human and financial resource needs.

Develop recommendations for the establishment of new Professional Development Schemes for principals and SPDF.

Develop recommendations for revisions of other policies as relevant to educator PD.

Methods of PD Provision. Outline the most appropriate methods for delivery of PD for teachers, principals, and SPDF in Georgia. This should also highlight key human and financial resources needed for managing training provision, describing any technical assistance needs to TPDC and/or other governmental entities during the term of the Compact.

Descriptions of the appropriate professional development program should:

- Consider several options for provision of training, including (but not necessarily limited to) TPDC out-sourcing/contracting to private training providers, TPDC direct provision of training, a hybrid approach;
- Outline the roles and responsibilities of TPDC, private training providers (if relevant), and other entities (i.e. other governmental entities) as appropriate;
- Clearly describe the strengths and risks of each approach, financial implications, phasing and scale of trainings over time.

Use of ICT. Provide scenarios and recommendations regarding which modern ICT tools could be adopted for managing, monitoring, and implementing teacher, principal, and SPDF professional development.

The Consultant should examine the following options being explored by the GoG (but should not be limited to these):

- 1) An integrated human resources management information system which tracks and integrates past professional development, classroom performance, future training needs;
- 2) A virtual information resource center, including on-line and distance learning; and
- 3) An online professional community of practice and learning for teachers, principals, and school-based professional development facilitators allowing them to access subject-matter content and communicate on a variety of professional topics.

Provide recommendations on the hardware, software, and connectivity necessary for school-based professional development and e-learning of teachers, principals, and school-based professional development facilitators<sup>12</sup>, including preliminary cost estimates for implementing each recommendation. Highlight key human and financial resource needs for the implementation of ICT solutions, describing any technical assistance needs to TPDC and/or other governmental entities during the term of the Compact.

Quality Assurance. Design a framework with recommended mechanisms, for quality assurance of educator PD activities. This framework should reflect and be linked to recommended methods for the provision of PD. This framework should highlight key human and financial resources for quality assurance, describing any technical assistance needs to TPDC and/or other governmental entities during the term of the Compact.

*Task 4            Design Professional Development Activities for Teachers*

Design an approach for improving continuous PD for secondary school (grade 7-12) math, science, ICT, and English teachers. This should include a PD Curriculum Framework with a description of needed professional development/training modules and training objectives. Among other training topics, the curriculum/modules should include planning for specific trainings on new laboratory equipment for schools to be rehabilitated with MCC-funding. Describe how each PD activity (and the framework as a whole) would be part of the Teacher Professional Development Scheme. Provide a program logic diagram, with narrative, that demonstrates how the framework and curriculum will address identified needs and result in improved student learning outcomes.

Consider a variety of delivery methods for programs, including (but not limited to): traditional classroom-based trainings, in-class mentoring, short follow-up trainings, self-paced on-line learning, distance education, and continuing PD events (e.g., on-line conferences, workshops). The consultant should provide an analysis of the cost-effectiveness of each proposed optional method.

Teacher PD activities should be designed in a sustainable manner, such that they can be continued after the five-year Compact term, as appropriate. The Consultant should outline the key human and financial resources that will be needed during and beyond the Compact for sustainability.

*Task 5            Design Professional Development Activities for Principals*

Design an approach for improving continuous PD for public school principals. This should include a PD curriculum framework with a description of needed professional development/training modules and training objectives. Describe how each PD activity (and the

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<sup>12</sup> This hardware should also be used to support classroom-based assessments as necessary.



framework as a whole) would be linked to a newly established principal professional development scheme (see Task 3.) Provide a program logic diagram, with narrative, that demonstrates how the framework and curriculum will address identified needs and result in improved school management and student learning outcomes.

Consider a variety of delivery methods for programs, including (but not limited to): traditional classroom-based trainings, in-school mentoring, short follow-up trainings, self-paced on-line learning, distance education, and continuing PD events (e.g., on-line conferences, workshops).

Principal PD activities should be designed in a sustainable manner, such that they can be continued after the five-year Compact term, as appropriate. The Consultant should outline the key human and financial resources that will be needed during and beyond the Compact for sustainability.

*Task 6            Design Professional Development Activities for School-based Professional Development Facilitators*

Develop recommendations for selection criteria for SPDF to be used by TPDC and school principals. Develop position descriptions for SPDF.

Design an approach to improve continuous PD for SPDF. This should include a PD curriculum framework with a description of needed professional development/training modules and training objectives. Provide a program logic diagram, with narrative, that demonstrates how the framework and curriculum will address identified needs and result in improved school based professional development and student learning outcomes.

Consider a variety of delivery methods for programs, including (but not limited to): traditional classroom-based trainings, in-school mentoring, short follow-up trainings, self-paced on-line learning, distance education, and continuing PD events (e.g., on-line conferences, workshops).

SPDF professional development activities should be designed in a sustainable manner, such that they can be continued after the five-year Compact term, as appropriate. The Consultant should outline of the key human and financial resources that will be needed beyond the Compact for sustainability.

*Task 7            Design of Professional Development/Capacity-Building Plan for TPDC staff*

Prepare a list of potential activities that will support professional development and capacity-building of TPDC staff in a sustainable manner. This list should be part of a broader plan that should highlight key human and financial resources for TPDC staff capacity-building, describing any technical assistance needs to TPDC and/or other governmental entities during the term of the Compact. This list may include: adjustment in staff position descriptions and performance metrics, study tours, participation in conferences, networking with similar institutions abroad, and acquiring relevant professional literature, materials, and handbooks and etc.

