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**Hydropower Investment
Promotion Project (HIPP)**

TRAINING NEEDS ASSESSMENT AND TRAINING PROGRAM

NOVEMBER 7, 2011

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TRAINING NEEDS ANALYSIS AND TRAINING PROGRAM

USAID HYDROPOWER INVESTMENT PROMOTION PROJECT
(HIPP)

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DELOITTE CONSULTING LLP

IN COLLABORATION WITH BLACK & VEATCH AND PIERCE
ATWOOD LLP.

USAID/CAUCASUS OFFICE OF ENERGY AND ENVIRONMENT

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ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
EPI	USAID Project, Economic Prosperity Initiative
ESCO	Electricity System Commercial Operator
EU	European Union
GEDF	Georgian Energy Development Fund
GNEWRC	Georgian National Energy and Water Supply Regulatory Commission
GoG	Government of Georgia
GSE	Georgian State Electrosystem
HIPP	Hydropower Investment Promotion Project (USAID-funded)
HPP	Hydropower Plant/Hydropower Project
ICT	Investment Coordination Team
EIA	Environmental Impact Assessment
IFI	International Financial Institutions
IPS	Investment Promotion Strategy
MENR	Ministry of Energy & Natural Resources
MOU	Memorandum of Understanding
NARUC	National Association of Regulatory Utility Commissioners
RE	Renewable Energy
USAID	United States Agency for International Development
USEA	United States Energy Association
WB	World Bank

1.0 BACKGROUND

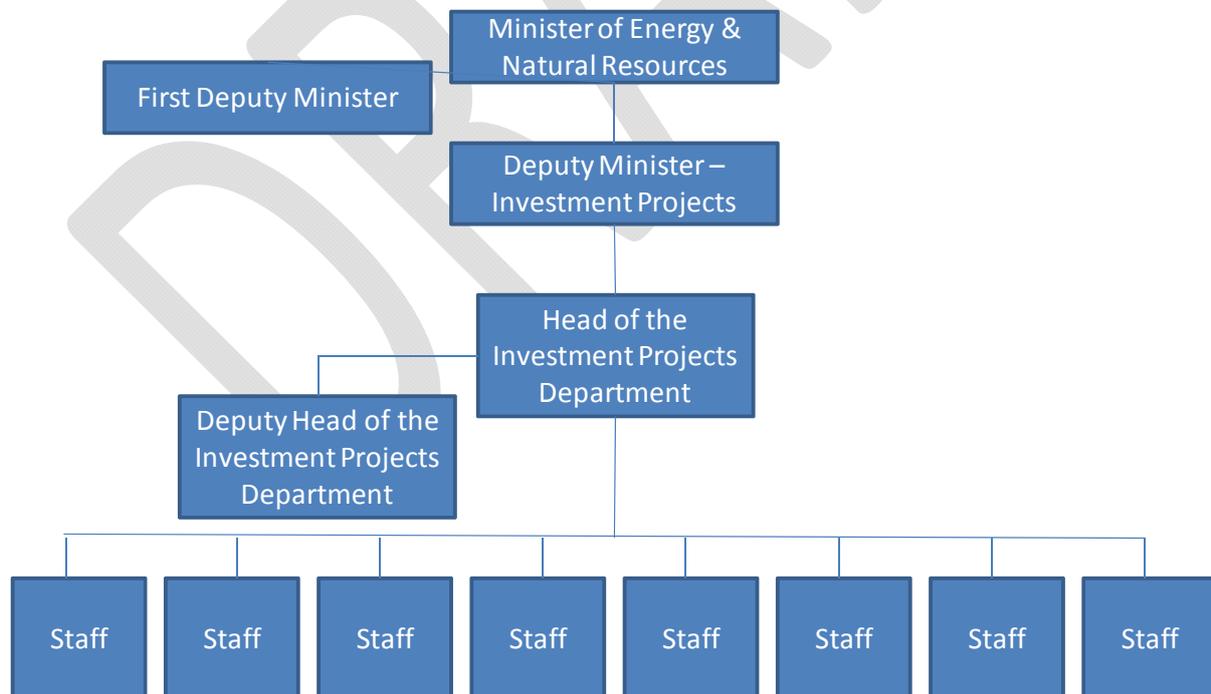
This report is a deliverable under USAID’s Hydropower Investment Promotion Project (HIPP). Specifically, Task 2 (Institutional Strengthening and Capacity Building) Subtask 2-A requires that Deloitte carry out a Training Needs Assessment and that this be followed by design and implementation of an appropriate training program).

The report is divided into four major sections:

1. Background
2. Training Needs Analysis
3. Training Program
4. Annexes

Investment Projects Department

The Investment Projects Department (IPD) of the Ministry of Energy and Natural Resources (MENR) continues to evolve. Most of the staff members within the IPD lack knowledge of and/or practical experience in financial markets, investment promotion and the energy sector. As a consequence, capacity building and training for the IPD staff are priorities to enable the IPD to perform the task critical missions given to them by the MENR. The MENR organizational structure relating to the IPD is shown below:

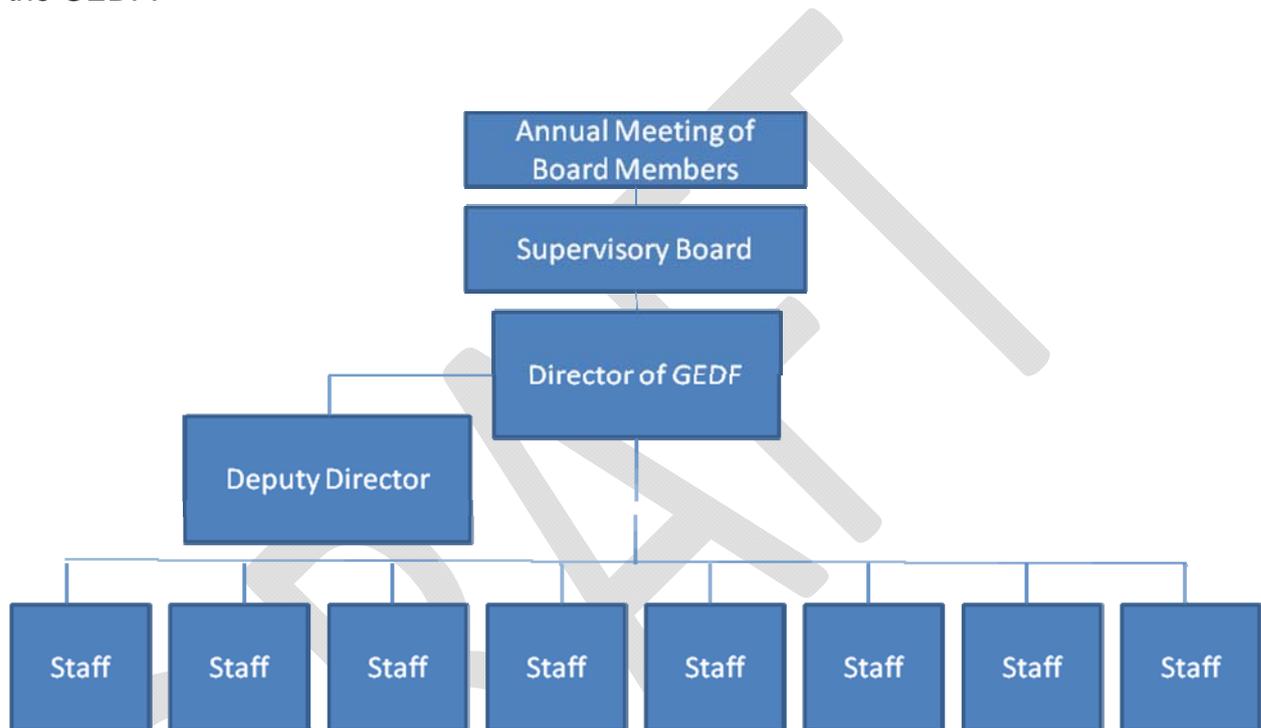


The MENR requested HIPP to develop a set of job descriptions for the IPD. The job description HIPP subsequently developed for the Head of Department was used in the job posting by the MENR as they sought to fill the empty position for the Head of the Investment Promotion Department. The set of job descriptions that HIPP developed for the IPD is included in this report as ANNEX 1.

Georgian Energy Development Fund

The Government of Georgia created the Georgian Energy Development Fund (GEDF) in January 2011. The GEDF is to provide initial feasibility stage funding of high potential hydropower projects in Georgia. The Director of the GEDF hired 4 staff members, one of which works in the administration of the fund. The other three staff members are quite new to the energy sector and need training in several areas.

In April 2011, USAID agreed to support the GEDF with advisory services and capacity building. The professional staff of the GEDF has and will continue to participate in capacity building provided by HIPP. Below is an organization chart for the GEDF.



From the chart above, it can be seen that the staffing of the GEDF is not complete. The GEDF Director anticipates the hiring of several professionals in the near future to cover investment promotion, legal and contractual affairs, transactional advisory, financial modeling, investor relations and HPP project oversight and monitoring.

1.1 Timeline

HIPP will seek approval by USAID and the MENR on the capacity building program proposed in this report and its further updates.



1.2 Training Needs Assessment

To create a training strategy to meet MENR's and GEDF's specific needs, a comprehensive training assessment was completed by HIPP. The training needs analysis was based on the existing organization of the IPD and GEDF and the existing individual staff profiles. It took into account other training programs performed previously or which were still ongoing at the time of the assessment. The specific training gaps were identified in meetings with the management of both organizations and by a questionnaire answered by all non-administration staff members of the IPD.

