

REQUEST FOR PROPOSAL (RFP)

FOR SERVICES

Project Title:	Review and Design of the Land Resources Division (LRD) Business Plan
Nature of the services	Consultancy Services to review the 2019-2023 Business plan and design the [2025-2029] Land Resources Division Business Plan
Location:	Hybrid (physical in Fiji as well as online)
Date of issue:	15/04/2024
Closing Date:	15/05/2024
SPC Reference:	RFP24-6440

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 PROPOSAL (RFP) PROCESS	3
PART 2: INSTRUCTIONS TO BIDDERS	4
2.1 BACKGROUND	4
2.2 SUBMISSION INSTRUCTIONS	4
2.3 CLARIFICATIONS	4
2.4 EVALUATION	5
2.5 CONTRACT AWARD	5
2.6 KEY DATES	5
2.7 LEGAL AND COMPLIANCE	6
2.8 COMPLAINTS PROCESS	7
PART 3: TERMS OF REFERENCE	8
1. BACKGROUND/CONTEXT	8
A. PURPOSE, OBJECTIVES, SCOPE OF SERVICES	9
B. TIMELINES	10
C. REPORTING AND CONTRACTING ARRANGEMENTS	11
D. SKILLS AND QUALIFICATIONS	12
E. SCOPE OF BID PRICE AND SCHEDULE OF PAYMENTS	12
F. ANNEXES TO THE TERMS OF REFERENCE	13
PART 4: PROPOSAL EVALUATION MATRIX	13
4.1 EVALUATION CRITERIA & SCORE WEIGHT	13
4.2 FINANCIAL EVALUATION	15
PART 5: PROPOSAL SUBMISSION FORMS	16
ANNEX 1: BIDDER'S LETTER OF APPLICATION	16
ANNEX 2: CONFLICT OF INTEREST DECLARATION	17
ANNEX 3: INFORMATION ABOUT THE BIDDER AND DUE DILIGENCE	19
ANNEX 4: TECHNICAL PROPOSAL SUBMISSION FORM	22
ANNEX 5: FINANCIAL PROPOSAL SUBMISSION FORM	24

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).

SPC has our headquarters in Noumea, New Caledonia and has regional offices in Fiji, the Federated States of Micronesia and Vanuatu, as well as an office in France. SPC works across the Pacific and has staff in nearly all of our Pacific Island Country and Territory members.

SPC works for the well-being of Pacific people through the effective and innovative application of science and knowledge and is guided by a deep understanding of Pacific Island contexts and cultures. 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.

SPC's *Procurement Policy* provides the framework for ensuring that SPC obtains the best value for its purchases, in terms of both cost and quality; demonstrates financial probity and accountability to its members and development partners; manages and prevents the potential for conflicts of interest; reduces its environmental impact and manages any other risks.

At SPC, all procurement follows the same main steps: planning; statement of needs; requisition; solicitation; evaluation; award; receipt; and payment. Different procedures apply depending on the value of the goods, services and works to be procured.

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 Proposal (RFP) Process

At SPC, procurement valued at more than EUR 45,000 must be advertised through a Request for Proposal (RFP) with any bids received evaluated by SPC's Procurement Committee to determine the offer that provides the best value for money.

This RFP sets out SPC's requirements and it asks you, as a bidder, to respond in writing in a prescribed format with pricing and other required information. The RFP contains detailed instructions and templates to enable you to submit a compliant bid. It sets out the overall timetable; it confirms the evaluation criteria that SPC will use to evaluate proposals; it explains the administrative arrangements for the receipt of the bids; and it sets out how bidders can request further information.

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

Part 2: INSTRUCTIONS TO BIDDERS

2.1 Background

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

SPC has advertised this RFP on its website and may send it directly to potential vendors. The same specifications, submission and other solicitation requirements will be provided to all vendors.

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 bid to be considered, you must provide all the prescribed information by the closing date and in the format specified.

2.2 Submission instructions

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

Your proposal must include the following documents (annexes of [Part 5](#) of the RFP):

- a) Bidder's Letter of Application (Annex 1);
- b) Conflict of Interest Declaration (Annex 2);
- c) Information about the bidder and Due diligence (Annex 3);
- d) Technical proposal submission form (Annex4);
- e) Financial proposal submission form (Annex 5).

Your proposal must be submitted in **two separate emails**.

You must submit your **Technical proposal** (Annexes 1 to 4 and all their supporting documents) in English as an attachment to one email. No financial information may appear in the technical proposal.

You must submit your **Financial proposal** (Annex 5) in a separate email. All prices in the proposal must be presented in bidders' local currency. Your Financial proposal is to be password protected. SPC will request the password in the event that it is required.

Both emails are to be sent to procurement@spc.int with the subject line of your email as: **Submission RFP24-6440- Consultancy Services to review as well as design the Land Resources Division Business Plan** .

Your proposal must be received no later than **15/05/2024** by **11.59pm Suva, Fiji Time**. Only one bid per bidder/firm is permitted.

SPC will send a formal acknowledgement to each proposal received before the deadline.

SPC reserves the right to exclude from consideration any proposal not received by the deadline, with incomplete information or in incorrect form.

2.3 Clarifications

You may submit questions or seek clarifications on any issue relating to this RFP. The questions are to be submitted in writing to procurement@spc.int with the subject line: **Clarification RFP24-6440- Consultancy Services to review as well as design the Land Resources Division Business Plan**. The deadline for submission of clarifications is **1/05/2024** by **11.59pm Suva, Fiji Time**.

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 RFP process, at any point where there is phone call or other conversation, SPC will keep a record or a file note of the exchange with prospective bidders.