*Task 8 Social and Gender Integration*

Design of PD programs should include support to teachers, principals, and SPDF who serve in schools with large numbers of socially vulnerable and particularly ethnic minority students. These considerations should be integrated, as much as possible, into the PD curricula for teacher, principal, and SPDF professional development activities.

Examples of possible interventions include: specialized training or support to educators serving large populations of vulnerable/minority students; outreach to increase community involvement; and specialized training on addressing cognitive, physical, social or behavioural challenges in the classroom.

The Consultant should also recommend context-appropriate programs and tools to sensitize and train school principals, teachers, SPDF, with respect to promoting girls, the socially vulnerable, and ethnic minorities choosing career options in STEM. The design of these programs should be informed by the results of the “Barriers to Participation in secondary STEM activities” for girls and socially disadvantaged students studies commissioned by MCA-Georgia.

In addition to the MCA-G General Education Director, the MCA-G Social and Gender Assessment Director will serve as the point of contact for discussions on this topic.

**4.3 Design of the Classroom Assessment Activity**

The National Assessment and Examination Center in collaboration with the National Curriculum Department will develop a classroom-based assessment system to support the improvement of student learning outcomes of science, mathematics, English language, and ICT subjects by enabling teachers of Grades 7-12 to assess the performance of their students against the requirements set by the national curriculum. The system will be implemented by NAEC and will include feedback mechanisms to teacher continuous professional development (CPD) plans. This will complement separate work on national and international assessments funded under the Compact (which is outside the scope of this RfP).

*Task 9 Design an Approach to Classroom Assessments*

Propose a context-appropriate approach to secondary (grades 7-12) classroom assessment in science, mathematics, English and ICT. The approach to classroom assessment should include various strategies and techniques that teachers could use throughout the school year to assess student performance including: observations, text- and curriculum-embedded questions and assessments, paper and pencil tests, oral questioning, benchmark assessments or reference sets, interviews, peer-and-self assessments, classroom diagnostic tools, performance assessments, writing samples, exhibitions, portfolio assessment, and project product assessment.<sup>13</sup>

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<sup>13</sup> Source: *Standards for Classroom Assessment Practices* (Joint Committee on Standards for Educational

In designing the approach, the Consultant should build an initial pilot implementation phase and a mid-term review during full implementation.

The approach should be responsive to cultural and linguistic diversity among students and free from bias from factors unrelated to the purpose of the assessments. Strategies for providing feedback to students and teachers in order to improve instruction should also be included. Classroom assessment should not however, be used as a method for evaluating teacher, principal, or school performance. Safeguarding mechanisms should be proposed to prevent the system from becoming an inappropriate mechanism for evaluating educators.

The approach should include the consideration of an online or computerized system for managing, monitoring, and implementing classroom assessment. Recommendations should address the use of ICT tools for various types of classroom assessments and for different subject matters content. Consideration should be made for any synergies that can be obtained between ICT for the Training Educators for Excellence Activity and the Classroom Assessments Activity. Costs for recommended ICT should be estimated.

*Task 10 Design Framework for Training Current Educators in Classroom Assessments*

Design a PD curriculum framework with underlying curriculum content and required modules for training school administrators and teachers of science, math, English and ICT in classroom assessment. Content would include: a review of the types of classroom assessment tools, developing classroom assessment tools, scoring classroom assessment tools (including rubrics for assessing student performance and products), reporting results of classroom assessments to students and parents, and uses of classroom assessment tools. Uses would include: identifying students' strengths and weaknesses, monitoring student learning and progress and planning and conducting instruction. If a common framework is not suitable for all subjects (e.g. physics, biology, mathematics, etc), design a separate framework for each subject. If ICT is used for any of the modules, teacher professional development would also include training on the relevant ICT.

*Task 11 Integrate Classroom Assessment into the Teacher Professional Development Scheme*

As part of Task 3, but also considering relevant governmental agencies other than TPDC, design a framework for integrating classroom assessment in to the teacher professional development scheme. This should include PD in classroom assessments as counting towards PD credits but more importantly, should consider how results and feedback from classroom assessments can inform future PD for teachers.

*Task 12 Design an Outline for a Teacher Pre-Service Course in Classroom Assessment*

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Develop an outline of the curriculum (courses, course content) for pre-service teacher training (for those enrolled in university-based teacher training and/or certification programs) in the application and use of classroom assessments for secondary school math, science, English, and ICT teachers. Include such topics as: observations, text- and curriculum-embedded questions and assessments, paper and pencil tests, oral questioning, benchmark assessments or reference sets, interviews, peer-and-self assessments, classroom diagnostic tools, performance assessments, writing samples, exhibitions, portfolio assessment, and project product assessment. Courses should be adapted to grade-level and subject matter content and should include a practicum.

*Task 13      Design Technical Assistance for NAEC, TPDC, National Curriculum Department and Other Relevant Staff in Developing and Managing Classroom Assessment*

Develop and provide a list of possible scenarios and activities that will enhance the capacity of NAEC, TPDC, *National Curriculum Department* and other relevant staff to manage new classroom assessment activities. These activities could include, but are not limited to: international networking for staff, short courses on best international practices in classroom assessment for staff, institutional twinning arrangements, and ongoing consultancy on classroom assessment. Costs for each package should be estimated.

#### **4.4      Private Sector Engagement**

*Task 14      Develop Private Sector Engagement and Partnership Plan*

Research and analyze potential private sector partners (Georgian and international) for the implementation of both the Training Educators for Excellence and Classroom Assessments Activities.

Develop a private sector engagement and partnership strategy for the MCA-Georgia to utilize throughout the implementation of these activities. This strategy should be developed jointly with MCA-Georgia.