1.2.1 Training Audience Assessment

Each target audience has different training needs, based on their specific roles and responsibilities, and each requires different information at different stages of the program. The audience assessment identifies members of the various target audiences, their specific training needs, and those characteristics and/or constraints that influence the training program.

HIPP developed a template background information questionnaire for all staff members of the IPD, GEDF and HIPP's Special Studies Group. The questionnaire was filled out by members of the IPD staff and HIPP's Special Studies Group. The filled in questionnaires were grouped into a single table (See ANNEX II) to compare the information and identify the gaps in capabilities of the various staff members.

1.2.1.1 Training Infrastructure Assessment

An assessment of IPD/MENR's and GEDF's training infrastructure was critical to definition of the overall training solution needed and the tools and technology required to support the following processes:

- Training content development and translation
- Training content delivery and management

- Training logistics management
- Training program evaluation

1.3 Critical Success Factors

The success of the HIPP Training Program will depend upon the commitment and support of MENR management and the GEDF management and those to be trained. There are a number of critical success factors for training design, development, and delivery including:

Leadership Commitment to the Training Effort

- Leadership must actively work with IPD and GEDF staff to facilitate their acceptance of HIPP training.
- Leadership must encourage and enable IPD and GEDF personnel to complete all training activities as scheduled.
- Leadership must communicate that the HIPP Training Project is needed and wanted as opposed to an initiative thrust upon them from outside
- Training must be viewed and communicated as a top priority from both leadership and operational management.

Training Requirements, Infrastructure and Logistics

- The training pace must be well managed to prevent “information overload” among impacted personnel.
- A ratio of one personal computer per training attendee (for instructor led training) must be targeted to facilitate greater participant engagement through increased “hands on” experience.
- Training courses and trainers must be evaluated as the training program is delivered. The template for course evaluations is attached as Attachment 2.
- Training facilities must be setup and tested to assure a quality training experience for all impacted personnel.

The Asian Development Bank (ADB) and KfW have proposed capacity building activities for the power sector and these activities have been taken into consideration as the training program was developed. The USEA provides capacity building to GSE on power transmission analysis and NARUC through USAID provides training to GNEWRC.

Both these training programs are important for the energy sector, but somewhat indirectly related to the training program to be provided by HIPP.

Adequate Resources

- Subject matter experts (SMEs) - from the HIPP team, as appropriate - must be available to participate in trainee analysis, course development, and training delivery activities.
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Potential Risks & Mitigation Steps

The following is a description of various risks which could impact the HIPP Training Program as well as their relative impact and anticipated mitigation steps.

Risk Description	Impact	Mitigation
Impacted personnel must be given sufficient time to attend the necessary courses and sufficient time to practice their newly acquired skills	Risk of not having trained and prepared personnel	Work with leadership to validate training schedule and have that validation widely communicated once achieved. Communicate upcoming training schedule and the importance of attending to targeted trainees. Publish the training schedule at least four weeks prior to start of training.
Lack of SMEs (or lack of their time) to review the training content for accuracy and completeness.	Risk having inadequate or incomplete courses	Solicit support from SMEs early in the process so they are prepared for the demands on their time when requested.
Having a limited trainer resource pool	Risk of not being able to deliver the training program (particularly instructor led courses)	Prepare a list of potential trainers and solicit support and commitment from them and their management well in advance of training delivery
Any perceptions among impacted personnel that there is limited leadership support for HIPP	May influence commitment among impacted employees to meet their training requirements	Continue to elicit leadership support by providing a positive feedback loop between the trainees' experiences and the leaderships' objectives that reinforces leaderships commitment.

Risk Description	Impact	Mitigation
Limited availability of HIPP team members to support validation of course curriculum and materials	Quality of training deliverables could be compromised	HIPP COP must ensure that HIPP staff must have clear expectations regarding training development support requirements on an ongoing basis
Challenges inherent in developing and delivering courses which must support employees with varying language skills	May result in the need for additional training support for specific individuals	Clearly determine the extent to which language needs must be addressed for specific impacted employees/employee groups, and build any necessary translation lead time into the development schedule.

2.0 TRAINING NEEDS ANALYSIS AND TRAINING PROGRAM

2.1 Training Needs Analysis

The analysis of training needs of IPD and GEDF staff as conducted by HIPP provided the basis for this proposal for a comprehensive training program to be implemented over the remaining course of this project. The analysis comprised four components:

1. An analysis of current organization and staff of the IPD and GEDF
2. An analysis of other training programs implemented
3. The creation of Individual staff profiles
4. The development and evaluation of a questionnaire for IPD and GEDF staff on perceived training needs

2.1.1 Analysis of current organization and staff of IPD

The Investment Projects Department (IPD) of the Ministry for Energy and Natural Resources (MENR) was restructured in spring 2011 and is therefore a relatively new organization. The organization scheme and allocation of tasks is still in development. Training and capacity building is therefore a vital task to prepare the IPD staff to execute the tasks assigned to them.

The process of defining tasks and responsibilities for the staff in the MENR departments and divisions will continue in 2011, and will influence the further development of training needs.

Organization of the IPD

The Investment Projects activities are led by the Deputy Minister of Energy and Natural Resources. The head of the Investments Projects Department answers directly to the Deputy Minister. The following table indicates the proposed number of staff positions and existing positions within the IPD.

Approved Positions	Proposed Number of Staff	Existing Number of Staff
Head of the IPD	1	1
Deputy Head of the IPD	1	0
Chief Specialist	3	2
Senior Specialist	3	2
Specialist	2	1

A list of staff including names, job descriptions and qualifications is included in Annex II. In 2011, the further staffing of vacant posts in the IPD is expected but will depend on financing available during the year. The Deputy Head of the Department was recently promoted within the MENR leaving a management position open in the IPD.

Organization of the GEDF

The GEDF is led by the Director. The Director reports to the Supervisory Board of the GEDF. The following table indicates the proposed number of staff positions and existing positions already filled within the GEDF.

Approved Positions	Proposed Number of Staff	Existing Number of Staff
Director of GEDF	1	1
Deputy Director of GEDF	1	0
Chief Specialist	3	1
Senior Specialist	5	0
Specialist	3	2
Administrative Support	3	1

Further staffing of vacant posts in the GEDF is expected but will depend on the amount and timing of further funding of the GEDF.

Supporting Entities

The staff from several other entities beside the IPD and GEDF support hydropower investment promotion in Georgia and could benefit from additional capacity building. These entities include:

- Legal Department of the MENR
- Technical Department of the MENR
- International Affairs Department of the MENR
- Legal departments in GSE and ESCO.
- “Invest in Georgia” and the Ministry of Economy and Sustainable Development
- Georgia National Energy and Water Supply Regulatory Commission

When formal training is made available to the IPD and GEDF staff, the training will also be made available to the staff of supporting entities to the extent available space in the training venue exists. Deloitte Consulting is supporting another USAID project, Economic Prosperity Initiative (EPI), and EPI's training facilities are available upon request for HIPP capacity building activities.

2.1.2 Analysis of MENR past and ongoing training activities

The training needs analysis took into account the training activities provided outside this project in order to complement but not to repeat those training sessions already performed. As such HIPP evaluated the scope and outcomes of the following programs:

- MENR 2010/11 training program
- Training program supported by USAID from 2008-2011
- Training program supported by the ADB
- KfW capacity building program

2.1.2.1 Previous training initiatives

Given the recent creation of the GEDF and the new hiring of staff within the MENR's IPD, the previous trainings at the MENR and its predecessor, the Ministry of Energy, by other implementers were considered irrelevant.

HIPP has provided capacity building to the IPD, GEDF, ESCO, GSE and Energo-Pro staff previous to this report including:

- 1) **Workshop** - Technical, legal, regulatory and financial aspects of renewable energy technologies
 - 2) **Workshop** - Transmission and distribution network tariff methodologies
 - 3) **Workshop** – Energy trading principles
-

- 4) **Workshop** – Cross border energy trading in Europe and its application to Georgia
- 5) **Conference** – London Energy Summit
- 6) **On the job training** – Developing an Investment Promotion Plan
- 7) **IFI conferences** – With presentations on international financing practices, power market reform, HPP success stories from other countries
- 8) **On the job training** – numerous meetings between HIPP legal advisors and GSE & ESCO.
- 9) HIPP offered the IPD and GEDF staff participation in a 3-day workshop on Investment Promotion offered by the USAID program EPI, managed by Deloitte Consulting. Two staff members from GEDF attended all three days of the workshop. Nobody from the IPD was able to attend.

2.1.3 Staff profiles

Staff profiles of the current staff of MENR and GEDF, including a description of their tasks and their educational background, was to be developed as part of this TNA.

To determine individual qualifications and professional experience of the MENR and GEDF staff, a questionnaire form was prepared and disseminated to both the MENR and GEDF. The questionnaire form was designed to collect data and information on the educational and professional background of all staff members and a description of the job and tasks assigned to the individual in MENR or GEDF. The questionnaire form is included in Annex III.

HIPP received some but not all the questionnaires from the staff. The information HIPP did receive formed the basis for the present assessment.

2.2 Training needs addressed by MENR and GEDF staff

The questionnaire allowed for the staff to express their individually perceived training needs and propose topics for training covering several themes.