2.4 Evaluation

Validity

Each proposal will be assessed for compliance with the submission requirements by the Bids Opening Committee. At this stage, basic due diligence will also be undertaken.

To assist in the examination, evaluation and comparison of proposals, SPC may ask the bidder for clarification of its proposal or additional information. The request for clarification will be in writing.

Technical

All valid proposals will be assessed against the technical evaluation criteria set out in Part 4. The criteria are provided with weighted scores according to the relative importance of each. SPC will not change the evaluation criteria set out in the RFP at any stage of the procurement process. Any changes in the evaluation criteria will result in the RFP process being re-issued.

Bidders are expected to familiarise themselves with local conditions and take these into account in preparing their proposal. Where minimum qualifications are set as specific evaluation criteria (which may include educational qualification, professional accreditation or certification, licensing, experience and expertise), proposals submitted must necessarily meet these criteria.

Financial

Any bids that pass the minimum technical evaluation requirements will pass onto financial evaluation.

During the financial evaluation, if there is a discrepancy between the unit price and the total price, the lower price shall prevail. If there is a discrepancy between words and figures the amount in words will prevail.

The total cost of the proposal must be submitted inclusive of taxes in accordance with the applicable legislation, and is not subject to revision.

2.5 Contract award

SPC may award the contract once the Procurement Committee has determined that a bidder has met the prescribed requirements and the bidder's proposal has been determined to be the most responsive to the RFP documents, provide the best value for money and best serve the interests of SPC.

SPC's [General Terms and Conditions of Contract](#) will apply to any contracts awarded under this RFP, unless otherwise agreed. Any requested changes to the General Terms and Conditions of Contract must be foreshadowed in the submission. In the absence of requests for changes, the General Conditions of Contract and the terms of the PSA contract shall be deemed to be known, understood, and accepted by the bidder.

The award of the contract will be made by contract signed and dated by both parties.

2.6 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
RFP advertised	15/04/2024

Deadline for seeking clarification	1/05/2024
RFP Closing Date	15/05/2024
Award of Contract	28/05/2024
Commencement of Contract	1/06/2024
Conclusion of Contract	30/06/2025

2.7 Legal and compliance

Child and vulnerable adult protection: SPC is committed to the well-being of children and vulnerable adults. All SPC contractors are required to commit to the principles of SPC's Child and Vulnerable Adult Protection Policy ([XI.G Manual of Staff Policies](#)). Breach of this requirement can result in SPC terminating any contract with a successful bidder. Any allegations of potential misconduct in relation to this RFP involving children or vulnerable adults should be sent to complaints@spc.int.

Confidentiality: Unless otherwise agreed by SPC in advance or where the contents of the RFP are already in the public domain when **shared** with the bidder, bidders shall at all times treat the contents of the RFP 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 RFP 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 RFP process. Breach of this requirement can result in the exclusion of the bidder from the RFP process or in SPC terminating any contract with a successful bidder.

Cost of preparation of proposals: Under no circumstances will SPC be liable for any proposal submission costs, expenditure, work or effort that you may incur in relation to your provision of a proposal (including if the procurement process is terminated or amended by SPC).

Currency, validity, duties, taxes: Unless specifically otherwise requested, all proposals should be in bidders' local currency 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.

Eligibility: Bidders are required to disclose to SPC whether they are subject to any sanction or temporary suspension imposed by any international organisation, or whether they are subject to bankruptcy proceedings. You may not be bankrupt or suspended, debarred, or otherwise identified as ineligible by any international organisation. Failure to disclose such information may result in debarment and termination of any contract issued to the bidder by SPC.

Fraud and corruption: SPC has zero tolerance for fraud and corruption. All contractors have an obligation to report potential fraud and corruption. Breach of this requirement can result in the exclusion of the bidder from the RFP process or in SPC terminating any contract with a successful bidder. Allegations of potential misconduct by an SPC staff member or contractor involving fraud or corruption can be sent to complaints@spc.int.

Good faith: The information in this RFP is provided by SPC in good faith. No representation, warranty, assurance or undertaking (express or implied) is or will be made, and no responsibility or liability will be accepted by SPC in relation to the adequacy, accuracy, completeness or reasonableness of this RFP or any information provided by SPC in relation to this RFP.

Modifications: Any clarifications, corrections or modifications will be published on the SPC website prior to deadline. In the event a bidder has submitted a bid before the clarification, correction or modification, the bidder will be informed and may modify the bid. The modified bid will still need to be received before the deadline.

No offer of contract or invitation to contract: This RFP 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 RFP. SPC will handle any personal information it receives under the RFP in line with its [Privacy Policy](#), and the [Guidelines for handling personal information of bidders and grantees](#).

Right to amend, seek clarity, withdraw, not award: SPC reserves the right to: (1) amend, add to or withdraw all or any part of this RFP at any time, or to re-invite bids on the same or any alternative basis; (2) seek clarification or documents in respect of any bidder's submission; (3) choose not to award a contract as a result of this RFP; (4) make whatever changes it sees fit to the timetable, structure or content of the procurement process, depending on approvals processes or for any other reason. Please note that while SPC will not change the evaluation criteria set out in the RFP without the RFP process being re-issued, SPC does reserve the right at the time of award of contract to vary the quantity of services and goods specified in the RFP and to accept or reject any proposal at any time prior to award of the contract without incurring any liability to the affected bidder or any obligation to inform the affected bidder/s of the grounds for SPC's action.

Right to disqualify: SPC reserves the right to disqualify: (1) any bidder that does not submit a proposal in accordance with the instructions in this RFP; (2) any bidder that misrepresents information to SPC; (3) any bidder that directly or indirectly canvasses any SPC employee concerning the award of a contract.

