

REQUEST FOR QUOTATION (RFQ)

FOR SERVICES

Project Title:	The Women in Leadership (WIL) Programme
Nature of the services	Consultancy for Strategic Adviser on Organisational Strengthening
Location:	Noumea
Date of issue:	15/03/2023
Closing Date:	11/04/2023
SPC Reference:	RFQ23-5158

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Part 1: INTRODUCTION

1.1 About the Pacific Community (SPC)

The Pacific Community (SPC) is the principal scientific and technical organisation of the Pacific region, established by treaty in 1947 with the signing of the *Agreement Establishing the South Pacific Commission* (the Canberra Agreement).

Our unique organisation covers more than 20 sectors and is renowned for knowledge and innovation in such areas as fisheries science, public health surveillance, geoscience and conservation of plant genetic resources for food security.

For more information about SPC and the work that we do, please visit our website: <https://www.spc.int/>.

1.2 SPC's procurement activities

SPC's procurement activities are guided by the principles of high ethical standards, value for money, open competition and social and environmental responsibility and are carried out under our Procurement Policy.

For further information or enquiries about SPC's procurement activities, please visit the procurement pages on our website: <https://www.spc.int/procurement> or email: procurement@spc.int

1.3 SPC's Request for Quotation (RFQ) Process

At SPC, procurement valued at more than EUR 2,000 and less than or equal to EUR 45,000 requires an evaluation of at least three quotations to determine the offer that provides the best value for money through a Request for Quotation (RFQ) process.

This RFQ sets out SPC's requirements for a project and it asks you, as a bidder, to respond in writing in a prescribed format with pricing and other required information.

Your participation confirms your acceptance of SPC's conditions of participation in the RFQ process.

Part 2: INSTRUCTIONS TO BIDDERS

2.1 Background

SPC invites you to submit a quotation to deliver the services as specified in [Part 3](#).

SPC has compiled these instructions to guide prospective bidders and to ensure that all bidders are given equal and fair consideration. Please read the instructions carefully before submitting your bid. For your quotation to be considered, it is important that you provide all the prescribed information by the closing date and in the format specified.

2.2 Submission Instructions

You must **submit your quotation and all supporting documents** in English and as an attachment to an email sent to kalolainiw@spc.int and with the subject line of your email as follows: **Submission** RFQ23-5158. The email should also be copied to rfq@spc.int.

The supporting documents expected in this RFQ are:

- [The Conflict-of-Interest Declaration form](#) completed
- Cover letter responding to the RFQ Evaluation Criteria – Mandatory and Technical requirements listed in Part 4

- Up to date CV

Your submission must be clear, concise and complete and should only include a quotation and information that is necessary to respond effectively to this RFQ. Please note that you may be marked down or excluded from the procurement exercise if your submission contains any ambiguities or lacks clarity.

Bids will be evaluated on the basis of information received by **4:30pm Fiji ST on 11/04/2023**.

2.3 Evaluation & Contract Award

Each quotation validly received will be assessed against the evaluation criteria matrix set out in [Part 4](#). Any changes in the evaluation criteria will result in the RFQ process being re-issued.

SPC may award the contract once it has determined that a bidder has met the prescribed requirements and the bidder's proposal has been determined to be substantially responsive to the RFQ documents, provide the best value for money (highest cumulative score) and best serve the interests of SPC.

In the event of a bid being accepted, procurement will take place under SPC's [General Terms and Conditions of Contract](#) and depending on the value or nature of the procurement, the award will be made by issuing a purchase order or a signed and dated contract, or both.

2.4 Key Contacts

Please contact SPC should you have any doubt as to what is required or if we can help answer any questions that you may have.

Monica Waqanisau will be your primary point of contact for this RFQ and can be contacted at kalolainiW@spc.int. You should copy any communications into rfq@spc.int.

Details will be kept of any communications between SPC and bidders. This assists SPC to ensure transparency of the procurement process. While SPC prefers written communication in the RFQ process, at any point where there is phone call or other conversation, SPC expects to keep a file note of the exchange, with all forms of communication with prospective bidders to be retained as source documents for the procurement of the services.

2.5 Key Dates

Please see the proposed procurement timetable in the table below. This timetable is intended as a guide only and while SPC does not intend to depart from the timetable, it reserves the right to do so at any stage.

STAGE	DATE
RFQ sent to potential vendors	15/03/2023
RFQ Closing Date	11/04/2023
Award of Contract	18/04/2023
Commencement of Contract	24/04/2023
Conclusion of Contract	30/06/2023

2.6 Legal and compliance

Confidentiality: Unless otherwise agreed by SPC in advance or where the contents of the RFQ are already in the public domain when shared with the bidder, bidders shall at all times treat the contents of the RFQ and

any related documents as confidential. SPC will also treat the information it receives from the bidders as confidential.