- Finance and Financial Analysis
- Energy Sector
- Hydropower plants (design, construction, operations)
- Investment Promotion
- Legal/regulatory environment
- Language skills
- Project management and leadership
- Procurement
- Environmental Management

These proposed topics were considered in the planning of the training program.

In the questionnaires returned and in the meetings held with MENR staff, the following further training needs have been formulated:

- Financial Modeling
- Leadership and Management
- Energy Sector

Further comments and proposals may be considered for the training program once the critical issues are covered.

2.3 Conclusions of the training needs assessment

The conclusions of the TNA are:

- 1) Previous and existing capacity building by HIPP is the only relevant capacity building to consider within the planning of further capacity building.
- 2) The staff members of the IPD and GEDF are relatively young and need capacity building in most if not all of the topic areas.
- 3) The immediate priority needs for the MENR can be covered by SMEs from HIPP.
- 4) Other entities have participated in previous HIPP capacity building in the past and HIPP should plan to have participants from these other entities in their further capacity building programs as participants.

3.0 Training Program

3.1 Provisions of the HIPP Task Order

HIPP's Task Order states, *"Under Task Two, the Contractor will focus on building understanding and capacity of the ICT and the GoG to speak with a common voice, specifically to: (1) articulate the investment opportunity and the rules and regulations that impact investors; (2) initiate policy reforms that encourage investment based largely on gaps identified and recommendations produced in white papers and analytical studies conducted by the Contractor of this program; (3) develop international partnerships and regional linkages; (4) establish mechanisms to manage and retail carbon credits for power projects; (5) undertake policy, legislative and regulatory reforms to bring Georgia into compliance under its obligations as a Contracting Party to the Energy Community Treaty" and "at least 3 energy agencies undertaking capacity strengthening."*

Note: The ICT (Investment Coordinating Team) means the IPD staff, other staff members of the MENR that support HPP investment development and staff that support the IPD on HPP development from other parts of the GoG.

3.2 Means of implementation

The training program will be implemented through the provision of:

- Formal training
 - Seminars;
 - Workshops;

- roundtables;
- Instructional training;
- On-the-job training; and,
- Conferences.

3.2.1 Formal training

The formal training program will be targeted to the entire staff of the IPD and GEDF to provide a broad level of understanding on the tasks and activities of the two organizations, and on the topics and methods presented in the training sessions. Presentations to be given by international and local experts on the different topics will be complemented by **practical examples**, exercises and discussions with the participants.

The training sessions will be held jointly by the international key experts, local experts, and where appropriate, by other external experts.

The participation of other ministries and organizations which are deemed important to success of the IPD and GEDF will be encouraged by HIPP to the extent the venues can handle additional participants.

In order to provide for the successful long-term participation of IPD and GEDF personnel, a schedule for training has been developed for the next six months. The following schedule for the training workshops has been agreed with MENR and GEDF.

No.	Period	Themes
1	Sept. – Oct 2011	Investment Promotion, Energy Trading
2	Nov – Dec 2011	Presentation Skills, Financial Modeling
3	Jan. – Feb 2012	Power Sector Operations, HPP Designs
4	Mar- Apr 2012	Win-Win Negotiations
5	May – Jun 2012	TBD
6	Sep – Oct 2012	TBD
7	Nov – Dec 2012	TBD
8	Jan – Feb 2013	TBD

The training, especially seminars, will comprise lectures on selected topics. To deepen the understanding and to reinforce the application of "lessons learned", practical exercises will complement the training sessions.

The entire formal training program will be implemented in English without interpretation. Training materials will be handed out at the beginning of the workshops. The training materials will also be stored in electronic version on the Hydropower Investment Promotion website portal (www.hydropower.ge) maintained by HIPP, as well as in paper documents in a special library of the MENR, which can be accessed by all MENR staff.

The formal trainings will be held on the premises of MENR, HIPP or EPI. In principle, each workshop is planned for four half-days in the morning. Each training session shall have duration of 1 to 1.5 hours.

Selection of participants from MENR and GEDF

The MENR and GEDF will determine which of the participants will receive training according to the relevance of the training topics for their respective areas of competence and responsibility. The MENR and the GEDF will provide the selected participants with the necessary authorization to dedicate the participants' working time to the training programs.

Selection of participants from other Ministries, utilities etc.

Some of the training themes may be relevant for other ministries and external institutions such as Invest in Georgia, other staff of the Ministry of Economy and Sustainable Development, Ministry of Nature Protection, GNERC, ESCO, GSE and others. The MENR or HIPP will inform them in advance of the training program, and if appropriate, invite them to the formal training.

Announcement of the program

The MENR and GEDF will announce the training program on November 1, 2011, and update the information if changes are made in the course of the execution of the overall training program.

To monitor the participation during the training workshops, a workshop participation form will be completed by those in attendance.

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3.2.2 On-the job training

The training workshops shall be complemented by on-the-job training for small groups or via individual assistance to staff members in application of lessons learned to their assigned tasks. This will be done as a permanent task on the basis of individual arrangements trainers and with the key experts in the frame of the execution of other tasks of this project, because fixing a detailed time planning at this point in time would not be appropriate.

On-the-job (or informal) training can contribute support for team-work for staff from different divisions, and further identification of communication and coordination methods and procedures. The GSE and ESCO legal staff members have taken full advantage of HIPP's legal staff in on-the-job-training to date. This training has resulted in modifications of several legal and regulatory documents with the full understanding of the need for the changes by the legal staff members of ESCO and GSE.

The Cross Border Energy Trading Agreement negotiation is another very good example of HIPP providing on-the-job training to Georgian counterparts. This will most likely continue for several months. In addition, participation in road shows funded by USAID through HIPP provide excellent training on how to properly promote energy projects.

3.2.3 Conferences

HIPP has funded attendance by IPD staff at the London Energy Summit. Additional conferences will be supported by HIPP for the remainder of the project. Appropriate conferences will be identified by HIPP and proposed to USAID, MENR and GEDF. If there is consensus for participation, then HIPP will develop an event brief for USAID and MENR approval and provide funding and logistics for IPD and GEDF attendance at those conferences.

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4.0 Annex I: Job Descriptions of IPD Staff

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Job Description

Department Head, Investment Projects Department

POSITION	DEPARTMENT HEAD, INVESTMENT PROJECTS DEPARTMENT
GRADE	
DIVISION/DEPARTMENT	INVESTMENT PROJECTS DEPARTMENT
REPORTS TO	FIRST DEPUTY MINISTER
MANAGES	ALL STAFF WITHIN INVESTMENT PROJECTS DEPARTMENT

Position Summary:

The Department Head is responsible to direct the investment facilitation activities of the Investment Projects Department within the MOE, namely the development and promotion of investment opportunities to developers and other investors and oversight for the implementation of investment projects by approved developers. The Department Head will manage the day-to-day activities of the Investment Projects Department and all Department personnel, and will work in close coordination with the responsible Deputy Minister.

Key Duties and Responsibilities:

Department Management

- Direct and oversee the activities of the Department, Deputy Head, Investment Promotion Advisor, and employees in support of the overall Investment Promotion Department strategy and objectives.
 - Determine, collaboratively with the First Deputy Minister, staffing levels and staff placement based on the overall MOE strategy and the Department budget.
 - Ensure that all Department employees have the capabilities, resources and guidance to achieve the Departments objectives.
 - Create a climate where staff can be the most productive. Ensure that Department employees are managed in an effective and consistent manner, in line with the Ministry's policies and procedures. Motivate and develop Department employees to ensure that objectives are established and met.
 - Meet regularly with all Department employees to solicit ideas and feedback and to convey key messages, decisions and changes in strategy.
 - Monitor the performance of all Department employees. Establish individual performance indicators.
 - Ensure that the Deputy Head has the information necessary to perform his/her duties. Oversee the Deputy Head work in the field of Project Development.
 - Conduct performance evaluations for each direct report bi-annually. Determine areas for improvement and jointly develop plans for training, development and remediation. Review the performance evaluations and development plans conducted by the Deputy Head for his/her staff.
 - Recommend promotions, salary changes and terminations through the Ministry's budget process and in accordance with the approved Human Resources policy.
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- Recruit and hire the best staff for each position within the Department. Work with the Human Resources Manager to ensure that potential employees meet minimum qualifications and demonstrate the competencies necessary to help the Department achieve its objectives.
- Develop the Department budget for submission to the First Deputy Minister. Manage the approved Division budget and ensure that all expenditures are within the Department budget. Utilize the Department financial resources prudently in line with the Ministry procurement policies.
- Advise the First Deputy Minister of the progress of the Department with regards to established objectives, programs and budgets. Raise major issues and discuss important external and internal factors influencing investment promotion.
- Develop a culture that focuses on 'customers'; external investor, developers, and the internal customers (within the Ministry), to ensure that a good service is provided continuously to all.

Marketing and Investment Generation

- Develop an overall Energy Investment Promotion Plan and budget with input from the Investment Promotion Advisor, and the First Deputy Minister. Update plan yearly or as necessary based on the priority of projects and their development.
- Promote energy-related investment opportunities within and outside Georgia, including through electronic media (Websites, direct emails, etc.) and active, coordinated participation in road shows, investment conferences, and other international activities.
- Develop and maintain contacts with interested developers, and sources of investment capital, including banks, investment funds, international financial institutions and others;
- Provide recommendations on necessary improvements to the investment facilitation process, including the process of site development, investor selection and oversight and the enabling framework for energy generation in Georgia;
- Represent Georgia, The Ministry. 'Selling' to the investor: convincing the investor that Georgia's offers the best solution for him or her. Provides the investor with relevant information for the investment decision.
- Support the investment promotion team in securing potential investor site visits to the country.
- Help the potential investor in deciding and implementing the investment.
- Monitor customer feedback to determine how to improve the investment climate and the program's services.
- Conduct research to select countries where international promotion will be conducted.