Use of material: Bidders shall not use the contents of the RFP or any related material for any purpose other than for the purpose of considering submitting, or submitting, a bid to SPC.

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 RFP process.

2.8 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

1. Background/context

The Pacific Community (SPC) is the principal scientific and technical organisation in the Pacific region, supporting development since 1947. It is an international development organisation owned and governed by 27 country and territory members in the Pacific. In pursuit of sustainable development to benefit Pacific people, SPC works across more than 20 sectors, sourcing and providing knowledge as well as innovation.

The Land Resources Division (LRD) is a repository for scientific and technical knowledge on agriculture, forestry, and land use. LRD collaborates with Pacific countries and their governments and communities to help build a brighter, more sustainable, and more resilient future for the region.

LRD has expertise in genetic resource conservation, resilient agriculture, biosecurity, pest and disease management, agricultural extension, plant pathology, entomology, and animal health. It collaborates with governments, regional organisations, civil society and other SPC divisions to pinpoint the needs and priorities of Pacific countries and communities and provide technical expertise to address them.

LRD's mission is to provide effective expert scientific advice, capacity building and services on conservation, development and utilization of plant genetic resources, forest and landscape management, resilient agricultural systems, diversification of livelihood strategies and access to markets to maintain ecosystem services and improve land productivity and the food, nutrition security and resilience of Pacific communities.

The mission is realised through four main thematic work areas, or pillars, and a progressively integrated approach to programming that works towards achieving SPC's development goals. The integrated programmes foster scientific capacity across the 4 pillars: genetic resources, sustainable forest and land management, resilient agriculture, market smart livelihoods and other scientific expertise employed to strengthen the region's agriculture, forestry, and land use management sectors. The programmes further work hand in hand with other divisions of SPC in delivering a holistic programme of work that meets the SPC vision of a region of peace, harmony, security, social inclusion, and prosperity so that all people can lead healthy and productive lives.

SPC launched its current Strategic Plan (2022-2031) on its 75th anniversary, outlining a ten-year commitment to developing a resilient Blue Pacific: a region of peace, harmony, and prosperity for all. The strategic plan is implemented using a programme integrated approach, hence 4 integrated programmes are enshrined in the strategic plan to deliver and achieve the set goals.

LRD is a host to one of the four flagship programmes, the food systems for nutrition, health, and resilience programme. The programme focuses on increasing the variety of nutrient-rich foods produced and consumed by smallholder farms and families living in rural and urban areas for improved health outcomes. Pacific member countries and territories are engaged at all levels of the food system, including production, processing and packaging, distribution, retailing and consuming food.

As the current LRD business plan has expired, it is important to review the implementation of the plan for the period 2019 to 2023 and design the next business plan to guide implementation of LRD's work over the next 5 years (2025-2029). The review process is aimed at informing the development of the next plan, alignment to SPC's new Strategic Plan, the Regional Agriculture and Forestry Strategy (currently under development until May 2024), as well as other internal and external factors in the land, forestry, and agriculture sectors.

The review will also consider; the mid-term review of the business plan, factor in country and regional priorities especially on topics regarding Social Inclusion, Culture, Equality, Climate Change, and external

factors which may impact the attainment of LRD objectives in future.

(The consultancy services necessitate travel to the SPC/LRD office in Suva, Fiji, for consultation with internal and external stakeholders dealing with the core businesses of LRD and SPC.)

2. Purpose, objectives, scope of services

The purpose of the consultancy is to design the next LRD Business Plan (2025-2029) through:

- Initially reviewing the implementation of the expired LRD Business Plan: 2019-2023, taking stock of the performance of interventions, opportunities, challenges, lessons and impact on the Pacific Island Countries and Territories (PICTs), as well as the region.
- Designing the next phase of LRD's Business Plan (2025-2029) using strategic foresight methodology, building on the results of the review process, aligning LRD's goal and objectives to SPC's strategic direction, addressing the priorities of the region as stipulated in the regional agriculture and forestry strategy, and other relevant regional and global strategies.

Specifically, the consultancy services are expected to:

Review Phase

- Articulate a suitable approach/methodology to be used to consult all stakeholders during the review as well as design processes, encompassing participatory reflection, learning, as well as strategic foresight.
- Articulate the findings (relevance, effectiveness, efficiency, coherence, sustainability, impact) of the implemented business plan to the region and PICTs from 2019 to 2023.
- Describe the key achievements, opportunities, lessons, as well as challenges faced by PICTs, and other partners, measured against the business plan objectives, and the reasons underpinning such results.
- Provide the analysis of the performance of LRD in achieving its targets as per the business plan results framework. Monitoring data will be provided as an input for this analysis.
- Demonstrate the extent to which the business plan has contributed to providing expert scientific advice, capacity building, innovation and resilience of the Pacific people, communities, and PICTs.
- Demonstrate LRD's impact in PICTs, taking stock of materials, equipment, methods, approaches, practices, and skills adopted by PICTs through LRD's services.
- Produce a comprehensive review report about the old Business Plan 2019-2023

Design Phase

- Establish the needs of PICTs through identifying country contexts and alignment to regional priorities as emerged from the regional agriculture and forestry strategy consultations. Specifically establish the needs of French territories and United States affiliated countries.
- Identify the core competencies and capabilities required to effectively deliver the new business plan.
- Provide strategic options, conclusions and recommendations for the effective management and delivery of LRD services to PICTs, ensuring coherence, and complementarity across LRD programmes and projects.
- Produce the new LRD Business Plan 2025-2029, including:
 - situational analysis
 - stakeholder analysis
 - future states
 - risk matrix/plan
 - theory of change
 - results framework
 - budget
 - workplan
 - brief resource mobilisation plan

- Facilitate the validation of the review report and the new Business Plan with the Land Resources Division, PICTs, and relevant stakeholders.