Conflict of interest: Bidders must take all necessary measures to prevent any situation of conflict of interest. You must notify SPC in writing as soon as possible of any situation that could constitute a conflict of interest during the RFQ process. If you have any familial connection with SPC staff, this must be declared, and approval will then be sought for you to engage in the RFQ process. **In support of your response to this RFQ, you must submit to SPC [the Conflict-of-Interest Declaration form](https://spc.int/procurement) available on our procurement page website: <https://spc.int/procurement>.**

Breach of this requirement can result in SPC terminating any contract with a successful bidder.

Currency, validity, duties, taxes: Unless specifically otherwise requested, all proposals should be in USD and must be net of any direct or indirect taxes and duties, and shall remain valid for 120 days from the closing date. The successful bidder is bound by their proposal for a further 60 days following notification they are the preferred bidder so that the contract may be awarded. No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted at any time during this period.

No offer of contract or invitation to contract: This RFQ is not an offer to contract or an invitation by SPC to enter into a contract with you.

Privacy: The bidder is to comply with the requirements of applicable legislation and regulatory requirements in force for the use of personal data that is disclosed for the purposes of this RFQ. SPC will handle any personal information it receives under the RFQ in line with its [Privacy Policy](#), and the [Guidelines for handling personal information of bidders and grantees](#).

Warranty, representation, assurance, undertaking: The bidder acknowledges and agrees that no person has any authority to give any warranty, representation, assurance or undertaking on behalf of SPC in connection with any contract which may (or may not) follow on from this RFQ process.

2.7 Complaints process

Bidders that consider they were not treated fairly during any SPC procurement process may lodge a protest. The protest should be addressed to complaints@spc.int. The bidder must provide the following information: (1) full contact details; (2) details of the relevant procurement; (3) reasons for the protest, including how the alleged behaviour negatively impacted the bidder; (4) copies of any documents supporting grounds for protest; (5) the relief that is sought.

Part 3: TERMS OF REFERENCE

A. Background/context for Strategic Adviser on Organisational Strengthening.

The Pacific Community (SPC) is the principal scientific and technical organisation supporting development in the Pacific region. As a key institution in the regional architecture of organisations supporting the Pacific, our programmes are designed to reflect the strategic direction set out in the Framework for Pacific Regionalism, the regional priorities identified in the SAMOA Pathway (Small Island Developing States Accelerated Modalities of Action) and the commitments in the Sustainable Development Goals (SDGs).

The Women in Leadership (WIL) Programme is part of the Pacific Women Lead is the Australian Government's Pacific gender equality programme that commenced in 2021 for an initial period of five years. It is linked to SPC's broader work on gender equality and human rights led by the Human Rights and Social Development Division (HRSD).

The overall objective of the Women in Leadership (WIL) programme is to enhance representation of women in leadership roles within SPC and thereby ensure that more women meaningfully inform and participate in the strategic and programmatic direction of the organisation.

To support and inform the WIL Programme, SPC conducted a robust leadership audit in 2022. The audit resulted in 16 Recommendations which has informed a high-level design framework for the WIL Programme and a multi-year workplan. The SPC Human Resources (HR) Division is a critical part of SPC to implement these recommendations.

A specialist who has proven experience in providing organisational and institutional change management is sought by the WIL Programme to support the HR Division. This is to respond to the 2022 WIL audit recommendations. The key role of the Organisational Change Strengthening is to support SPCs corporate direction to embed substantive equality through a change in organisational culture, strengthening of accountability mechanisms, policies and procedures that not only supports women's career progression but creates a culture in which all staff can thrive.

B. Purpose, objectives, scope of services

This consultancy will be 60 days between April to end of June 2023 and will involve desk-based work and in-country presence to deliver the outputs successfully.

Scope of work to be performed by the Strategic Adviser on Organisational Strengthening:

1. Based on the 2022 Leadership audit findings and recommendations, consult with the HR Division and relevant parts of SPC (includes Executive Office, SER Policy Team, HRSD and Staff Representative Council).
 - (a) prepare a response detailing concrete actions to be taken to address the recommendations concerning and relating to the HR Division.
2. Prepare a detailed multi-year workplan (2023-2026) for the HR Division with activities, annual targets, and indicative costs.
 - (a) From this, annual activities will be drawn for costing and implementation.
 - (b) This includes analysing and providing feedback on staffing and resource gaps.

3. Prepare Terms of References for specific capacity needed by the HR Division to implement the multi-year workplan with costing of these capacity.
4. Contribute to actions under the WIL Programme address the 2020 audit by providing inputs to:
 - (a) Monitoring, Evaluation and Learning Framework for WIL so to ensure the actions and responsibilities of the HR Division can be tracked and evaluated.
 - (b) Organisational change management and communications plan for the WIL programme.
 - (c) Proposed Leadership programme for SPC which will have a focus on supporting women's leadership roles.
5. Support HR Director to present the HR Management response to the audit and the multi-year workplan to the WIL Programme Taskforce, Programme Advisory Body and the Senior Leadership Team.
 - a. Develop the executive summary and extract key data from the Annual Performance Report for the WIL programme, to be used as content for a brief, summary booklet on programme progress. This will also be used as part of the visibility on WIL at SPC.

