



REQUEST FOR QUOTATION (RFQ)

FOR SERVICES

Project Title:	EQAP Divisional Organisational Review and Restructure
Nature of the services	Consultant to undertake division restructure and review
Location:	SPC Nabua
Date of issue:	15/12/2022
Closing Date:	21/12/2022
SPC Reference:	RFQ 22-4885

Contents

PART 1: INTRODUCTION	3
1.1 ABOUT THE PACIFIC COMMUNITY (SPC)	3
1.2 SPC'S PROCUREMENT ACTIVITIES	3
1.3 SPC'S REQUEST FOR QUOTATION (RFQ) PROCESS	3
PART 2: INSTRUCTIONS TO BIDDERS	3
2.1 BACKGROUND	3
2.2 SUBMISSION INSTRUCTIONS	3
2.3 EVALUATION & CONTRACT AWARD	4
2.4 KEY CONTACTS	4
2.5 KEY DATES	4
2.6 LEGAL AND COMPLIANCE	4
2.7 COMPLAINTS PROCESS	5
PART 3: TERMS OF REFERENCE	6
A. BACKGROUND/CONTEXT	6
B. PURPOSE, OBJECTIVES, SCOPE OF SERVICES	6
C. TIMELINES	7
D. REPORTING AND CONTRACTING ARRANGEMENTS	7
E. SKILLS AND QUALIFICATIONS	7
F. SCOPE OF BID PRICE AND SCHEDULE OF PAYMENTS	8
G. ANNEXES TO THE TERMS OF REFERENCE	8
PART 4: PROPOSAL EVALUATION MATRIX.....	9
4.1 COMPETENCY REQUIREMENTS & SCORE WEIGHT	9

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 kalpanas@spc.int and with the subject line of your email as follows: **Submission** RFQ 22-4885. 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
- Proposal and quote

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 **4pm Fiji Time on 21/12/2022**.

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.

Kalpana Singh will be your primary point of contact for this RFQ and can be contacted at kalpanas@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	15/12/2022
RFQ Closing Date	21/12/2022
Award of Contract	16/01/2023
Commencement of Contract	1/02/2023
Conclusion of Contract	30/04/2023

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](#) 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 FJD 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

EQAP, formerly the South Pacific Board for Educational Assessment (SPBEA) joined SPC in 2010 as a programme within a larger division. It retained a structure that was suited to a small, standalone entity until 2016 when EQAP had become a division, and an internal restructure was undertaken due to financial constraints among other factors. At that time, the EQAP staff numbered 24 (16 internationally recruited, 8 locally recruited) and the annual budget was 1,8M euro. The structure adopted at the time distributed the work across five technical teams: Curriculum & Assessment, Large Scale Assessment, Policy & Research, Qualifications, and Information & Communication Technology. The role of the director included line management of the five team leaders, the finance officer, and the senior administration assistant. The structure was designed to allow for expansion or contraction in any given work area within a margin of about 8 full-time equivalents (FTE) across the entire division. The support staff were centralised, utilising our own internal shared services model to provide equitable support across teams and to ensure business continuity when support staff were on leave.

Three major factors over the past few years have changed EQAP considerably:

1. Shift from project-based to programmatic funding from Australia and New Zealand in 2018. The 5+5-year design allows Australia and New Zealand to provide grant funding against the EQAP business plan with flexibility within EQAP as to how to best apply the funding towards achieving BP outcomes.
2. Development of a comprehensive business plan (2019-2022) and a second edition of the business plan (2023-2026) with associated work plans. The business plan and related country programming methodology allows EQAP to forward-plan and provides stability to members who are then able to count on EQAP for needs up to 3 years out (as opposed to yearly planning previously).
3. Development and adoption of the Pacific Regional Education Framework (PacREF) by the ministers of education. This 12-year framework is fully funded for the first 4-year phase and sees considerable additional input from EQAP across the life of the framework, including responsibility for the monitoring, evaluation, and learning (MEL) aspects of the framework overall.

As a result of these changes, EQAP now comprises 44 staff (29 internationally recruited, 15 locally recruited) with 4 more international and 2 local positions in various stages of recruitment to commence work in 2023, effectively doubling the size of the division from what it was in 2016. The budget for 2023 is projected at 5.8M euro, with considerable pressure to implement the PacREF-related work on tight timelines. The current structure has become cumbersome with bottlenecks, silos, and serious risks to business continuity and to the capacity to engage strategically as part of One SPC.