Potential private sector partners may include technology providers, private foundations, business associations, and other private entities with interest and funding in the Georgian education sector. Present an analysis of potential partners, areas of interest, type and amount of support, strategies to engage, and points of contact. Propose two methodologies for soliciting partnerships for this program based on the research findings.

#### **4.5      Monitoring and Evaluation**

*Task 15      Contribute to Monitoring and Evaluation Framework; Collaboration with Independent Evaluator around Impact Evaluation feasibility*

Monitoring and Evaluation Framework.

Monitoring and evaluation is a key component of all MCC Compacts, and measuring results and conducting evaluations is required for all activities funded by MCC. Each MCA program develops a Monitoring and Evaluation Plan that details a full set of monitoring indicators and evaluation studies covering all of its projects and activities. The M&E Plan for the second MCC Georgia Compact will be finalized by the time the compact enters into force (EIF) or in the first quarter thereafter. The monitoring indicators for the Training Educators for Excellence and Classroom Assessments activities will be defined in the MCA-Georgia M&E Plan and will be used along with a MCC-contracted independent evaluation of the activities, to measure changes in learning outcomes and other impacts on the activities' beneficiaries. The Consultant will contribute to the development of the MCA-G M&E Plan by providing guidance on data sources, baseline values, and targets required for the monitoring indicators. The MCA-Georgia M&E Director and General Education Director will serve as the points of contact for discussions on this topic.

#### Collaboration with Independent Evaluator around Impact Evaluation feasibility.

In addition, the Consultant will be expected to collaborate with the MCC-contracted Independent Evaluator ("Evaluator") to ensure that the designs proposed in Tasks 4, 5, 6, 9 and 10 are as amenable to rigorous impact evaluation, as deemed feasible by MCA-Georgia and MCC. This process of collaboration will entail discussing proposed designs with the Evaluator, requesting recommendations for impact evaluation design adaptations from the Evaluator, and seeking guidance from MCA-Georgia M&E Director and General Education Director regarding the feasibility of the Evaluator's proposed adaptations.

As a deliverable for this task, the Consultant will draft a written memorandum exhibiting the Consultant's understanding of the match between the proposed designs (of the above-cited Tasks) and the Evaluator-proposed evaluation methodology. The Evaluator is required to provide support to the Consultant as needed in drafting this memorandum. The deliverable should be submitted to the MCA-Georgia General Education Director and will be shared with the MCC-contracted Independent Evaluator, MCA-Georgia M&E Director, and MCC.

## **4.6 Implementation Plan**

### *Task 16 Develop a Work Plan for Implementing the Activities*

Develop a five-year work plan, including a budget/financial plan, for the Training Educators for Excellence and Classroom Assessment Activities. This work plan should include all actions necessary to implement Activities as designed by the Consultant, including the need for any technical assistance to TPDC, NAEC, or other governmental entities.

In designing the Activities, the Consultant should structure the development of PD and classroom assessments to include "pause points" for assessment and review of preliminary results. This may include but is not limited to: pilot phases, process evaluations at the end of PD/assessment cycles, and a mid-term project review.

*Task 17 Develop Terms of Reference/Technical specifications*

As appropriate, the Consultant will develop all necessary Terms of Reference and/or technical specifications for selection of consultants and the procurement of goods and services needed to implement the Training Educators for Excellence and Classroom Assessment Activities.

**5. OPTION PERIOD(S): DESCRIPTION OF SERVICES**

This RFP also contemplates Option Periods for one year each, for the contract to be renewed annually for up to five years. These Option Periods may be exercised at the discretion of MCA-Georgia. Potential tasks under the Option Periods are listed below. The Option Periods will not include developing PD modules/trainings or executing PD activities.

- A. Provide technical support and program implementation support to TPDC for: i) staff capacity building; ii) policy review; iii) process improvement; iv) technical review of program development and implementation; and, v) further analyses and studies as needed.
- B. Provide technical support and program implementation support to NAEC for: i) staff capacity building for classroom assessments; ii) policy review; iii) process improvement; iv) technical review of classroom assessment program development and implementation; and, v) further analyses and studies as needed.
- C. Provide other technical support to MoES, TPDC, NAEC, or other agencies as necessary.
- D. Provide technical advisory services and support for the implementation of the private sector engagement and partnership strategy.
- E. Other tasks as agreed to with MCA-Georgia.

As described in form FIN-4, a detailed scope for these Option Period(s) will rely on the deliverables under the initial period of performance, as well as an additional proposal to be submitted by the Consultant at the completion of this assignment. Pricing for the Option Period(s) will be established using staff rates provided in form FIN-4.

**6. DELIVERABLES**

**6.1 Inception Report**

Within 21 days of contract signing the Consultant, based on consultations with MCA-Georgia and local counterparts, will submit an Inception Report to MCA-Georgia. The Inception Report will cover the following:

- a) Updated approach to the assignment and a detailed implementation plan in MS Project showing deliverable schedules and staffing schedule of inputs;
- b) Confirmation of team members as listed in the in the proposal, planned level of effort, and time in the field.

MCA-Georgia will comment on the Inception Report within 7 days after submission. Upon receipt of comments, the Consultant will prepare and submit a revised Inception Report within 7 days.

## **6.2 Sector Policy and Practice Report**

Within 45 days of submitting the Inception Report, the Consultant will submit a Sector Policy and Practice Report that will cover all assessment, analysis, and design recommendations from Tasks 1-3.