C. Timelines

This consultancy for the Strategic Adviser on Organisational Strengthening will be 60 days.

Work and tasks anticipated are to be delivered from the time of selection of a suitable consultant to end of June 2023.

- Up to 20 days for consultations and meetings.
- Up to 25 days or review, writing and drafting.
- Up to 6 days meetings for presentation and feedback from the WIL Programme Taskforce and Programme Advisory Body/SLT.
- Up to 6 days for inputs to the MEL Framework; Organisational change management and communications plan for the WIL programme and the proposed Leadership programme.
- 3 days for drafting end of consultancy report with succinct recommendations and clear process for next steps.

D. Reporting and contracting arrangements

The Strategic Adviser on Organisational Strengthening will operate under a matrix reporting arrangement between the Director of the HR Division and the Principal Strategic Lead – Pacific Women and Girls.

The Strategic Adviser on Organisational Strengthening will work directly with the Director of the HR Division.

Quality assurance and day to day management will be provided by the WIL Programme Coordinator. The Principal Strategic Lead – Pacific Women and Girls will provide overall guidance in line with the objectives of the WIL Programme and the recommendations of the 2022 Leadership audit.

Based on an agreed workplan with the WIL Programme, the Strategic Adviser on Organisational Strengthening will work in Suva and in Noumea. Any travel undertaken will be coordinated by SPC, in line

with its relevant organisational policies which include return economy airfares and daily subsistent allowance (DSA).

E. Skills and qualifications

The required competencies and experience must be reflected in the applicant’s cover letter or CV.

1. Master’s or advanced degree in human resources specialising in organisational change, Business Administration, Psychology or related field.
2. 10 years or more demonstrated experience in providing advisory services to support changes in organisational culture, strengthening of accountability mechanisms, policies and procedures that support and promote gender equality and women’s career progression.
3. 10 years or more experience working with international organisations with more than 500 staff on capacity development and institutional strengthening.
4. Experience working in Pacific is essential to provide context and to engage with concepts associated with human rights, gender equality, social inclusion, and culture from a development perspective.
5. Demonstrated adaptive management experience and ability to manage conflicts and is solution oriented.

F. Scope of Bid Price and Schedule of Payments

The contract is expected to be paid on a milestone basis, following the completion of related deliverables.

Milestone/deliverables	Deadline	% Payment
1. Mobilisation, consultations with the HR Director, Principal Strategic Lead and WIL Programme Coordinator, submission of agreed workplan with dates.	5 days from date of contracting	10%
2. Submission of a paper with concrete actions to be taken by the HR Division to address the 2022 Leadership audit recommendations.	30 April 2023	20%
3. Submission of a detailed multi-year workplan (2023-2026) for the HR Division with activities, annual targets, and indicative costs.	15 May 2023	20%
4. Prepare Terms of References for specific capacity needed by the HR Division to implement the multi-year workplan with costing of these capacity.	20 May 2023	10%
5. Organisation support, provide inputs to: <ol style="list-style-type: none"> (a) Monitoring, Evaluation and Learning Framework for WIL so to ensure the actions and responsibilities of the HR Division can be tracked and evaluated. (b) Organisational change management and communications plan for the WIL programme. (c) Proposed Leadership programme for SPC which will have a focus on supporting women’s leadership roles. 	Between April and end of June.	15%
6. Presentations and engagements: SPC Principal Strategic Leader, WIL Programme Taskforce and Programme Advisory Body and the Senior Leadership Team.	Between April and end of June 2023	15%

7. Submission of end of consultancy report which is accepted by the HR Director, Principle Strategic Lead and the WIL Programme Coordinator	End of June 2023	10%
TOTAL		100%

Part 4: PROPOSAL EVALUATION MATRIX

4.1 Competency Requirements & Score Weight

The evaluation matrix below reflects the obtainable score specified for each evaluation criterion (technical requirement) which indicates the relative significance or weight of the items in the overall evaluation process.

Evaluation criteria	Score Weight (%)	Points obtainable
Mandatory requirements		
<ul style="list-style-type: none"> Master's or advanced degree in human resources specialising in organisational change, Business Administration, Psychology or related field. 	Mandatory requirements. Bidders will be disqualified if any of the requirements are not met	
Technical requirements		
Technical requirement 1: 10 years or more demonstrated experience in providing advisory services to support changes in organisational culture, strengthening of accountability mechanisms, policies and procedures that support and promote gender equality and women's career progression.	20%	140
Technical requirement 2: 10 years or more experience working with international organisations with more than 500 staff on capacity development and institutional strengthening.	25%	175
Technical requirement 3: Experience working in Pacific is essential to provide context and to engage with concepts associated with human rights, gender equality, social inclusion, and culture from a development perspective.	25%	175
Technical requirement 4: Demonstrated adaptive management experience and ability to manage conflicts and is solution oriented.	25%	175
Other: Experience working on Pacific regional gender equality programming	5%	35
Total Score	100%	700