The major activities to be undertaken will include:

- **Desk review-** review of LRD’s Business Plan (2019-2023), Mid-Term Review Report of the LRD Business Plan, LRD Annual Reports, SPC Strategic Plan (2022-2031), SPC Annual Reports, draft Pacific Regional Forestry and Agriculture Strategy, SPC Food Systems Flagship programme strategic documents, strategic documents such as but not limited to youth and persons with disability, LRD Pillar plans, LRD monitoring data, M&E tools, LRD pillar and project review/evaluation reports and other relevant project documents, policies, plans, programs.
- **Inception report:** Building on the technical proposal of the consultant, an inception report will be produced and shared with LRD which will encapsulate among others, the discussions from the briefing meeting with the LRD and the results of the desk review, a proposed approach/methodology for conducting the review, draft data collection tools and a schedule of activities to be undertaken. The inception report should clearly outline the precise timing with which the entire consultancy will be carried out ensuring timeliness and precision in the delivery of milestone outputs.
- **Stakeholder consultations and data collection:** It is the consultant's responsibility to hold meetings and consultations (**in hybrid modality or other plausible format**) with internal and external stakeholders to ensure that the review process is participatory, informative and provides a learning to the stakeholders. Below are the initial lists of stakeholders that will be consulted:
 - **Internal to SPC:** *LRD Senior Management Team, LRD Project/Program Managers, LRD PMEL staff, Flagship Leads, Team Lead Social and Environmental Responsibility (SER), Team Lead Gender, SPC Divisions (EQAP, GEM, FAME, HRSD, PHD, SDD, CCES, PIRMO, and SPL), SPC regional Directors of Melanesia, Polynesia and Micronesia.*
 - **External:** *Representatives from the development partners such as but not limited to Australia, New Zealand-, United Kingdom, USA, FAO, IFAD, AFD, GIZ, Crop Trust, European Union/Commission, UN Agencies (UN Women, UNCCD, and USAID CBD Secretariat, UNDP), PICTs, CSOs, regional farmer organisations, regional crop agencies.*
- The consultant will propose a **plausible approach** for the review and design processes, including the approaches and rationale for stakeholder engagement, information gathering and analysis, including designing plausible data collection tools and approaches that enable participation and meet global data management standards. Designing an approach that optimises engagements of stakeholders in the 2 processes of reviewing and designing the next business plan.
- **Production of Review Report and Business Plan:** The consultant will discuss with the client and produce a schedule for reviewing, validating, presenting, and finalising the 2 documents within the contractual period.
- **Activity report:** The overall process for the assignment will be captured in a brief activity report – template will be provided with contract. The consultant will be required to submit the activity report together with the final invoice.

3. Timelines

The consultancy service is expected to kick off in June 2024 and the major phase be completed within 6 months (end November 2024) for a maximum of 102 person days, with a final phase of approving the plan in June 2025.

Milestones	Duration
Desk Review: A briefing meeting will be held to ensure clarity of the ToRs and the corresponding milestone outputs. The LRD Director will introduce the consultants to the LRD Staff during its divisional meeting (exact date	3 weeks (June 2024)

will be communicated during the briefing session). By June 21, 2024 , the consultant should have completed all desk review tasks.	
Inception Report: The consultant should provide the inception report that encapsulates the discussions from the briefing meeting, and the results of the desk review. The inception report should clearly outline the <i>proposed plausible approach</i> to conducting the review and design processes, the precise timing with which the entire consultancy will be carried out ensuring timeliness and precision in the delivery of milestones, as well as draft data collection tools. The approved inception report will be the basis for processing the first invoice .	1 week (June 2024)
Stakeholder Consultations: The assignment should be participatory and a learning for stakeholders. The consultant will ensure that internal and external stakeholders (indicated in the previous sections of this RFQ) are consulted. This task should be completed by 20th of July 2024 .	1.5 months (Jul - Aug 2024)
Data processing and analysis: All data gathered during the desk review and stakeholder consultations will be processed and analysed by the consultant to produce version 1 of the review report.	3 weeks (Aug - Sept 2024)
Review and finalising of the Review Report: The review report will be drafted, reviewed and validated by LRD.	3 weeks (Sept 2024)
Designing of the New Business Plan: The consultant will draft the new plan in close collaboration with LRD.	1 month (Oct 2024)
Review of the draft Business Plan: The plan will be reviewed by LRD through an internal mechanism agreed at inception.	3 weeks (Nov 2024)
Validation of the Business Plan: The new plan will be evaluated through a workshop with internal and external stakeholders.	1 day (Nov 2024)
Finalisation of the Business Plan: A meeting of HOAFS will be held to validate the new Business Plan in 2025.	1 day (May/June 2025)

4. Reporting and contracting arrangements

- At key stages of the updating process, the consultant shall report to the LRD PMEL Adviser, with informal updates expected every 2 weeks.
- LRD will form a core business plan group (BPG) to support the coordination of processes, information sourcing and collation, and review of deliverables.
- All relevant background information and documents (especially those that are not mentioned in this RFP) will be made available to the consultant during the briefing meeting.
- The PMEL adviser and operations manager, shall facilitate the coordination of briefing meetings, validation workshops, and other activities regarding this consultancy, in close collaboration with the BPG. The consultant shall have full access to the contact details of the suggested stakeholders that will be consulted to ensure efficiency in setting up appointments. It is essential that the PMEL adviser is informed (copied in all email communications) of these meetings.
- Procurement team will offer administrative, and logistics supports.