Project Development

- Oversee the Deputy Head's work in the field of Project Development (oversight for the implementation of investment projects by approved developers).

External Relations

- Work to enhance the Ministry's reputation with other Georgian agencies, and other countries.
 - Maintain appropriate contacts and develop necessary relations with government departments, other investment promotion entities, and organizations that have an influence on the attainment of Department objectives.
 - Make efficient use of these and all other available resources, keep abreast of current information and developments in the field, and work to ensure general good will towards the Ministry.
 - Undertake international and regional travels in support of the Department's objectives.
 - Represent the Ministry to potential investors, developers, donors, international financing institutions (IFIs), and other key actors
 - Oversee technical assistance activities provided by USAID and other donors in support of investment facilitation and project development.
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Performance Measurements:

[tbd]

Capabilities:

Core competencies

All IPD staff must demonstrate an understanding of the following six core areas:

- Georgian legal and regulatory framework for HPPs including the regulations for environmental protection, land rights, electricity transmission regulatory issues, licensing and permitting of projects and taxation. Must know the pricing mechanisms available for energy produced by HPPs during the winter months.
- Power sector development including existing structure and future structure planned in the planning horizon. There should be a clear understanding of the power market rules and pending changes to the market rules that will impact HPPs. General knowledge of the regional power market is also needed.
- Language skills – strong writing, reading and listening skills in Georgian, English and Russian languages is critical for work in the IPD. Must be able read correspondence and documents from investors and related parties and to write clear and concise text is critical on HPP financial and technical issues.
- Investor Relations – must be responsive to inquiries of investors. Must be able to support investors that are in the process of developing projects and need guidance in completing government requirements relating to HPP plants. Seek to find viable solutions to hurdles during negotiations with investors and seek consensus on proposed solutions. Provide useful information to investors that would help attract and maintain their interest in investing in Georgian HPPs.
- Presentation Skills – be able to develop and present information in a public forum in a clear and informative manner.
- Finance – knowledge of basic financing for HPPs, the financial markets and financial analysis including the calculation of IRR for HPP projects.

Minimum qualifications and experience:

- Masters degree in business administration, economics, finance or related field of study;
- Minimum five (5) years experience in developing and promoting international investment projects, preferably related to energy and infrastructure.
- Extensive senior management experience in a government or corporate environment
- Demonstrated experience managing organizations of professional staff from diverse backgrounds including recruiting, hiring, evaluation, training, development, discipline, and termination.
- Experience working with external contractors, consultants, advisors, analysts, international donors, and investors.
- Proven ability to enhance relationships with external parties including corporations, governments and investors.
- Excellent interpersonal skill (ability to persuade and sell Georgia as a place for investors; ability to instill confidence and trust in potential business partners; ability to interact with high level external officials).
- Excellent communication skills (ability to write and deliver presentations speeches, and correspondence).
- Excellent analytical skills (ability to analyze and synthesize data from many sources and make sound business decisions based on that data).
- Excellent written and oral communication skills in English.
- Fully computer literate (MS Office, PowerPoint, Excel, Internet, Email).

Relevant training in the following field

- Georgian power system development
 - Power transmission tariff methodologies
 - Basic financing structures and financial analysis
 - Monitoring and tracking of energy projects
 - Win/win negotiations
 - HPP development phases – process, resources and expected costs
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Job Description

Deputy Department Head, Investment Projects Department

POSITION	DEPUTY DEPARTMENT HEAD, INVESTMENT PROJECTS DEPARTMENT
GRADE	
DIVISION/DEPARTMENT	INVESTMENT PROJECTS DEPARTMENT
REPORTS TO	DEPUTY MINISTER
MANAGES	ALL STAFF WITHIN INVESTMENT PROJECT IMPLEMENTATION UNIT

Position Summary:

The Deputy Department Head is responsible for and oversight for the implementation of investment projects by approved developers. The Deputy Department Head will manage the day-to-day activities of the Investment Project Implementation Unit and all Unit personnel, and will work in close coordination with the Department head.

Key Duties and Responsibilities:

Department Management

- Assist the Department Head in the day to day management of the Department. When the Department away is unavailable or on leave, the Deputy is to assume the function of acting Department Head.
- Ensure that all Unit employees have the capabilities, resources and guidance to achieve the Departments objectives.
- Create a climate where staff can be the most productive. Ensure that Unit employees are managed in an effective and consistent manner, in line with the Ministry's policies and procedures. Motivate and develop Unit employees to ensure that objectives are established and met.
- Meet regularly with all Unit employees to solicit ideas and feedback and to convey key messages, decisions and changes in strategy.
- Monitor the performance of all Unit employees. Establish individual performance indicators.
- Conduct performance evaluations for each direct report bi-annually. Determine areas for improvement and jointly develop plans for training, development and remediation.
- Recommend promotions, salary changes and terminations through the Ministry's budget process and in accordance with the approved Human Resources policy.
- Make key decisions and help resolve conflicts or problems for Unit staff.

Project Development

- Manage the development of essential site-specific information on priority sites for hydropower development, working closely with technical (engineering), legal and financial specialists to ensure the availability of quality information.
 - Oversee the contracting of MOUs through transparent procedures resulting in the identification of qualified, committed developers.
 - Provide effective control and available support for the implementation of MOUs resulting in the successful development of investment projects. Monitor the performance of developers after awarding of tender.
-

- Review key deliverables from the Unit employees before delivering them for approval. Ensure that deliverables are complete and accurate.
- Oversee the creation of several key deliverables in the project development process.
- Coordinate, and issue calls for Expression of Interests (Eoi).
- Provide recommendations to the Ministry for the awarding of Projects.
- Provide advice and guidance to various departments concerning project development issues and trends.

Other Duties

- Performs other similar or related duties as and when assigned by the Department Head.

Capabilities:

Core competencies

All IPD staff must have or quickly obtain a good understanding of the following six core areas:

- Georgian legal and regulatory framework for HPPs including the regulations for environmental protection, land rights, electricity transmission regulatory issues, licensing and permitting of projects and taxation. Must know the pricing mechanisms available for energy produced by HPPs during the winter months.
- Power sector development including existing structure and future structure planned in the planning horizon. There should be a clear understanding of the power market rules and pending changes to the market rules that will impact HPPs. General knowledge of the regional power market is also needed.
- Language skills – strong writing, reading and listening skills in Georgian, English and Russian languages is critical for work in the IPD. Must be able read correspondence and documents from investors and related parties and to write clear and concise text is critical on HPP financial and technical issues.
- Investor Relations – must be responsive to inquiries of investors. Must be able to support investors that are in the process of developing projects and need guidance in completing government requirements relating to HPP plants. Seek to find viable solutions to hurdles during negotiations with investors and seek consensus on proposed solutions. Provide useful information to investors that would help attract and maintain their interest in investing in Georgian HPPs.
- Presentation Skills – be able to develop and present information in a public forum in a clear and informative manner.
- Finance – knowledge of basic financing for HPPs, the financial markets and financial analysis including the calculation of IRR for HPP projects.

Minimum qualifications and experience

- Bachelor's degree in business administration, economics, finance, law, or related field of study.
- Minimum five (5) years experience in large scale project development or related fields, preferably related to energy and infrastructure.
- Experience managing teams of professional staff from diverse backgrounds including recruiting, hiring, evaluation, training, development, discipline, and termination.
- Excellent written and oral communication skills in English.
- Excellent communication skills (ability to write and deliver presentations, correspondence and reports).
- Good analytical skills (ability to analyze technical requirements, engineering designs and technical reports).
- Good computer skills: competent in using MS Office, PowerPoint, Internet, Email, and database.

Relevant training in the following field:

- Georgian power system development
 - Power transmission tariff methodologies
 - Basic financing structures and financial analysis
-

- Monitoring and tracking of energy projects
 - Win/win negotiations
 - HPP development phases – process, resources and expected costs
-

DRAFT

Job Description

Specialist (Investment Promotion), Investment Projects Department

POSITION	SPECIALIST (INVESTMENT PROMOTION), INVESTMENT PROJECTS DEPARTMENT
GRADE	
DIVISION/DEPARTMENT	INVESTMENT PROJECTS DEPARTMENT
REPORTS TO	ADMINISTRATIVELY REPORTS TO THE DEPUTY HEAD TECHNICALLY REPORTS TO THE DEPARTMENT HEAD
MANAGES	N/A

Position Summary:

To target and attract foreign investors to Georgia through direct sales and marketing techniques.