MCA-Georgia will comment on the Inception Report within 14 days after submission. Upon receipt of comments, the Consultant will prepare and submit a revised Sector Policy and Practice Report within 14 days.

## **6.3 Draft Project Design Recommendations**

Within 60 days of submitting the Sector Policy and Practice Report, the Consultant will submit a Draft Project Design Recommendations that will include draft design recommendations for Tasks 4-13.

MCA-Georgia will comment on the Draft Project Design Recommendations within 14 days after submission. The Consultant will incorporate MCA-Georgia comments into Final Project Design Recommendations.

## **6.4 Final Project Design Recommendations**

Within 45 days of submitting the Draft Project Design Recommendations, the Consultant will submit Final Project Design Recommendations that will include revised design recommendations for Tasks 4-13 and design recommendations for Tasks 14-17.

MCA-Georgia will comment on the Final Project Design Recommendations within 14 days after submission. Upon receipt of comments, the Consultant will prepare and submit revised Final Project Design Recommendations within 14 days.

## **6.5 Terms of Reference/Technical Specifications**

Within 30 days of submitting Final Project Design Recommendations, the Consultant will submit any necessary Terms of Reference/technical specifications for the procurement of goods and services needed to implement the Training Educators for Excellence and Classroom Assessment Activities.

MCA-Georgia will comment on the Terms of Reference/technical specifications within 7 days after submission. Upon receipt of comments, the Consultant will prepare and submit revised

Terms of Reference/technical specifications within 7 days.

## 6.6 Deliverable Format

All reports are to be submitted in English in electronic copy using WINDOWS based MS-Office 2010 products including WORD for text, data tables in EXCEL, presentations should be prepared with MS-PowerPoint, and work plans in MS-Project. Files containing graphs, flowcharts or diagrams should be submitted in PDF printable version. Digital photo files should be submitted in JPG format. GIS data should be submitted in PDF printable files. All work files shall be submitted to MCA-Georgia. Oral presentations in English to MCA-Georgia, MES, GoG, and MCC may be required.

## 7. DEADLINES AND PAYMENT SCHEDULE

The Table below summarizes the assignment implementation schedule specifying the reporting in the framework of the project implementation schedule.

Activity	# of Days	Payment
Contract negotiation/signature		
Submission of Inception Report	21	10%
Submission of Sector Policy and Practice Report	45	15%
Submission of Draft Project Design Recommendations	60	25%
Submission of Final Project Design Recommendations	45	30%
Submission of Terms of Reference	30	20%
<b>Total Period of Performance</b>	<b>201</b>	

## 8. KEY STAFF AND LEVEL OF EFFORT

### 8.1 Key Staff

Subject to MCA-Georgia approval, key positions may be filled by the same staff member if s/he possesses the necessary skills to perform both functions. For example, the Team Leader may also perform a technical role. One of the team members should have, in addition to the requested qualifications, at least 5 years of demonstrated experience in the social, gender, and ethnic minority aspects of education programs in developing or transition country settings. At least one team member should have, in addition to the requested qualifications, at least 5 years of demonstrated experience in rigorous monitoring and evaluation of education projects in developing/transition counties.

#### A) Team Leader

*Qualifications:* The Team Leader should have at least 7 years of experience designing and managing education programs with a focus on general/secondary education. The Team Leader should hold an advanced degree in the field of Education Science or relevant disciplines. The position requires expertise in policy formulation, planning, and delivery of general education,



including secondary education, in developing countries. The Team Leader must have demonstrated experience working in and leading education teams in an international context as well as experience providing support and assistance to Ministry-level staff and officials. Ability to facilitate timely and effective coordination among multiple agencies/stakeholders at the local and national levels will be imperative. Experience should include policy and institutional analyses, program design, implementation, management, and evaluation in the context of general/secondary education. Experience in partnership development and in Georgia and/or the neighboring region is desirable. English language fluency is required.

**B) Teacher/School Principal Professional Development Specialist**

*Qualifications:* The Teacher/School Management Professional Development Specialist should have at least 5 years of experience in designing programs for teacher and school principal trainings. The Specialist should hold an advanced degree in the field of Education Science or relevant discipline. The Specialist must have demonstrated experience in identifying critical needs for training across an education system as well as designing and writing training curricula and modules to address those needs in developing or transition country contexts. Additionally, the Specialist should have experience in improving school management which could include experience in such areas as leadership and developing tools for managers. Experience providing support and assistance to Ministry-level staff and officials and the ability to facilitate timely and effective coordination among multiple agencies/stakeholders at the local and national levels is preferred. Experience in Georgia and/or the neighboring region is desirable. English language fluency is required.

**C) Education Materials/IT Specialist**

*Qualifications:* The Education Materials/IT Specialist should have a degree in the area of information systems and technology and/or in curriculum materials delivery. The Specialist should have at least 5 years of experience in designing and implementing curriculum delivery projects, in assessing the needs for and designing/selecting appropriate curriculum materials (including laboratory furniture and equipment), and in designing IT systems and identifying equipment requirements in developing or transition country educational systems. Experience in designing and executing IT training programs is required. Experience providing support and assistance to Ministry-level staff and officials and the ability to facilitate timely and effective coordination among multiple agencies/stakeholders at the local and national levels is preferred. Experience in Georgia and/or the neighboring region is desirable.

**D) Classroom Assessment Specialist**

*Qualifications:* The Assessment Specialist should have at least 5 years of experience in evaluating and designing classroom assessment programs. The Specialist should hold an advanced degree in Education, Social Research Methods, or relevant disciplines. The Specialist should have demonstrated experience in identifying critical needs in classroom assessments across an education system, including designing programs to address those areas in developing or transition country contexts. Experience providing support and assistance to Ministry-level staff and officials and the ability to facilitate timely and effective coordination among multiple agencies/stakeholders at the local and national levels is preferred. Experience in Georgia and/or the neighboring region is desirable. English language fluency is required.