- The consultant’s duty station is their home country with travel required for 3-5 days, 4-day face to face meetings/workshops in Fiji. SPC will arrange semi flexible economy airfares and DSA in line with SPC’s travel policy and DSA rates for any travel.
- SPC does not provide insurance for consultants travel or health, professional indemnity or any other risks or liabilities that may arise during the consultancy (this includes any subcontractors or associates the consultant may hire). SPC is also not responsible for any arrangements or payments related to visas, taxes, or duties for which the consultant may be liable.
- The consultant shall provide their own workspace and IT equipment for the duration of the assignment with stable internet connection for teams or zoom interactions when necessary.

5. Skills and qualifications

- LRD is seeking a minimum of 2 experts with expertise in strategic foresight/futures methodologies and facilitation, as well as expertise in evaluation, drafting/writing business plans or strategic documents.
- A minimum of 5 years’ experience in utilising strategic foresight/futures methodologies for strategic planning. Evidence (should be clearly marked in the CV and at least 1 sample of previous similar works should be enclosed or linked) of having undertaken similar assignments is a requirement.
- At least 10 years’ experience in reviewing and or evaluating business or organisation strategic plans, development programmes and policies. Evidence (should be clearly marked in the CV and at least 1 samples of previous similar works should be made available) of having undertaken similar assignments is a requirement.
- Demonstrated track record of designing effective review and consultation processes and workshop facilitation on and offline.
- Understanding of the assignment by proposing an adequate methodology with clearly defined activities, roles, and responsibilities.
- Understanding of participatory approaches to stakeholder consultation, especially those suitable for the pacific region as well as the agriculture sector.
- Advanced and proven data management, analysis, presentation, and report writing skills. Evidence (should be clearly marked in the CV and at least 2 samples of previous similar works should be enclosed or linked).
- Excellent interpersonal and communication skills, ability to prioritize and work with minimum supervision.
- Extensive experience working with Pacific Governments is an added advantage.
- Experience of working in the agriculture and forestry sectors, land resources, food systems and or governance in the region is an added advantage.

6. Scope of Bid Price and Schedule of Payments

- The contract price will be based on lump sum payments tied to the milestones (in section set out below).
- The consultant should include in the proposal the proposed daily rate.
- The cost components must be inclusive of professional fees and any other cost directly related to the implementation of the contract. This will be reimbursable based on actuals and receipts and other supporting documents. Prior approval will need to be sought from SPC focal point before any other related costs can be incurred.
- Payment will be made within 30 days from receipt and acceptance of invoice and work related to each milestone.

Milestone/deliverables	Deadline	% Payment
------------------------	----------	-----------

Inception Report: The approved inception report will be the basis for processing the first invoice .	3 June 2024	20%
Submission of the Final Review Report: Acceptance of the final version and the corresponding activity report shall be the basis for processing the second invoice .	30 August 2024	30%
Draft Business Plan 2025-2029: Acceptance of the final version and the corresponding business plan shall be the basis for processing the third invoice .	30 October 2024	30%
Final Business Plan following validation of HOAFS	15 June 2025	20%
TOTAL		100%

7. Annexes to the Terms of Reference

SPC Website: <https://www.spc.int/>
 LRD Website: [SPC Land Resources Division](#)
 LRD Business Plan: [LRD Business Plan 2019-2023](#)
 Current Projects: <https://lrd.spc.int/work-areas/projects>
 SPC's Strategic Plan: [Strategic Plan 2022-2031 | The Pacific Community \(spc.int\)](#)

Part 4: PROPOSAL EVALUATION MATRIX

4.1 Evaluation criteria & Score Weight

A two-stage procedure will be utilised to evaluate the proposals, with evaluation of the **Technical proposal** being completed prior to any **Financial proposal** being opened and compared.

The competencies which will be evaluated are detailed in [Part 3](#).

The evaluation matrix bellow also 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.

The technical component, which has a total possible value of 700 points, will be evaluated using the following criteria.

The evaluation matrix bellow 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		
Email 1: <ul style="list-style-type: none"> • Bidder’s Letter of Application (Annex 1); • Conflict of Interest Declaration (Annex 2); • Information about the bidder and Due diligence (Annex 3); • Technical proposal submission form (Annex4); and CV and Samples Email 2 <ul style="list-style-type: none"> • Financial proposal submission form (Annex 5) – Financial proposal needs to be password protected 	Bidders will be disqualified if any of the requirements are not met	
Technical requirements		
Technical requirement 1: 5 years’ experience in utilising strategic foresight/futures methodologies for strategic planning. Evidence (should be clearly marked in the CV and at least 1 sample of previous similar works should be made available) of having undertaken similar assignments.	20%	140
Technical requirement 2: 10 years of experience in the review and or evaluation of business or organisation strategic plans, development programmes and policies. Evidence (should be clearly marked in the CV and at least 1 samples of previous similar works should be made available) of having undertaken similar assignments is a requirement. Demonstrated track record of designing effective review and consultation processes and workshop facilitation on and offline.	20%	140
Technical requirement 3: Prior work experience reviewing programmes within the Pacific or agriculture sector in the Pacific (with at least 1 sample of work). Extensive experience working Pacific governments, in the agriculture and forestry sectors, land resources and food systems is an added advantage	20%	140
Technical requirement 4: A clear and concise approach/methodology to conducting the review and design processes covering stakeholder consultations, communication, and facilitation.	20%	140
Technical requirement 5: Data collection, analysis, presentation, and report writing skills (at least 1 sample report).	20%	140
Total Score (Technical assessment)	100%	700
Qualification score	70% of 700	490
Other 6: Financial weight (Financial assessment will only be made for those candidates who meet the 490 minimum points under the technical assessment).	30%	300

4.2 Financial evaluation

The financial component of the proposal will be scored on the basis of overall costs for the delivery of the services and financial incentives and benefits provided to SPC. The lowest financial proposal will be awarded maximum 300 points and other financial offers and incentives will be awarded points as per the formula below:

$$\text{Financial Proposal score} = (\text{Lowest Price} / \text{Price under consideration}) \times 300$$

Part 5: PROPOSAL SUBMISSION FORMS

Annex 1: BIDDER'S LETTER OF APPLICATION

Dear Sir /Madam:

Having examined the Solicitation Documents, the receipt of which is hereby duly acknowledged, we the undersigned, offer to supply the required services for the sum as may be ascertained in accordance with the Financial Proposal attached herewith and made part of this proposal.