Key Duties and Responsibilities:

Investment Promotion

- Oversee and support the activities of the Promotion Coordination Specialist.
- Identify and analyze of potential investment promotion sectors and companies in those countries with the purpose of developing targeted lists of developers and investors from foreign countries.
- Design and oversee a direct sales program to implement to convince companies to visit Georgia and consider investing. Work with other department and government agencies to develop regionally targeted promotional items. Attend trade shows, conventions and targeted industry events to make contacts with potential leads.
- Develop and maintain relationships with potential leads within the assigned region through phone calls, visits and correspondence.
- Make professional presentations to international investors, developers, international financing institutions (IFIs).
- Follow up on the various prospective investors to respond to their questions and requirements.
- Oversee the Promotion Coordination Specialist as s/he coordinates fact-finding visits to Georgia by investors prior to making an investment decision including Georgia overviews and specific site visits.
- Prepare and provide information and presentations to visiting investors on concerns, issues, or positive aspect. Develop targeted materials for each investor. Respond quickly to the demands and needs of the investor during the visit.
- Provide feedback to the Promotion Coordination specialist regarding visits of investors to encourage continual improvement of the experience for the investor.

External Relations

- Maintain appropriate contacts and develop necessary relations with other department, government departments, other investment promotion entities, and organizations that have an influence on the attainment of Department objectives.

Other Duties

- Performs other similar or related duties as and when assigned by the Department Head.

Capabilities:

Core competencies

All IPD staff must have or quickly obtain a good understanding of the following six core areas:

- Georgian legal and regulatory framework for HPPs including the regulations for environmental protection, land rights, electricity transmission regulatory issues, licensing and permitting of projects and taxation. Must know the pricing mechanisms available for energy produced by HPPs during the winter months.
- Power sector development including existing structure and future structure planned in the planning horizon. There should be a clear understanding of the power market rules and pending changes to the market rules that will impact HPPs. General knowledge of the regional power market is also needed.
- Language skills – strong writing, reading and listening skills in Georgian, English and Russian languages is critical for work in the IPD. Must be able read correspondence and documents from investors and related parties and to write clear and concise text is critical on HPP financial and technical issues.
- Investor Relations – must be responsive to inquiries of investors. Must be able to support investors that are in the process of developing projects and need guidance in completing government requirements relating to HPP plants. Seek to find viable solutions to hurdles during negotiations with investors and seek consensus on proposed solutions. Provide useful information to investors that would help attract and maintain their interest in investing in Georgian HPPs.
- Presentation Skills – be able to develop and present information in a public forum in a clear and informative manner.
- Finance – knowledge of basic financing for HPPs, the financial markets and financial analysis including the calculation of IRR for HPP projects.

Minimum qualifications and experience:

Required Competencies

- Bachelors degree in Business Administration, Economics, Marketing or Management, or any equivalent combination of education, experience and training that provides the required knowledge and skills
- Extensive marketing or investment experience
- Strong background and experience in sales, marketing or investment promotions
- Demonstrated experience managing teams of professional staff from diverse backgrounds
- Experience working with external contractors and consultants, especially in the marketing/advertising fields.
- Excellent knowledge of written and spoken English
- knowledge and understanding of current economic and investment trends and the ability to apply this information to key aspects of the job; ability to produce targeted marketing plans
- Strong interpersonal skills
- Excellent communication skill: ability to write and deliver presentations speeches, correspondence and reports.
- Strong analytical skills: ability to analyze diverse sets of information and data
- Good computer skills: ability to complete work using MS Office, PowerPoint, Internet, Email, and lead tracking programs

Relevant training in the following field

- Georgian power system development
 - Power transmission tariff methodologies
-

- Basic financing structures and financial analysis
 - Monitoring and tracking of energy projects
 - Win/win negotiations
 - HPP development phases – process, resources and expected costs
-

DRAFT

Job Description

Specialist (promotion coordination), Investment Projects Department

POSITION	SPECIALIST (PROMOTION COORDINATION), INVESTMENT PROJECTS DEPARTMENT
GRADE	
DIVISION/DEPARTMENT	INVESTMENT PROJECTS DEPARTMENT
REPORTS TO	ADMINISTRATIVELY REPORTS TO THE DEPUTY HEAD TECHNICALLY REPORTS TO THE DEPARTMENT HEAD
MANAGES	N/A

Position Summary:

To assist the Investment Promotion Specialist in promoting Georgia to interested foreign parties. To demonstrate to potential leads the value of investing and doing business in Georgia by coordinating visits of foreign investors to Georgia. To develop professional marketing collaterals and maintain the investor portal.

Key Duties and Responsibilities:

Investment Promotion Support

- Coordinate with other departments and government agencies to arrange site visits for potential leads to Georgia.
- Coordinate all Georgia aspects of the visit including meetings, schedules, drivers, promotional materials and tours.
- Coordinate with MOE staff to ensure that the potential investor has the best experience possible. Provide relevant staff with information about the investor and the specific needs.
- Document interactions contacts and relevant information from site visits and follow up on action items.
- Provide post-site visit reporting for Investment Promotion Specialist and Department Head.
- Follow up on the various prospective investors to respond to their questions and requirements
- Track all contact information regarding leads in the [???] lead tracking system.

Marketing

- Develop, collaboratively with the investment promotion specialist, and the department head professional brochures, and presentations.

Investor Portal

- Responsible for the maintenance and accuracy of the investor portal (including Q&A database). Administer the investor portal, and update it on a weekly basis
 - Coordinate with other departments to ensure that up to date information is made available to investors.
 - Develops and maintains standards and protocols (including security protocols) for the investor portal.
-

- Provides instruction and support to investor on use of the investor portal.
- Stays informed of trends relating to best practices in the field of investor portal.

Other Duties

- Performs other similar or related duties as and when assigned by the Investment Promotion Specialist, or the Department Head.

Capabilities:

Core competencies

All IPD staff must have or quickly obtain a good understanding of the following six core areas:

- Georgian legal and regulatory framework for HPPs including the regulations for environmental protection, land rights, electricity transmission regulatory issues, licensing and permitting of projects and taxation. Must know the pricing mechanisms available for energy produced by HPPs during the winter months.
- Power sector development including existing structure and future structure planned in the planning horizon. There should be a clear understanding of the power market rules and pending changes to the market rules that will impact HPPs. General knowledge of the regional power market is also needed.
- Language skills – strong writing, reading and listening skills in Georgian, English and Russian languages is critical for work in the IPD. Must be able read correspondence and documents from investors and related parties and to write clear and concise text is critical on HPP financial and technical issues.
- Investor Relations – must be responsive to inquiries of investors. Must be able to support investors that are in the process of developing projects and need guidance in completing government requirements relating to HPP plants. Seek to find viable solutions to hurdles during negotiations with investors and seek consensus on proposed solutions. Provide useful information to investors that would help attract and maintain their interest in investing in Georgian HPPs.
- Presentation Skills – be able to develop and present information in a public forum in a clear and informative manner.
- Finance – knowledge of basic financing for HPPs, the financial markets and financial analysis including the calculation of IRR for HPP projects.

Minimum qualifications and experience

- Bachelor's degree in Business Administration, Economics, Marketing or Management, or any equivalent combination of education, experience and training that provides the required knowledge and skills.
- Strong experience in business development, sales, customer service or marketing.
- International sales and marketing experience preferred
- Good current knowledge of information technology, IT trends and strategies, combined with business knowledge.
- Strong written and oral communication skills in English.
- Strong communication skills (ability to write and deliver presentations, correspondence and reports).
- Good analytical skills (ability to analyze technical requirements, engineering designs and technical reports).
- Good computer skills: competent in using MS Office, PowerPoint, Internet, Email, and database.

Relevant training in the following field

- Georgian power system development
- Power transmission tariff methodologies
- Basic financing structures and financial analysis
- Monitoring and tracking of energy projects
- Win/win negotiations
- HPP development phases – process, resources and expected costs

Job Description

Specialist (Coordinator), Investment Projects Department

POSITION	SPECIALIST (COORDINATOR), INVESTMENT PROJECTS DEPARTMENT
GRADE	
DIVISION/DEPARTMENT	INVESTMENT PROJECTS DEPARTMENT / PROJECT IMPLEMENTATION UNIT
REPORTS TO	DEPUTY DEPARTMENT HEAD
MANAGES	N/A

Position Summary:

The Specialist will provide administrative and logistical support on project implementation activities of the Department including arrangement of meetings, drafting letters relating to hydropower project investment, maintaining files on each project and investor (electronically and in hard copy), taking meeting minutes of investor meetings, and providing logistics for meetings with investors outside of the Ministry

Key Duties and Responsibilities:

Administrative and logistical support

Provide administrative and logistical support on project implementation activities of the Department including but not limited to:

- Arranging meetings
- Drafting letters relating to hydropower project investment,
- Maintaining files on each project and investor (electronically and in hard copy),
- Taking meeting minutes of investor meetings, and
- Providing logistics for meetings with investors outside of the Ministry

Other Duties

- Performs other similar or related duties as and when assigned by the Department Head and his/her Deputy.

Capabilities:

Core competencies

All IPD staff must have or quickly obtain a good understanding of the following six core areas:

- Georgian legal and regulatory framework for HPPs including the regulations for environmental protection, land rights, electricity transmission regulatory issues, licensing and permitting of projects and taxation. Must know the pricing mechanisms available for energy produced by HPPs during the winter months.
- Power sector development including existing structure and future structure planned in the planning horizon. There should be a clear understanding of the power market rules and pending changes to the market rules that will impact HPPs. General knowledge of the regional power market is also needed.
- Language skills – strong writing, reading and listening skills in Georgian, English and Russian languages is critical for work in the IPD. Must be able read correspondence and

documents from investors and related parties and to write clear and concise text is critical on HPP financial and technical issues.