## **8.2 Estimated Level of Effort for Key Staff**

MCA-Georgia estimates that the key personnel will require the following level of effort to complete the required tasks. The Consultant should propose level of effort for key staff using Form TECH-9.

Team Leader – 6 working months

Teacher/School Principal Professional Development Specialist – 4 working months

Education Materials/IT Specialist – 3 working months

Classroom Assessment Specialist – 4 working months

## **8.3 Non-Key Staff**

Bidders should identify other important local staff that will support the key personnel. These may include, among others:

- Program Manager
- Private Sector Engagement and Partnerships Specialist - 2 working months
- Project Design Workshop Facilitator
- Costing Specialist
- Translator

## **9. PERIOD OF PERFORMANCE**

9.1 Base Period. The performance period for the Base Period is targeted to begin in December 2013 (dependent on contract award). The period of performance should not exceed eight calendar months (see above for the estimated level of effort.)

9.2 Option Period(s). The RFP also contemplates annual Option Period(s) that could extend the length of the assignment on an annual basis (for a maximum of five years) from the close of the Base Period.

## **10. PLACE OF PERFORMANCE**

Work will be performed in Georgia and at the home offices of the Consultant.

## **11. EVALUATION CRITERIA**

A contract will be awarded to the Consultant whose combined technical and financial score is the highest, as defined in the evaluation criteria table in Section 3. Consultants may be invited to make oral presentations in support of their proposals and MCA may request to interview the Consultant's proposed team members.

## ANNEXES:

Following this SOW, there are a series of Annexes that provide further background information to the project. These annexes are described in the following table:

<b>Annex</b>	<b>Title</b>	<b>Description</b>
6.1	Teacher Professional Development Scheme	Framework for teacher training developed by the Ministry of Education and Science in 2011 year.
6.2	Teacher's Professional Standard	Teacher's Standard represents normative act describing the knowledge, skills and attitudes that are necessary for highly qualified teacher. Its primary goal is to show to the teacher what the state asks for from him/her as from professional.

## **Annex 6.1**

### **Teacher Professional Development Scheme**

#### Chapter I General Statutes

#### **1. Article 1. Regulation subject and scope**

1. Teacher Professional Development Scheme (hereby scheme) incorporates mandatory mechanisms required for the renewal of teaching rights as defined by the "Georgian Law on General Education, Article 21<sup>7</sup>, (teacher professional development) .

2. Scheme defines : teacher involvement in the scheme, renewal of teaching rights, mandatory number of credits required for granting various categories to teachers and the ways of the credit accumulations. At the National Center for Teacher Professional Development (hereby Center).

3. The scheme regulations are applied to teachers who are certified in compliance with Georgian legislation system and are teachers of secondary educational institution , Georgian citizens, citizens of foreign countries or possessing no citizenship at all.

#### **Article 2. The scheme objectives**

The scheme aims at improving the teaching and learning process at the secondary educational institution, enhancing teacher competence, professional and career advancement.

#### **Article 3. Term definition**

The terms employed in the scheme have the following application:

1. Teacher plan ( who is involved in the scheme ) – action plan created by the teacher on individual basis and formulated in a written form, signed and approved by the school principal.

2. Teacher portfolio ( who is involved in the scheme ) – a compilation of documents reflecting teacher's, (involved in the scheme) professional development and academic activities.

3. Credit- mechanism for professional development and academic achievement evaluation

and assessment.

4. Mobile monitoring group- mobile monitoring group supervises process of teacher involvement in the scheme . The group members are defined based on the individual administrative-legislative decree of the Center Director.

5. Identification committee-committee at the National Center for Teacher Professional Development. The committee members are defined based on the individual administrative-legislative decree of the Center Director (the committee head).

6. A person responsible for registration- a person responsible for registration is an Education Resource Center (ERC ) employee ( whose competence is defined by the Ministry of Education and Science , (hereby the Ministry)).

## **Chapter II**

### **Scheme registration**

#### **Article 4. Teacher registration for scheme involvement**

1. Teacher registration for scheme involvement is carried out in the corresponding ERC-s (hereby ERC-s) of the Ministry of education and Science, Apkhazia and Adjara Autonomous Republics.

2. In order to register for the scheme the applicant produces the registration form approved by the individual administrative-legislative decree of the Center Director.

3. The registration for the scheme will be carried out twice a year, in October and April of each year within a month's period of time. Registration date and conditions will be defined by the individual administrative-legislative decree of the Center Director.

4. The person responsible for registration introduces the data (mentioned in the 2-nd paragraph of the given Article ) in the teacher registration management information System .

5. The person responsible for registration is reporting to the Center and ,in case of need , provides information in a written form about teachers involved in the scheme.

## **Chapter III**

### **Teacher Professional Development Credits and Categories**

#### **Article 5. Renewal of teaching right/license**

The ways of renewing teaching right/license are the following:

- a) Certification exam;
- b) Accumulation of credits;
- c) Combination of a and b paragraphs of this article.

#### **Article 6. Categories of Certified Teachers**

1. The scheme defines 3 teacher categories:

- a) Certified teacher,
- b) First category teacher;
- c) Teacher of the highest rank/category

2. All teachers belonging to the categories defined by the first paragraph of this article, can be mentors.

3. A teacher may get advancement only through one category when involved in the scheme, during the 8 years of time. Minister of Education and Science is entitled to grant dignified and honorable teacher with the categories mentioned in the *b* and *c* sub-paragraphs of the given

article, paragraph 1, before time, based on the administrative-legislative decree.