We acknowledge that:

- SPC may exercise any of its rights set out in the Request for Proposal documents, at any time;
- The statements, opinions, projections, forecasts or other information contained in the Request for Proposal documents may change;
- The Request for Proposal documents are a summary only of SPC's requirements and is not intended to be a comprehensive description of them;
- Neither the lodgement of the Request for Proposal documents nor the acceptance of any tender nor any agreement made subsequent to the Request for Proposal documents will imply any representation from or on behalf of SPC that there has been no material change since the date of the Request for Proposal documents, or since the date as at which any information contained in the Request for Proposal documents is stated to be applicable;
- Excepted as required by law and only to the extent so required, neither SPC, nor its respective officers, employees, advisers or agents will in any way be liable to any person or body for any loss, damage, cost or expense of any nature arising in any way out of or in connection with any representations, opinions, projections, forecasts or other statements, actual or implied, contained in or omitted from the Request for Proposal documents.

We undertake, if our proposal is accepted, to commence and complete delivery of all items in the contract within the time frame stipulated.

We understand that you are not bound to accept any proposal you may receive and that a binding contract would result only after final negotiations are concluded on the basis of the Technical and Financial Components proposed.

For the Bidder: *[insert name of the company]*

Signature:

Name of the Bidder's representative: *[insert name of the representative]*

Title: *[insert Title of the representative]*

Date: *[Click or tap to enter a date]*

Annex 2: CONFLICT OF INTEREST DECLARATION

INSTRUCTIONS TO BIDDERS

What is a conflict of interest?

A conflict of interest may arise from economic or commercial interests, political, trade union or national affinities, family, cultural or sentimental ties, or **any other type of relationship or common interest between the bidder and any person connected with the contracting authority** (SPC staff member, consultant or any other expert or collaborator mandated by SPC).

Always declare a conflict

The existence of a potential or apparent conflict of interest does not necessarily prevent the bidder concerned from taking part in a tender process. **However, the declaration of the existence of such a conflict by the persons concerned is essential and allows SPC to take appropriate measures to mitigate it and prevent the associated risks.**

Bidders are therefore invited to declare any situation, fact or link which, to their knowledge, could generate a real, potential or apparent conflict of interest.

Declaration at any time

Conflicts of interest may arise at any time during the procurement process or the implementation of a contract (e.g. new partner in the project) or as a result of a change in personal life (e.g. marriage, inheritance, financial transaction, creation of a company). If such a relationship is found and could be perceived by a reasonable person as likely to influence a decision, a declaration of the situation is necessary. In case of doubt, a conflict situation must be declared.

Declaration for any person involved

A declaration must be completed for each person involved in the tender (principal representative of the bidder, possible subcontractors, consultant, etc.)

Failure

Failing to declare a potential conflict of interest may result in the bidder being refused a contract or placed on SPC's list of non-responsible suppliers.

DECLARATION

I, the undersigned, *[name of the representative of the Bidder]*, acting in the name and on behalf of the company *[name of the company]*, declare that:

<input type="checkbox"/>	To my knowledge, I am not in a conflict-of-interest situation
<input type="checkbox"/>	There is a potential conflict of interest with regard to my <i>[Choose an item]</i> . relationship with <i>[name of the person concerned]</i> in his or her capacity as <i>position/role/personal or family link with the person concerned</i> , although, to the best of my knowledge, this person is not directly or indirectly involved in any stage of the procurement process
<input type="checkbox"/>	I may be in a conflict of interest with regard to my <i>[Choose an item]</i> relationship with <i>[name of the person concerned]</i> in his or her capacity as <i>position/role/personal or family link with the person concerned</i> , as this person is, to the best of my knowledge, directly or indirectly linked to the procurement process
<input type="checkbox"/>	To my knowledge, there is another situation that could potentially constitute a conflict of interest: <i>[Describe the situation that may constitute a conflict of interest]</i>

In addition, I undertake to:

- declare, without delay, to SPC any situation that constitutes a potential conflict of interest or is likely to lead to a conflict-of-interest;
- not to grant, seek, obtain or accept any advantage, whether financial or in kind, to or from any person where such advantage constitutes an unfair practice or an attempt at fraud or corruption, directly or indirectly, or constitutes a gratuity or reward related to the award of the contract;
- to provide accurate, truthful and complete information to SPC in connection with this procurement process.

I acknowledge that I and/or my company and/or my business partners who are jointly and severally bidding on the RFP *[SPC Reference]* may be subject to sanctions such as being placed on SPC's list of non-responsible vendors, if it is established that false statements have been made or false information has been provided.