- Investor Relations – must be responsive to inquiries of investors. Must be able to support investors that are in the process of developing projects and need guidance in completing government requirements relating to HPP plants. Seek to find viable solutions to hurdles during negotiations with investors and seek consensus on proposed solutions. Provide useful information to investors that would help attract and maintain their interest in investing in Georgian HPPs.
- Presentation Skills – be able to develop and present information in a public forum in a clear and informative manner.
- Finance – knowledge of basic financing for HPPs, the financial markets and financial analysis including the calculation of IRR for HPP projects.

Minimum qualifications and experience

- Bachelor's degree in business administration, economics, finance, law, or related field of study.
- Good interpersonal skills; ability to resolve conflicts
- Excellent communication skills; ability to write correspondence and reports
- Excellent written and oral communication skills in English
- Good computer skills: competent in using MS Office, PowerPoint, Internet, Email, and database programs

Relevant training in the following field

- Georgian power system development
 - Power transmission tariff methodologies
 - Basic financing structures and financial analysis
 - Monitoring and tracking of energy projects
 - Win/win negotiations
 - HPP development phases – process, resources and expected costs
-

Job Description

Specialist (Finance and Legal), Investment Projects Department

POSITION	SPECIALIST (FINANCE AND LEGAL), INVESTMENT PROJECTS DEPARTMENT
GRADE	
DIVISION/DEPARTMENT	INVESTMENT PROJECTS DEPARTMENT / PROJECT IMPLEMENTATION UNIT
REPORTS TO	DEPUTY DEPARTMENT HEAD
MANAGES	N/A

Position Summary:

The Specialist will support the Department in all Eols, MoUs and IA processes. The work will include the development of tendering documents, letters to investors, completing tendering of the hydropower sites, supporting the negotiations of various agreements and ensuring transparency and non-discrimination in the process of selecting investors in the tendering process. The Specialist will work with the Investment Promotion Specialist to ensure that all interested investors are provided timely and accurate information during the tendering and negotiation processes. Provide recommendations on the tendering criteria used in the selection of investors for each project.

Key Duties and Responsibilities:

Project Development

- Develop tendering documents, letters to investors
- Complete tendering of the hydropower sites
- Support the negotiations of various agreements
- Ensure transparency and non-discrimination in the process of selecting investors in the tendering process.
- Provide recommendations on the tendering criteria used in the selection of investors for each project.
- Ensure that deliverables are complete and accurate.
- Coordinate with other departments to ensure the completion and the accuracy of the above deliverables.
- Monitor and report relevant regulatory developments.
- Work with the Investment Promotion Specialist to ensure that all interested investors are provided timely and accurate information during the tendering and negotiation processes

Other Duties

- Performs other similar or related duties as and when assigned by the Department Head and his/her Deputy.

Capabilities:

Core competencies

All IPD staff must have or quickly obtain a good understanding of the following six core areas:

- Georgian legal and regulatory framework for HPPs including the regulations for environmental protection, land rights, electricity transmission regulatory issues, licensing and permitting of projects and taxation. Must know the pricing mechanisms available for energy produced by HPPs during the winter months.
- Power sector development including existing structure and future structure planned in the planning horizon. There should be a clear understanding of the power market rules and pending changes to the market rules that will impact HPPs. General knowledge of the regional power market is also needed.
- Language skills – strong writing, reading and listening skills in Georgian, English and Russian languages is critical for work in the IPD. Must be able read correspondence and documents from investors and related parties and to write clear and concise text is critical on HPP financial and technical issues.
- Investor Relations – must be responsive to inquiries of investors. Must be able to support investors that are in the process of developing projects and need guidance in completing government requirements relating to HPP plants. Seek to find viable solutions to hurdles during negotiations with investors and seek consensus on proposed solutions. Provide useful information to investors that would help attract and maintain their interest in investing in Georgian HPPs.
- Presentation Skills – be able to develop and present information in a public forum in a clear and informative manner.
- Finance – knowledge of basic financing for HPPs, the financial markets and financial analysis including the calculation of IRR for HPP projects.

Minimum qualifications and experience

- Bachelor's degree in business administration, economics, finance, law, or related field of study.
- Knowledge and understanding of environmental and regulatory environments in Georgia.
- Good interpersonal skills; ability to resolve conflicts
- Excellent communication skills; ability to write correspondence and reports
- Excellent written and oral communication skills in English
- Good computer skills: competent in using MS Office, PowerPoint, Internet, Email, and database programs

Relevant training in the following field:

- Georgian power system development
 - Power transmission tariff methodologies
 - Basic financing structures and financial analysis
 - Monitoring and tracking of energy projects
 - Win/win negotiations
 - HPP development phases – process, resources and expected costs
-

Job Description

Specialist (project monitoring/energy), Investment Projects Department

POSITION	SPECIALIST (PROJECT MONITORING/ENERGY), INVESTMENT PROJECTS DEPARTMENT
GRADE	
DIVISION/DEPARTMENT	INVESTMENT PROJECTS DEPARTMENT
REPORTS TO	DEPUTY DEPARTMENT HEAD
MANAGES	N/A

Position Summary:

The specialist will be responsible for the review and documentation of the progress of each hydro power project under the EoI, MoU and IA processes. This Specialist will provide the Department with regular status reports on the HPPs in their various stages and also to identify areas of concerns including delays in schedule previously agreed by investors.

Key Duties and Responsibilities:

Project Development

- Manage the development of essential site-specific information on priority sites for hydropower development, working closely with all actors to ensure the availability of quality information.
- Provide effective control and available support for the implementation of Memorandum of Understanding (MOUs) resulting in the successful development of investment projects. Monitor the performance of developers after awarding of tender. Carry out regular field visits.
- Report issues and progress to the Deputy Head.
- Review investor's quarterly status report, and provide summary to Deputy Head.
- Develop and provide summary quarterly status report.
- Assist in the development of annual report to the government
- Provide technical support during the development of Expression of Interest (EoI), MOU and Implementation Agreements (IA) process.
- Coordinate with government agencies for infrastructure services.
- Manage security deposit.

Other Duties

- Performs other similar or related duties as and when assigned by the Department Head.

Capabilities:

Core competencies

All IPD staff must have or quickly obtain a good understanding of the following six core areas:

- Georgian legal and regulatory framework for HPPs including the regulations for environmental protection, land rights, electricity transmission regulatory issues, licensing and permitting of projects and taxation. Must know the pricing mechanisms available for energy produced by HPPs during the winter months.
 - Power sector development including existing structure and future structure planned in the planning horizon. There should be a clear understanding of the power market rules
-

and pending changes to the market rules that will impact HPPs. General knowledge of the regional power market is also needed.

- Language skills – strong writing, reading and listening skills in Georgian, English and Russian languages is critical for work in the IPD. Must be able read correspondence and documents from investors and related parties and to write clear and concise text is critical on HPP financial and technical issues.
- Investor Relations – must be responsive to inquiries of investors. Must be able to support investors that are in the process of developing projects and need guidance in completing government requirements relating to HPP plants. Seek to find viable solutions to hurdles during negotiations with investors and seek consensus on proposed solutions. Provide useful information to investors that would help attract and maintain their interest in investing in Georgian HPPs.
- Presentation Skills – be able to develop and present information in a public forum in a clear and informative manner.
- Finance – knowledge of basic financing for HPPs, the financial markets and financial analysis including the calculation of IRR for HPP projects.

Minimum qualifications and experience

- Experience managing engineering projects preferably civil engineering projects
- Experience with infrastructure development projects
- Experience working with government agencies, regulatory entities and infrastructure service providers
- Background in engineering and infrastructure development programs
- Experience working with external contractors, ability to judge proposals for engineering contracts, monitor and inspect work performance of external engineering firms, manage vendor contracts to ensure quality performance
- Excellent written and oral communication skills in English.
- Excellent communication skills (ability to write and deliver presentations, correspondence and reports).
- Good analytical skills (ability to analyze technical requirements, engineering designs and technical reports).
- Good computer skills: competent in using MS Office, PowerPoint, Internet, Email, and database.

Relevant training in the following field:

- Georgian power system development
 - Power transmission tariff methodologies
 - Basic financing structures and financial analysis
 - Monitoring and tracking of energy projects
 - Win/win negotiations
 - HPP development phases – process, resources and expected costs
-

5.0 Annex II: Training Needs Assessment Questionnaire Results

Description	Answers	Answers	Answers	Answers	Answers	Answers	Answers
Name	Elene Goksadze	Ketevan Kanashvili	Liza Tavdumadze	Tamar Murtskhvaladze	Temo Izoria	Ivane Pirveli	Sopio Khujadze
Ministry	Ministry of Energy and Natural Resources	Ministry of Energy and Natural Resources	Ministry of Energy and Natural Resources	Ministry of Energy and Natural Resources	Ministry of Energy and Natural Resources	HIPP	HIPP
Department	Investment Projects Department	Investment Promotion Department	Investment Projects Department	Investment Promotion Department	Investment Projects Department	Special Studies Group	Special Studies Group
Division							
			Liza Tavdumadze				
Level	Chief Specialist	Specialist			Specialist		
Job Title	Chief Specialist	Chief Specialist	Deputy Head of Investment Projects Department	Chief Specialist	Chief Specialist	Power Market Analyst	Economic Analyst
Phone number, e-mail address	99232 2 35 78 29; e.goksadze@menr.gov.ge	871244466 e-mail: keta.kanashvili@minenergy.gov.ge	(+995) 77-555-093 , L.Tavdumadze@menr.gov.ge	Phone: +995 99 915154; Mail: tata.murtskhvaladze@minenergy.gov.ge	Mob.(+995) 95 404 204 Tel: (+995) 32 235 78 29	598 51 56 53, ipirveli@dcop-hipp.ge, i.pirveli@iset.ge	593 46 77 70, skhujadze@dcop-hipp.ge, s.khujadze@iset.ge
Education (Bachelor, Master, PhD, other + location)	Engineer, Georgian State University	Bachelor, Tbilisi, Georgia	B.S. in Business from City University of New York, Diploma in Credit Analysis from New York University, and M.S. in Business Management and Leadership from City University of	Iv. Javakhishvili Tbilisi State University, Faculty: History of Diplomacy and International Relations, Bachelor's degree. Tbilisi, GEORGIA	Audit - Financial Accounting, Bachelor, Caucasus School of Business.	Master in Economics	Master in Economics