4. Granting categories are defined according to the scheme regulations.

5. According to the scheme, the following number of credits are required for acquiring each teacher category:

a) Certified teacher-21 credits,

b) First category teacher-32 credits,

c) Highest rank/category teacher -42 credits

6. Minister of Education and Science is entitled to grant honorable teacher with the categories defined by the professional development scheme before time.

#### **Article 7. Credit accumulation procedure according to activities stated in the scheme**

1. When a teacher successfully passed teacher certification exams and gets teaching right, a teacher gets 21 credits and a status of a certified teacher.

2. Each component of the certification exam is assessed with 10,5-10,5 credits.

3. If a certified teacher accumulates 32 credits, s/he gets the status of the first category teacher.

4. In case the first category teacher accumulates 42 credits, s/he acquires the status of the highest rank teacher.

5. In order to maintain the acquired categories, a teacher must accumulate credits in accordance with the given categories

6. Upon the completion of all credits within a category, the credit accumulation starts anew.

7. In case of failing to accumulate mandatory number of credits within a category, a teacher loses a category and gets demoted by one category.

8. In case of accumulating less than 21 credits, a teacher loses the status of a certified teacher or will have to pass only one component of the exams, that is the subject exam.

### **Chapter IV**

The procedure of teacher certificate renewal, category granting or depriving regulations, dates

#### **Article 8. Process monitoring**

1. The center mobile monitoring group oversees the process of teacher involvement in the professional development scheme.

2. The action plan of the monitoring group is approved by the Center Director decree;

3. Mobile monitoring group monitors the teachers' involved in the scheme based on random selection process.

4. Mobile monitoring group carries out the tasks assigned by the Center director, and introduces changes in the monitoring action plan based on the gained information on teachers.

5. The head of the mobile monitoring group reports to the center on action plan results and analysis of the process of teacher involvement in the professional development scheme.

6. A conclusion/summary is prepared based on monitoring results, the summary incorporates the description of each and every teacher activity involved in the professional development scheme, the general process survey and recommendation component, envisioned to be introduced in the information data-base.

7. After the summary/resume presentation, the center director is giving recommendations for the teachers involved in scheme, with the aim of overall process improvement.

**Article 9 Identification Committee**

1. Identification Committee grants credits and defines teacher categories based on the monitoring results and portfolio.

2. Identification Committee gathers up in case of need, according to the center director decision, with the aim of discussing teacher portfolio intermediary and summative development stages .

Article 10. Renewal of teacher certificates (involved in the scheme), category granting and deprivation terms

1. After revision of final version of teacher portfolio, at least 7 months prior to certificate expiration, the Identification committee informs the teacher involved in the scheme about the number of credits accumulated during the 7 years since the teacher certificate receipt.

2. The decision on renewing teacher certificate, category granting or depriving for teachers involved in scheme, are made by the center director based on individual administrative-legislative decree of the Center Director every September of each year.

**Chapter 5  
Activities and Credits**

**Article 11. Activities and corresponding credits**

In order to uphold with the professional and career advancement requirements a teacher must undertake at least 7 activities shown below during 7 years time :

- a) Trainings organized by the Ministry and TPDC
- b) Accredited training programs  
(accredited in compliance with legislative regulation) -development of competences as provided with core/basic and subject parts of the Teacher Professional Standards
- c) Training programs recognized by international organizations or accredited by bodies in foreign countries - development of competences as provided with core/basic and subject parts of the Teacher Professional Standards
- d) Authorship/ co-authorship of a school methodological manual –approved by government or published by academic printing houses. Authorship of school books
- e) Authorship of education projects

<b>Type of Activity</b>	<b>Duration</b>	<b>Number of credits</b>
Conferences, seminars	Participating as presenter	1 credit (proper documents must be produced)
Conferences, seminars	participation	0,5 credits (proper documents must be produced)
Professional internships	Acquiring subject competences, experience, ( within or outside the country)with the aim of their further sharing with fellow	At least 25 hr-s- 1 credit (proper documents must be produced)

	colleagues	
Academic article published in educational, pedagogical magazine/newspaper	At least 3 articles during 7 years	2 credits
Doing a research on educational issues	At least 3 researches during 7 years time	3 credits
Working as a mentor -teacher		1 credit a year
If a teacher's students win the student international Olympiads	At least 3 victories (individual/group) during 7 years	2 credits
If a teacher's students win the student national Olympiads	At least 3 victories (individual/group) during 7 years time	1 credit
Activities at the subject departments.	Planning and conducting integrated lessons in collaboration with other teachers	At least 3 lessons-1 credit, presenting researched subject at the department, seminar/conference -1 credit (video tape must be accompanied)
Making presentation with the professional experience sharing in mind	At least 3 presentations during the 7 years	1 credit (video tape must be produced)
Using information communication technologies in the teaching process-creating educational resources and their usage		
Teacher creates educational, digital objects (presentations, tables/evaluation rubrics, blogs, objects designed with simple construction..) and uses them in the teaching process		
Teacher creates electronic portfolio and uploads it on internet		
Teacher uses ICT with students parents, and colleagues		2 credits
Working with students with special needs	Creating adequate curriculum, group and individual school/classroom activities for special needs students	2 credits
Being employed as a trainer in the trainings administer by TPDC and MoES		3 trainings ( 1 training at least 25 hr) 2 credits
Working as a trainer in the accredited training programs in ( accredited in compliance with legislative regulations )		3 trainings ( 1 training at least 25 hr) 1 credit

## **Chapter VI Transitive Stature**

Article 12. Certified teachers in 2011, involvement in the scheme, categories and credits  
1. The scheme involvement procedure for teachers certified in 2010 will be regulated within the time limits defined by the individual administrative-legislative decree of the Center Director.