For the Bidder: *[insert name of the company]*

Signature:

Name of the representative: *[insert name of the representative]*

Title: *[insert Title of the representative]*

Date: *[Click or tap to enter a date]*

Annex 3: INFORMATION ABOUT THE BIDDER AND DUE DILIGENCE

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

VENDOR INFORMATION				
Are you already registered as an SPC vendor?			<input type="checkbox"/> Yes	<input type="checkbox"/> No
1. Please provide information related to your entity.				
Company name	[Enter company name]		Address	[Enter address]
Director/CEO	[Enter name of the executive person]		Position	[Enter position of the executive person]
Business Registration/License number	[Enter company registration/license number (or tax number)]			
Date of business registration	[Enter date of business registration]			
Country of business registration	[Enter country of business registration]			
Status of the entity:				
<input type="checkbox"/> For-profit entity (company), <input type="checkbox"/> NGO, <input type="checkbox"/> International organisation, <input type="checkbox"/> Government body, <input type="checkbox"/> University, <input type="checkbox"/> Association, <input type="checkbox"/> Research Institute, <input type="checkbox"/> Other: [insert details]				
2. Please provide relevant documentation to support and verify the legal existence of the entity, the authority of its officer and proof of its address, such as:				
<input type="checkbox"/> Delegation of authority or power of attorney document <input type="checkbox"/> Certificate of business registration/license <input type="checkbox"/> Memorandum, Articles or Statutes of Association <input type="checkbox"/> Telephone, water, or electricity bill in the name of the entity <input type="checkbox"/> Bank account details bearing the name of the entity				
3. How many employees does your company and its subsidiaries have?			[provide answer]	
4. Do you have professional insurance against all risks in respect of your employees, sub-contractors, property and equipment?			<input type="checkbox"/> Yes	<input type="checkbox"/> No
If 'No', what type of business insurance do you have?			[provide answer]	
5. Are you up to date with your tax and social security payment obligations?			<input type="checkbox"/> Yes	<input type="checkbox"/> No
If 'No', please explain the situation:			[Provide details]	
6. Is your entity regulated by a national authority?			<input type="checkbox"/> Yes	<input type="checkbox"/> No
If 'Yes', please specify the name:			[Insert name of the national regulation authority]	
7. Is your entity a publicly held company?			<input type="checkbox"/> Yes	<input type="checkbox"/> No
8. Does your entity have a publicly available annual report?			<input type="checkbox"/> Yes	<input type="checkbox"/> No
Please send SPC your audited financial statement from the last 3 financial years if available				

DUE DILIGENCE					
9. Does your entity have foreign branches and/or subsidiaries?			<input type="checkbox"/> Yes	<input type="checkbox"/> No	
If you answered 'yes' to the previous question, please confirm the branches:					
• Head Office & domestic branches			<input type="checkbox"/> Yes	<input type="checkbox"/> No	
• Domestic subsidiaries			<input type="checkbox"/> Yes	<input type="checkbox"/> No	
• Overseas branches			<input type="checkbox"/> Yes	<input type="checkbox"/> No	
• Overseas subsidiaries			<input type="checkbox"/> Yes	<input type="checkbox"/> No	
10. Does your entity provide financial services to customers determined to be high risk including but not limited to:					
Foreign Financial Institutions	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Casinos	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Cash Intensive Businesses	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Foreign Government Entities	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Non-Resident Individuals	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Money Service Businesses	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<input type="checkbox"/> Other, please provide details:			[Provide details]		
11.If you answered 'yes' to any of the boxes in question 10, does your entity's policies and procedures specifically outline how to mitigate the potential risks associated with these higher risk customer types?				<input type="checkbox"/> Yes	<input type="checkbox"/> No
If 'Yes', please explain how:			[Provide explanation]		
12.Does your entity have a written policy, controls and procedures reasonably designed to prevent and detect fraud, corruption, money laundering or terrorist financing activities?				<input type="checkbox"/> Yes	<input type="checkbox"/> No
If 'Yes', please send SPC your policy in English.					
If 'No', what process does your entity have in place to prevent and detect money laundering or terrorist financing activities?				[provide answer]	
13.Does your entity have an officer responsible for anti-corruption, or anti-money laundering and counter-terrorism financing policy?				<input type="checkbox"/> Yes	<input type="checkbox"/> No
If 'Yes', please state that officer's contact details:			[Insert name and contact details]		
14.Has your entity or any of its current or former directors or CEOs ever filed for bankruptcy?				<input type="checkbox"/> Yes	<input type="checkbox"/> No
If 'Yes', please provide details:			[Provide details]		
15.Has your entity or any of its current or former directors or CEOs ever been the subject of any investigations or had any regulatory or criminal enforcement actions resulting from violations of any laws or regulations, including those relating to money laundering or terrorism financing?				<input type="checkbox"/> Yes	<input type="checkbox"/> No
If 'Yes', please provide details:			[Provide details]		

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY (SER)

16.Does your entity have a written policy, controls and procedures to implement its Social and Environmental Responsibility (SER) commitments?				<input type="checkbox"/> Yes	<input type="checkbox"/> No
If 'Yes', please send SPC your policy in English.					
If 'No', what process does your entity have in place to ensure your social and environmental responsibility?				[provide answer]	
Does your Policy or Process cover the followings?					
<input type="checkbox"/> Child protection <input type="checkbox"/> Human rights <input type="checkbox"/> Gender equality <input type="checkbox"/> Social inclusion <input type="checkbox"/> Sexual harassment, abuse or exploitation <input type="checkbox"/> Environmental responsibility					
Please, outline the major actions you have undertaken in these areas:			[provide answer]		
17.Does your entity have an officer responsible for Social and Environmental Responsibility (SER)?				<input type="checkbox"/> Yes	<input type="checkbox"/> No
If 'Yes', please state that officer's contact details:			[Insert name and contact details]		

SUPPORTING DOCUMENTS (where relevant)

• Business registration/license proof	<input type="checkbox"/>
• Bank account details document	<input type="checkbox"/>
• Address of the entity and Authority of officer proofs	<input type="checkbox"/>
• Audited financial statement from the last 3 financial years	<input type="checkbox"/>
• Fraud, corruption, anti-money laundering and counter terrorist financing Policy	<input type="checkbox"/>
• SER Policy	<input type="checkbox"/>

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.