Description	Answers	Answers	Answers	Answers	Answers	Answers	Answers
Name	Elene Goksadze	Ketevan Kanashvili	Liza Tavdumadze New York	Tamar Murtskhvaladze	Temo Izoria	Ivane Pirveli	Sopio Khujadze
DOB	24/03/1971	1988	1/1/1981	4/21/1985	3/28/1981		
Language skills (outside Georgian)	Georgian, English, Russian	English, Russian, German	English and Russian	English (fluent), Russian (fluent)	English, Russian, German (Beginner)	English, Russian, Turkish (Elementary)	English, Russian, German (Elementary)

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Description	Answers	Answers	Answers	Answers	Answers	Answers	Answers
Name	Elene Goksadze	Ketevan Kanashvili	Liza Tavdumadze	Tamar Murtskhvaladze	Temo Izoria	Ivane Pirveli	Sopio Khujadze
Professional experience	MC GROUP Ltd. Administration Manager (2008-2011)	NGO-"The centre for cultural relations-Caucasian House", financial Manager		2007-2008: Ministry of Foreign Affairs of Georgia: Department of Diplomatic Protocol. Position: Intern/Stagiaire 2008-2009: Ministry of Energy of Georgia: Department of International Relations and Investment Projects; International Relations Division. Position: Intern/Stagiaire 2009: Ministry of Energy of Georgia: Department of International Relations and Investment Projects; International Relations Division. Position: Leading Specialist. 2009 - To date: Ministry of Energy and Natural Recourses of Georgia: Department of Investment Projects; Position: Chief Specialist.	4 years as Chief Specialist in Ministry of Energy and Natural Resources (2007-2011)		

Description	Answers	Answers	Answers	Answers	Answers	Answers	Answers
Name	Elene Goksadze	Ketevan Kanashvili	Liza Tavdumadze	Tamar Murtskhvaladze	Temo Izoria	Ivane Pirveli	Sopio Khujadze
	JSCo HYDROSPETSGVI RABMSHENI, Technical Manager (2004-2008)	Auditing company- "Georgian Audit", Internship	Administrative Assistant of Susan P.Thomases (2003-2006)		Develop financial models for new projects	Co -founder and president at Association of Young Professionals in Energy of Georgia (AYPEG)	
	KASHKHALMSHE NI Ltd., Assistant Director (2002-2004)	Building Company-"LIBO", financial analyst	Financial Associate at Citibank (2007-2008)		Monitor implementation of ongoing investment projects		

Description	Answers	Answers	Answers	Answers	Answers	Answers	Answers
Name	Elene Goksadze	Ketevan Kanashvili	Liza Tavdumadze	Tamar Murtskhvaladze	Temo Izoria	Ivane Pirveli	Sopio Khujadze
	JSCo SAKHYDROENERGOMSHENI, \computer Operator and Translator (1999-2002)	Consulting Firm – “Bconsulting”, Market Researcher	Deputy Head of Investment Projects Department at Ministry of Energy and Natural resources (2011- Present)		Supply potential investors and project developers with all available information regarding wide variety of issues		
	Institute of Energy, Research Specialist (1993-1999)				Communicate with other organizations (Government, International? NGOs, etc.)		
	Preparing correspondence		Direct and manage	Chief Specialist of Investment Projects department	yes		
Current role	Preparing reports	preparing letters to investors	Prioritize and organize daily tasks for follow-up to ensure timely resolution Participation in road shows by planning and supporting senior management meetings with potential investors and providing detailed information pertaining to Hydro Power Potential in Georgia		responsible to monitor specific part of ongoing projects, Develop financial models for all new projects, communicate with investors when heads are not present		

Description	Answers	Answers	Answers	Answers	Answers	Answers	Answers
Name	Elene Goksadze	Ketevan Kanashvili	Liza Tavdumadze	Tamar Murtskhvaladze	Temo Izoria	Ivane Pirveli	Sopio Khujadze
	Leading meetings	meeting investors	provide change management support etc		4 years		
Job description available	yes		yes	yes	No		
How would you describe your specific role within the Unit? How has this role been communicated to you in the past (job description, meetings, etc.)?	Responsible for communication with investors, preparing the information	yes	Responsible for the oversight of the team, monitoring and oversight projects	Monitoring on ongoing investment projects; correspondence; communications with all organizations; protocol affair.		Lot internet research and updating information in Energy	Lot internet research and updating information in Energy
How long have you been in this role? (in years)	Less than 1 year	3 months	more than 3 months	2 years		1	several months
Do you have any responsibilities within the MoE outside of your role in this Department? If so, please explain.	N	no		Protocol affair.		No	No
Which of your past experience(s) makes you most qualified to undertake this role?	All my past experience	financial management	Administrative Assistant of Susan P.Thomases (2003-2006) Financial Associate at Citibank (2007-2008)	2 years as Chief Specialist of Investment Projects department	4 years as Chief Specialist in Ministry of Energy and Natural Resources (2007-2011)	Master Studies at ISET.	Master Studies at ISET
How would you describe your workload? (appropriate,	Appropriate	appropriate	heavy	appropriate	appropriate	Appropriate	Appropriate

Description	Answers	Answers	Answers	Answers	Answers	Answers	Answers
Name	Elene Goksadze	Ketevan Kanashvili	Liza Tavdumadze	Tamar Murtskhvaladze	Temo Izoria	Ivane Pirveli	Sopio Khujadze
heavy, light)							
How many different types of tasks/duties do you undertake on a regular basis, and could you estimate what percentage (%) of your time you spend on each?	Preparing correspondence - 70% Preparing reports - 15% Leading meetings - 15%		.reviewing MOUs (30%).Managing the team (30%).Representing the division (40%)	Protocol affairs 40%; correspondence 30%; Monitoring on ongoing investment projects 20 %; communications with all organizations 10%.	Financial models 30% Monitoring with investors 20%, Communicate with other organizations 30%	15%	
Are you regularly required to do work outside of normal work hours, including evenings and weekends?	Yes	no	yes	no	yes	No	No
Strengths and Weaknesses							
Which function(s) within your role are you most comfortable executing? (list up to 3)	Writing reports		managing the team	All functions are comfortable	Everything is comfortable to me	Forecasting	Modeling investments in HPP
	Writing letters		time keeping		None	Modeling investments in HPP	Forecasting
	Leading meetings	greeting investors	monitoring		Hard working	Data research	Research
Which function(s) are you least comfortable executing? (list up to 3)			developing MOUs		Team player		
		preparing letters	carrying out environmental impact assessments	Non			
What do you consider are your best professional			managing people	Hard working		Diligence	I take full responsibility for my actions

Description	Answers	Answers	Answers	Answers	Answers	Answers	Answers
Name	Elene Goksadze	Ketevan Kanashvili	Liza Tavdumadze	Tamar Murtskhvaladze	Temo Izoria	Ivane Pirveli	Sopio Khujadze
strengths (up to 3)			motivating the team	Team player		Creativity	I am easy and quick learner
			Negotiation Skills	High responsibility			Honest
What are the areas in which you would like to improve?	English skills		carrying out quality audits	Presentation skills		Technical/engineering	Financial/economic /investment aspects
	Presentation skills					Finance	
	Technical aspects of hydropower industry		presentation skills			Law	
How would you assess your understanding of the following relevant issues			Rate 0 to 4: 0: no knowledge, 1: beginner, 2: up to 2 years, 3: up to 5 years, 4: 5 years and more				
<i>Technical/engineering aspects of hydropower industry</i>	3	3	1	3	3	3	2
<i>Financial/economic/investment aspects</i>	3	5	2	3	4	4	4
<i>Legal/contractual/regulatory aspects</i>	3	2	2	3	3	3	3
<i>Specific international initiatives related to the promotion of clean / renewable energy (carbon credits, CDM, etc.)</i>	2	4	2	3	3	4	4
How would you describe your relevant language skills?	(5 – excellent, 1 - basic)	(5 – excellent, 1 - basic)	(5 – excellent, 1 - basic)	(5 – excellent, 1 - basic)	(5 – excellent, 1 - basic)	(5 – excellent, 1 - basic)	(5 – excellent, 1 - basic)
<i>English</i>	4	4	5	4	4	4	4