2. Teachers certified in 2010 need the following number of credits for acquiring each category:

- a) Certified teacher-21 credit
- b) First category teacher-28 credits
- c) Highest rank/category teacher-42 credits

## **Annex 6.2**

### **Teacher's Professional Standard**

#### **Draft version**

##### **Preamble**

Teacher's Standard represents normative act describing the knowledge, skills and attitudes that are necessary for highly qualified teacher. Its primary goal is to show to the teacher what the state asks for from him/her as from professional. The standard has a multifunctional purpose. It is developed not only for teachers, but also for those having desire to become a teacher, for aspirants and other stakeholders, such as organizations working on the teacher's professional development.

Teacher's standard shall be used by teachers-practitioners for self-evaluation purposes in order to identify the needs for their professional development. On the basis of Teacher's Standard the universities develop curricula for future teachers. According to the Standard the different activities for teachers' professional development shall be planned: trainings, workshops, conferences, etc. Teacher's Standard leads the whole system for teachers' training and professional development.

Teacher's Standard is a dynamic instrument. It is a subject to alteration as time progresses. The novelties developed in both, international and national educational spaces pose the challenges to the teacher's profession. Therefore, the novelties and new challenges must be reflected in the Teacher's Standard to have a teacher equipped with the up-to-date knowledge and the relevant skills.

Structure of the Teacher's Standard:

Teacher's Standard consists of three parts:

Teacher's professional characteristics  
Professional performance  
Professional development



## **1. Teacher's professional characteristics**

- 1.1. Teacher shall respect the principles of democratic and diverse society.
- 1.2. Teacher shall demonstrate the knowledge of subject and of the modern teaching methodologies.
- 1.3. Teacher shall realize the importance of his/her profession in the development of society.
- 1.4. Teacher shall know and respect the rights of students.
- 1.5. Teacher shall realize his/her responsibility for progress and achievement of each student.
- 1.6. Teacher shall be aware of students' capabilities and set high expectations for students' learning outcomes .
- 1.7. Teacher shall demonstrate his/her readiness to encourage the child's cognitive, personal and social development.
- 1.8. While performing his/her professional activities teacher shall demonstrate the skills for effective communication.
- 1.9. While performing his/her professional activities teacher shall be organized and able to manage time and information.
- 1.10. Teacher shall take care of continuous professional development.
- 1.11. Teacher shall know and be guided by the principal international legal acts on teacher's activity.
- 1.12. Teacher shall have the knowledge of the country's educational policy and of the national legal acts relevant to the pedagogical activity.
- 1.13. Teacher shall know the state language and the languages of instruction.
- 1.14. Teacher shall observe the pedagogue's ethical norms.

## **2. Professional performance**

### **2.1. Teaching environment.**

- 2.1.1. Teacher shall establish safe, stimulating environment in line with the hygienic requirements in which each student is able to achieve multidimensional development and demonstrate fully his/her capacities.
- 2.1.2. Teacher shall establish with each student positive and constructive relations based on mutual respect.
- 2.1.3. Teacher shall establish the environment promoting self-regulation of student's behavior, encouraging students to take a responsible and conscientious attitude to their own study and behavior.
- 2.1.4. Teacher shall ensure physical, emotional and intellectual security for each student.
- 2.1.5. Teacher shall have the knowledge of specific strategies for the students with special educational needs and be able to set up for them the relevant educational environment.

### **2.2. Educational Process Planning**

- 2.2.1. Teacher shall ensure the student-oriented planning of the educational process.

- 2.2.2. Teacher shall apply the strong subject knowledge to planning the educational process.
- 2.2.3. Teacher shall design short-term and long-term curricula with due account to the priorities established under the national educational goals, the national curricula and the school.
- 2.2.4. Teacher shall plan the educational process in a way to promote students in developing the thorough (sorry, for me Georgian text is not clear. The word used in Georgian version may have many different meanings; *interpreter's note*) competences.
- 2.2.5. Teacher shall design a lesson plan based on clear objectives, which are related to the outcomes developed within the national and school curricula.
- 2.2.6. Teacher, when planning a lesson shall have the aim to motivate for and actively involve the students in the learning process.
- 2.2.7. Teacher shall plan for applying diversified resources relevant to the learning goal.
- 2.2.8. Teacher, when planning the lesson activities and strategies shall take into account the educational needs of each student.
- 2.2.9. Teacher shall plan out-of-class activities aimed at developing, consolidating and extending students' knowledge, skills and attitudes.
- 2.2.10. Teacher shall be engaged in developing separate curriculum for students with special educational needs.
- 2.2.11. Teacher shall demonstrate successful adaptation of the lesson plan to meet the needs and interests of students.

### **2.3. Teaching process management**

- 2.3.1. Teacher shall provide clear and detailed explanation of the rules for behavior at school to the students and through their participation set up the behavior rules for classroom.
- 2.3.2. Teacher, according to the School's Internal Procedure shall promote observance of the rules of conduct by students, both in classrooms and around the school.

2.3.3. Respecting the principle of fairness teacher shall establish a framework for discipline in classroom using a range of strategies for classroom management.

2.3.4. Teacher shall use incentives and other means to raise the student's motivation.

2.3.5. Teacher shall demonstrate the knowledge of strategies for conflict prevention and regulation and necessary skills for adequate reaction in conflicting situations.