I declare that none of the funds received or to be received by my company will be used for criminal activities, including financing terrorism or money laundering.

By sending this declaration to SPC, I agree that my business and personal information may be used by SPC for due diligence purposes. I also understand and accept that SPC will treat any personal information it receives in connection with my proposal in accordance with its [Privacy Policy](#), and the [Guidelines for handling personal information of bidders and grantees](#).

For the Bidder: *[insert name of the company]*

Signature:

Name of the representative: *[insert name of the representative]*

Title: *[insert Title of the representative]*

Date: *[Click or tap to enter a date]*

Annex 4: TECHNICAL PROPOSAL SUBMISSION FORM

INSTRUCTIONS TO BIDDERS

The Technical Proposal Submission Form is a table that includes the technical criteria on which bidders will be scored and allows the bidder to respond to them. This table is then used by the technical evaluation committee to score the technical proposals received.

Technical Requirements		
Evaluation criteria	Response by Bidder	
Referees and specified personnels/Subcontractors		
Referees	<i>[insert details of relevant experience]</i>	
	Details for three references:	
	Client's name: <i>[insert name of client 1]</i>	
	1. Contact name:	
	Contact details: <i>[insert name of contact]</i>	
	Value contract: <i>[insert contact details]</i>	
	Client's name: <i>[insert name of client 2]</i>	<i>[insert value of contract]</i>
	2. Contact name:	
	Contact details: <i>[insert name of contact]</i>	
	Value contract: <i>[insert contact details]</i>	
	Client's name: <i>[insert name of client 3]</i>	<i>[insert value of contract]</i>
	3. Contact name:	
	Contact details: <i>[insert name of contact]</i>	
	Value contract: <i>[insert contact details]</i>	<i>[insert value of contract]</i>
	Personnel: Please provide CV of all key personnel proposed	Details for Personnels/Subcontractors
Team lead Experience: <i>[Insert name and experience]</i>		
Consultants' experience: <i>[Insert name and experience]</i>		
<i>[Add more if required]</i> <i>Insert name and experience</i>		
Mandatory – Please provide CV and Qualifications, and Samples requested below		
Technical Requirements		
Technical requirement 1: 5 years' experience in utilising strategic foresight/futures methodologies for strategic planning. Evidence (should be clearly marked in the CV and at least 1 sample of previous similar works should be made available) of having undertaken similar assignments.	<i>[Bidder's answer]</i>	
Technical requirement 2: 10 years of experience in the review and or evaluation of business or organisation strategic plans, development programmes and policies. Evidence (should be clearly marked in the CV and at least 1 samples of previous similar works should be made	<i>[Bidder's answer]</i>	

<p>available) of having undertaken similar assignments is a requirement.</p> <p>Demonstrated track record of designing effective review and consultation processes and workshop facilitation on and offline.</p>	
<p>Technical requirement 3: Prior work experience reviewing programmes within the Pacific or agriculture sector in the Pacific (with at least 1 sample of work).</p> <p>Extensive experience working Pacific governments, in the agriculture and forestry sectors, land resources and food systems is an added advantage</p>	<p><i>[Bidder's answer]</i></p>
<p>Technical requirement 4: A clear and concise approach/methodology to conducting the review and design processes covering stakeholder consultations, communication, and facilitation.</p>	<p><i>[Bidder's answer]</i></p>
<p>Technical requirement 5: Data collection, analysis, presentation, and report writing skills (at least 1 sample report).</p>	<p><i>[Bidder's answer]</i></p>

For the Bidder: *[insert name of the company]*

Signature:

Name of the representative: *[insert name of the representative]*

Title: *[insert Title of the representative]*

Date: *[Click or tap to enter a date]*

Annex 5: FINANCIAL PROPOSAL SUBMISSION FORM

INSTRUCTIONS TO BIDDERS

All costs indicated on the Financial Proposal should be **inclusive** of all applicable taxes.

The format shown below should be used in preparing the price schedule. All prices in the proposal must be presented in bidders' local currency.

Particulars	Amount (STATE CURRENCY)
Professional fees	Daily rate: _____
Total professional fees (lumpsum)	
Other expenses (if any please specify)	
TOTAL [State Currency]	

Professional fees: Staff salaries, consultant fees and any other professional costs (with details on the level of effort of each person on the team if applicable. i.e., 50% full time, full-time, etc.).

SPC will not cover separate lines for overheads/running costs, contingencies... If these apply, the costs are to be considered in the professional fees charged for the delivery of the specific services.

SPC does not provide or reimburse insurance for consultant's travel or health, professional indemnity or any other risks or liabilities that may arise during the consultancy (this includes any subcontractors or associates the consultant may hire). SPC is also not responsible for any arrangements or payments related to visas, taxes, or duties for which the consultant may be liable.

The Contractor's duty station is their home country with travel. If travel is required, SPC will pay semi flexible economy airfares, meals, incidentals, and accommodation (DSA).

SPC will not cover any IT and communication equipment for the duration of the assignment. The consultant is to ensure stable internet connection for virtual interactions when necessary.

No payment will be made for items which have not been priced. Such items are deemed to be covered by the financial offer.

Bidders will be deemed to have satisfied themselves, before submitting their proposal and to its correctness and completeness, considering of all that is required for the full and proper performance of the contract and to have included all costs in their rates and prices.

For the Bidder: *[insert name of the company]*

Signature:

Name of the representative: *[insert name of the representative]*

Title: *[insert Title of the representative]*

Date: *[Click or tap to enter a date]*