B. Purpose, objectives, scope of services

The consultant is required to undertake a consultative review of the current EQAP organisational structure, working groups and reporting lines and review opportunities for internal succession planning.

To assist in this regard, the consultant will be provided with access to all EQAP job descriptions and supported in engaging with staff to facilitate consultation remotely subject to execution of a binding privacy and confidentiality agreement.

The work will unfold in three stages:

1. Understanding current world: workforce, purpose and future vision and any capacity or structural gaps/issues where current structure is not fit for purpose.
2. Designing future structure in a people-centred, inclusive manner that engages the EQAP management and staff, brings people along the journey and fosters commitment.
3. Designing a change plan and theory of change for the Divisional Director on how to get from 1 to 2.

C. Timelines

The work is expected to commence by 01/02/2023 and be completed by 30/04/2023.

The consultant will be paid according to days worked with the anticipation that the input will likely require 10 to 15 days in total.

D. Reporting and contracting arrangements

The consultant will report to Michelle Belisle, michelleb@spc.int Director, Educational Quality and Assessment Programme.

The consultant is expected to work remotely and communication between the consultant and the relevant SPC members of staff will be required. The consultant must therefore be able to commit to regular engagement with SPC staff members during Fiji working hours. SPC HR are available for advice and consultation regarding SPC staff information, organisational policy, and processes.

The consultant shall also provide his/her own workspace and computer for the duration of the assignment along with stable internet connection for zoom interactions when necessary.

Milestone deliverables will constitute reporting requirements:

E. Skills and qualifications

- Degree in Human Resources, Organisational Design or Change management (or a related field)
- Generalist HR experience at a senior level with at least 5 years' experience in Organisational Design or Organisational Change Management
- Experience in organisational design, restructuring, and job design (including job descriptions.)

- Experience in the Pacific region would be useful but not mandatory. Prior experience working with SPC Pacific Community would be advantageous but not mandatory

F. Scope of Bid Price and Schedule of Payments

The bidder must include in the computation of contract price professional fees, management and operating costs, travel costs, per diems and any other administrative costs.

The contract price is lump sum payments based on the following milestones.

Milestone/deliverables	Deadline	% payment	Amount in <i>FJD</i>
Inception report and process for undertaking contract approved	15 th February 2023	20	
Report on the current EQAP structure and initial design of future structure	31 st March 2023	50	
Final design of future structure and change plan	30 th April 2023	30	
TOTAL		100	

G. Annexes to the Terms of Reference

[EQAP Organisational Structure November 2022.pdf](#)

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.

Competency Requirements	Score Weight (%)	Points obtainable
Mandatory requirements. Bidders will be disqualified if any of the requirements are not met		
Technical requirement 1: Documented experience with proposed methodology for reviewing and designing organizational structure.	40%	280
Technical requirement 2: Documented experience and proposed methodology for working collaboratively and consultatively with staff to carry out review and design activities.	30%	210
Technical requirement 3: Documented experience in developing effective change management strategies including both logistical and people-centred perspectives.	30%	210
Total Score	100%	700

ANNEX II
Technical and Financial Proposal Submission Form
RFQ 22-4885

PART A – Background

	RESPONSE BY BIDDER
Name:	
Physical Address:	
Postal Address:	
Telephone Contact:	
Email:	
Two contacts of referees or references. Attach additional details considered as relevant	

PART B – Evaluation Criteria

Qualification

CRITERIA	RESPONSE BY BIDDER
Degree in Human Resources, Organisational Design or Change management (or a related field)	
Generalist HR experience at a senior level with at least 5 years' experience in Organisational Design or Organisational Change Management	
Experience in organisational design, restructuring, and job design (including job descriptions).	

Experience in the Pacific region would be useful but not mandatory. Prior experience working with SPC Pacific Community would be advantageous but not mandatory	

Remuneration:

PARTICULARS	AMOUNT (FJD)
Fees (lump sum)	
All other Costs related to professional services (provide description)	
Total financial offer (inclusive of all taxes)	

ANNEX III
Proposal Submission Form
RFQ 22-4885

Part A: Undertaking

1. I agree that if this proposal is accepted, to enter into an agreement with the Owner, to commence and to complete all the work specified or indicated in the contract documents.
2. In submitting this proposal, I confirm that I have examined all the RFQ documents to provide technical services to support the development and review of Teacher Guides for Social Studies for Chuuk Elementary schools.
3. I agree to complete the services for the price stated in the remuneration.