## **2.4. Teaching**

2.4.1. Teacher shall use the knowledge of students' age specificities (physical, psycho-social) in promoting their learning and developing process.

2.4.2. In the teaching process teacher shall apply the knowledge on teaching and development theories.

2.4.3. Teacher shall guide students of how to develop self-effectiveness and demonstrate their capabilities to the maximum extend.

2.4.4. Teacher, together with explanation of learning material/issue shall make the relevant interpretation on its values and practical application.

2.4.5. When speaking with students teacher shall pursue the language comprehensible for them and take into account their age and development specifics.

2.4.6. Teacher shall link the new material to the prior knowledge and experience of students.

2.4.7. Teacher shall apply a range of activities and strategies aimed at raising students' involvement and motivation.

2.4.8. Teacher shall apply different models for classroom organization: individual work, work in pair, group-work, work in class.

2.4.9. Teacher, through application of differentiated teaching strategies shall ensure successful compliance of a lesson with individual needs and specificities of students.

2.4.10. Teacher shall use activities that encourage students to transfer new knowledge and skills into practice.

2.4.11. Teacher shall take responsibility for promoting high standards of thinking, as well as of social and communication skills of students.

2.4.12. Teacher shall be able to establish effective links between subjects.

2.4.13. Teacher shall apply IT and communication technologies for effective teaching of the given subject.

## **2.5. Assessment**

2.5.1. Teacher, based on the National Curriculum requirements shall use the assessment strategies on assessment of subject and the relevant curriculum area.

2.5.2. Teacher shall apply a range of assessment strategies aimed at improving student's progress.

2.5.3. Teacher shall use different methods in order to provide a comprehensive assessment of student's performance.

2.5.4. Teacher shall be able to develop and use the assessment schemes.

2.5.5. Teacher shall use assessment outcomes in planning of education process, also in the monitoring over the students' progress and for the purposes of its improvement.

2.5.6. Teacher shall give students timely and detailed information on assessment outcomes, on progress and on the needs for development.

2.5.7. Teacher shall assist student to make self-assessment of his/her learning process, identify the ways for improvement, take responsibility for his/her own achievement and learn of how to study independently.

2.5.8. Teacher shall assist students to use effectively the methods of objective mutual assessment.

2.5.9. Teacher shall be able to identify student's needs, help him/her and when necessary to refer to the relevant specialist/specialists upon consent by a parent.

2.6. Relation with public and parents

2.6.1. Teacher shall establish effective communication with parents and public with the aim of improving the educational process.

2.6.2. Teacher shall communicate in a timely manner with parents with regard to students' achievements and cooperate with them for eliminating the problems related to the student's learning and behavioral specifics.

2.6.3. Teacher shall take care of conveying the necessary pedagogical knowledge to parents.

2.6.4. Teacher shall ensure effective participation of parents and public representatives in the educational process as an important human resource, and establish active collaboration with them aimed at implementing the programs/projects to the benefit of school.

2.6.5. Teacher shall assist parents to realize and implement their rights and responsibilities.

2.6.6. Teacher shall assist parents and public to realize and share the school priorities, culture and values.

2.6.7. Teacher shall establish cooperation with parents and public in order to identify the expectation of school, and of them; and to determine the common interests.

2.6.8. Teacher shall support parents' and public's initiatives and ideas concerning the learning process promotion and school development.

## **2. Professional development**

### **3.1. Securing professional development**

3.1.1. Teacher shall be self-critical to and make analysis of his/her pedagogical experience in order to identify the needs upon which teacher builds his/her professional development.

3.1.2. Teacher, for the purposes of improving his/her teaching practice shall constantly learn the relevant literature and extend his/her knowledge.

3.1.3. Teacher shall make use of student's assessment outcomes for his/her professional development.

3.1.4. Teacher shall be responsive to the novelties, be able to analyze them and introduce to his/her practice.

3.1.5. Teacher, to improve his/her teaching practice shall make intensive use of researches conducted in the pedagogical field.

3.1.6. Teacher shall participate in a range of teaching-methodological activities aimed at developing professional skills.

3.1.7. Teacher shall constantly take responsibility for promoting his/her own literacy, including the digital and media literacy.

3.1.8. Teacher shall constantly develop his/her articulating and writing skills.

3.1.9. Teacher shall make use of tools for self-assessment, reflection and self-observance with the aim to improve his/her pedagogical activity.

3.1.10. Teacher shall be open to the critics and recommendation and take them into account for the purposes of better performance.

### **3.2. Relations with colleagues**

3.2.1. Teacher shall develop good cooperation with colleagues in solving the problems relating to student's teaching and education process.

3.2.2. Teacher shall share his/her professional expertise and knowledge with colleagues.

3.2.3. Teacher shall collaborate with colleagues to identify the professional needs, and for the purposes of professional development.

3.2.4. Teacher, in cooperation with colleagues shall design short-term and long-term teaching plans, in order to develop cooperation and professional development with them (?).

3.2.5. Teacher, together with colleagues shall be engaged in learning the novelties, in their analysis and introduction.

3.2.6. Teacher shall recognize and give objective assessment to the contribution made by his/her colleagues to the common affairs.

3.2.7. Teacher shall provide assistance to the graduate teachers in leading the pedagogical activity.

3.2.8. Teacher, together with school administration and colleagues shall provide regular analysis of assessment outcomes and use them for the purposes of improving the performance of each student, class and school in general.

3.2.9. Teacher, together with colleagues shall find, mobilize and design the teaching resources.