Description	Answers						
Name	Elene Goksadze	Ketevan Kanashvili	Liza Tavdumadze	Tamar Murtskhvaladze	Temo Izoria	Ivane Pirveli	Sopio Khujadze
<i>Russian</i>	5	4	4	5	5	4	3
Training needs							
Which areas do you believe you are in most need of training and other forms of capacity development in order to be more successful in your job. Examples include:	(select 10 areas below, and rank the development needs from the highest 10) to the lowest (1) order of priority		(select 10 areas below, and rank the development needs from the highest 10) to the lowest (1) order of priority	(select 10 areas below, and rank the development needs from the highest 10) to the lowest (1) order of priority	(select 10 areas below, and rank the development needs from the highest 10) to the lowest (1) order of priority	(select 10 areas below, and rank the development needs from the highest 10) to the lowest (1) order of priority	(select 10 areas below, and rank the development needs from the highest 10) to the lowest (1) order of priority
Language training		(select 10 areas below, and rank the development needs from the highest 10) to the lowest (1) order of priority					
English - beginner							
English - intermediate							
English - proficient	5			5		1	1
Financial training							
Local and foreign financial markets				9	7		
Capital asset pricing model			1		6		
Project modeling			8	10	10		
International financial reporting standards (IFRS) and comparison with Georgian Accounting Standards							

Description	Answers	Answers	Answers	Answers	Answers	Answers	Answers
Name	Elene Goksadze	Ketevan Kanashvili	Liza Tavdumadze	Tamar Murtskhvaladze	Temo Izoria	Ivane Pirveli	Sopio Khujadze
Risk and risk mitigation				7	3	6	6
Market assessments for forecasting revenues in competitive markets	4	6				8	8
Investment training		5					
Investor relations	6			10	4	7	7
Investment promotion	10	10	2	10	9		
Negotiation skills		9		10	8		
Professional writing		8		2			
Public speaking	3	7		6		3	
Legal/regulatory							
Power market structures and operations	7		9				
Cross border energy trading	8			8	2	4	3
Domestic power market regulatory framework			3	7			
Regional power markets regulatory frameworks			8	7			
Project Management and Leadership							
Overview of Project Management				10			
Team Building				9			
Strategic Planning				9			4

Description	Answers	Answers	Answers	Answers	Answers	Answers	Answers
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Management and Supervisory skills (performance management, motivation, team development, interpersonal & communications skills, time management)	2			9	1	5	5
HPP project identification and management							
Overview of list of potential sites				9			
Selection criteria							
Overview of construction management				8			
Overview of operation management				8			
Procurement procedures in the energy sector							
Overview of procurement practices							
International procurement and procedures							
Local procurement and procedures							
Identification and selection of suppliers							
Environmental management and renewables							

Description	Answers	Answers	Answers	Answers	Answers	Answers	Answers
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Environmental Regulation and policy related to the HPP's	9						
Potential Environmental and Social Impacts of HPP's						2	
Environmental Mitigation and Monitoring Issues			4				2
Kyoto Protocol and CDM opportunities							
Technical training							
Overview of Hydroelectric Power Concepts (for those without experience in hydro engineering).	1			7			
Hydrology for Hydropower Developments		1		7			
Basic geologic and geotechnical issues (including tunneling, landslides, and earthquakes)							
Power and Energy Calculations for Hydro Projects			5			10	10
Basic Power Distribution and Transmission Concepts (for those without experience in transmission)							

Description	Answers	Answers	Answers	Answers	Answers	Answers	Answers
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engineering)							
Legal Requirements for Construction in Georgia		3		6			
Operating Hydro Power Plant Field Trip (one-day trip from Tbilisi)		4				9	9
Other (please describe)		2					
Other (please describe)			6		5		
Additional training topics							

Description	Answers	Answers	Answers	Answers	Answers	Answers	Answers
Name	Elene Goksadze	Ketevan Kanashvili	Liza Tavdumadze	Tamar Murtskhvaladze	Temo Izoria	Ivane Pirveli	Sopio Khujadze
					<p>Georgian Energy Sector overview Ministry of Energy of Georgia Tbilisi, Georgia March-April 2008</p> <p>Energy Training Program British Council Ljubljana, Slovenia March 4-7 2008</p> <p>Energy Training Program British Council Ljubljana, Slovenia April 24-27 2008</p> <p>Managing Social Projects GEPLAC Tbilisi, Georgia April-November 2008</p> <p>Financial Analysis of Energy Projects USAID Tbilisi, Georgia May 10-25 2008</p> <p>Project Management Workshop USAID Tbilisi, Georgia February 24-26 2009</p> <p>Grid Connected Renewable Energy United States Energy Agency Washington DC, USA August 29-September 6, 2009</p> <p>Integrated Energy Planning for Sustainable Development IAEA Tbilisi, Georgia February-March 2010</p> <p>Long Range Energy Program Planning</p>		
				<p>2009,18-20 Dec; USAID - The Energy Initiative Project - Strategies Planning Workshop; 2010, 5-10 Aug: USAID - The</p>		"Energy	"Energy

Description	Answers						
Name	Elene Goksadze	Ketevan Kanashvili	Liza Tavdumadze	Tamar Murtskhvaladze	Temo Izoria	Ivane Pirveli	Sopio Khujadze
Were you satisfied with this?		n/a		Yes	yes	Yes	Yes
If not, please explain what you liked and did not like about previous trainings		n/a					
What kind(s) of trainings methods most appeal to you?	(rank the methods from the most appealing (7) to the least (1))	(rank the methods from the most appealing (7) to the least (1))	(rank the methods from the most appealing (7) to the least (1))	(rank the methods from the most appealing (7) to the least (1))	(rank the methods from the most appealing (7) to the least (1))	(rank the methods from the most appealing (7) to the least (1))	(rank the methods from the most appealing (7) to the least (1))
<i>Workshops</i>	5	2	7	5	5	5	3
<i>International conferences</i>	4	7	3	7	6	4	4
<i>E-learning</i>	6	6	6	5	7	2	2
<i>Half-day or day-long trainings</i>	2	5	4	4	3	3	6
<i>Multi-day trainings</i>	3	3	5	4	2	7	5
<i>Mentoring (close work with experienced colleagues)</i>	7	4	2	5	1	6	7
<i>Other (add here)</i>			1				
How much time a month do you believe you could devote to training?	12 h	5 days	10-12 hours	20-25 hours	16-20 hours	1 week	1 week
Where do you see yourself in your professional career?		n/a					
<i>In 2-years</i>			Wherever I can grow professionally	Anywhere	Anywhere	Researcher in the energy Sector, and working also with AYPEG	

Description	Answers	Answers	Answers	Answers	Answers	Answers	Answers
Name	Elene Goksadze	Ketevan Kanashvili	Liza Tavdumadze	Tamar Murtskhvaladze	Temo Izoria	Ivane Pirveli	Sopio Khujadze
<i>In 5-years</i>			Wherever I can grow professionally	Anywhere	Anywhere	Become expert in the field and capable of independent research in energy sector. Make AYPEG capable to address non-governmental issues	
What do you think are the biggest obstacles to you realizing these career objectives?		n/a			Myself	Current financing of NGOs and for researching energy sector is heavily based on international aid. Will energy sector become strong enough to guarantee those activates?	

Annex III: Formal Training Course Evaluation Form

Course Evaluation Form

Instructions: Please take a moment to complete this evaluation of the course in which you just participated. We want to provide excellent courses, and we value your opinion. Your comments will be used to make ongoing improvements in our program. Please refer to the rating scale provided below. Thank you for your participation.

Date: _____

Name of Course: _____

Course Director/Lead Instructor:

Date(s) of Course:
Length: _____

Location of Course:

Reason for taking this course:

1 ----- 2 ----- 3 ----- 4 -----
5
Strongly Disagree Disagree Neutral Agree
Strongly Agree

Circle one

1. The program met its stated objectives. 1 2 3 4 5
2. Overall this course met my expectations. 1 2 3 4 5
3. The program content was relevant to my work and extended my knowledge. 1 2 3 4 5
4. There was an adequate supply of equipment that was clean and in good working order. 1 2 3 4 5
5. The method of presentation (i.e., large-group discussions, videos, scenarios) enhanced my learning experience.) 1 2 3 4 5

- | | |
|---|-----------|
| 6. The audiovisual materials (i.e., posters, PowerPoint(s) slides, case discussions, videos) enhanced the presentation. | 1 2 3 4 5 |
| 7. The program resource materials (ie, textbooks, outlines, handouts) were useful. | 1 2 3 4 5 |
| 8. Course materials were provided to allow adequate preparation time. | 1 2 3 4 5 |
| 9. The classroom environment was conducive to learning. | 1 2 3 4 5 |
| 10. There were adequate and appropriate physical facilities for this course. | 1 2 3 4 5 |
| 11. I would recommend this course to my colleagues. | 1 2 3 4 5 |
| 12. The program was presented at an appropriate pace conducive to learning. | 1 2 3 4 5 |
| 13. Instructors presented the material with knowledge and clarity. | 1 2 3 4 5 |
| 14. Instructors provided adequate and helpful feedback | 1 2 3 4 5 |

Please rate the instructor's overall effectiveness: 1 ----- 2 ----- 3 ----- 4 ----- 5

Poor Fair Satisfactory Good
Excellent

Instructor and Topic 1 2 3 4 5 Comments

Please use this space to make any additional comments:

Were there any specific strengths or weaknesses of the program that you would like to comment on?

(Optional)

If you would like feedback on your comments, please fill out the following:

Name _____

Address _____

Phone _____

Signature (required if any action is being requested)

Please submit your comments to the Instructor at course end, or if you prefer, you can mail this form either directly to HIPP Office at _____, c/o Communications Specialist.

Thank you for your participation!

DRAFT

USAID Hydropower Investment Promotion Project (USAID-HIPP)

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