Part B: Conflict of interest

1. I confirm that I, my family members, and the organisation or company that I am involved with are independent from SPC. To the best of my knowledge, there are no facts or circumstances, past or present, or that could arise in the foreseeable future, which might call into question my independence.
2. If it becomes apparent during the procurement process that I may be perceived to have a conflict of interest, I will immediately declare that conflict and will cease to participate in the procurement process, unless or until it is determined that I may continue.

OR

I declare that there is a potential conflict of interest in the submission of my bid. Please provide an explanation with your bid.

Part C: Privacy notice

1. I understand that my bid and my personal information will be stored and used by SPC in accordance with SPC's Privacy Policy and Guidelines for handling personal information of bidders and grant applicants. Please inform SPC if you would like copies of the policy or guidelines.
2. If successful, I understand that SPC will disclose information such as my name and my company's name, and the amount of the award on SPC's website.

Date:

Name:

Signature:

Title:

ANNEX IV
Due diligence questionnaire
RFQ 22-4885

Please complete the following questionnaire and provide supporting documents where applicable.

For individuals operating a business in their personal capacity

1. Please provide any two of the following documents to verify identity and proof of address:
 - a. Passport
 - b. Driver's license
 - c. Voter card or other government-issued identity card
 - d. Bank statement with the individual's name displayed

2. Have you been convicted for criminal offences relating to anti-money laundering or terrorism financing? Yes No

If you answered 'yes', please provide further details.

3. Have you ever been the subject of any investigation, indictment, conviction or civil enforcement action related to financing terrorists? Yes No

If you answered 'yes', please provide further details.

For companies and other legal entities

1. Please provide the following documents to verify identity and proof of address:
 - a. Evidence of Power of Attorney/Board Resolution granted to the officers to transact business on its behalf; and
 - b. Any of the following documents:
 - Certificate of Incorporation
 - Memorandum and Articles of Association
 - Telephone bill in the name of the company
 - Bank statement with the entity's name displayed

1. Does your entity have foreign branches and/or subsidiaries? Yes No

2. If you answered 'yes' to the previous question, please confirm the areas of your entity covered by responses to this questionnaire

Head Office & domestic branches Yes No N/A

Domestic subsidiaries Yes No N/A

Overseas branches Yes No N/A

Overseas subsidiaries Yes No N/A

3. Is your entity regulated by a national authority? Yes No
If you answered 'yes' please specify the name:
4. Does your entity have a written policy, controls and procedures reasonably designed to prevent and detect money laundering or terrorist financing activities? Yes No
If you answered 'yes', please send SPC your policy in English
5. Does your entity have an officer responsible for an anti-money laundering and counter-terrorism financing policy? Yes No

If yes, please state that officer's contact details:
6. Does your entity provide financial services to customers determined to be high risk including but not limited to:
- Foreign Financial Institutions Yes No
- Casinos Yes No
- Cash Intensive Businesses Yes No
- Foreign Government Entities Yes No
- Non-Resident Individuals Yes No
- Money Service Businesses Yes No
7. If you answered 'yes' to any of the boxes in question 7, does your entity's policies and procedures specifically outline how to mitigate the potential risks associated with these higher risk customer types? If yes, how?
8. Has your entity ever been the subject of any investigations or had any regulatory or criminal enforcement actions resulting from violations of laws and regulations relating to either money laundering or terrorism financing? Yes No
If you answered 'yes' please provide details
9. Has the director or CEO of your entity ever been the subject of any investigations or had any regulatory or criminal enforcement actions resulting from violations of laws and regulations relating to either money laundering or terrorism financing? Yes No
If you answered 'yes' please provide details

I declare that none of the funds received or to be received by my organisation will be used to finance terrorism or involve money laundering.

I declare that the particulars given herein above are true, correct and complete to the best of my knowledge, and the documents submitted in support of this form are genuine and obtained legally from the respective issuing authority.

Date: _____ Name: _____
Signature: _____ Title: _____