

REQUEST FOR QUOTATION (RFQ)

FOR SERVICES

Project Title:	HR consultancy – Review job descriptions, capability framework and creation of job family for SPC Finance services
Nature of the services	Human resources consultancy services
Location:	Noumea, New Caledonia
Date of issue:	21/12/2023
Closing Date:	31/01/2024
SPC Reference:	RFQ23-6124

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	5
2.7 COMPLAINTS PROCESS	5
PART 3: TERMS OF REFERENCE	6
A. BACKGROUND/CONTEXT	6
B. PURPOSE, OBJECTIVES, SCOPE OF SERVICES	6
C. TIMELINES	8
D. REPORTING AND CONTRACTING ARRANGEMENTS	8
E. SKILLS AND QUALIFICATIONS	8
F. SCOPE OF BID PRICE AND SCHEDULE OF PAYMENTS	9
PART 4: PROPOSAL EVALUATION MATRIX.....	10
4.1 COMPETENCY REQUIREMENTS & SCORE WEIGHT	10

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 betty@spc.int and procurement@spc.int and with the subject line of your email as follows: **Submission RFQ23-6124 – HR consultancy for SPC Finance services**. 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

- A technical proposal document describing the content of the proposed service and the methodology you wish to use.
- CV or professional profile with description of work of similar nature.
- Cover letter.
- The tentative schedule including information listed in the Timelines section of the Terms of Reference below.
- Any other document to support your proposal
- Your quote in EUR as a lumpsum for the delivery of the final deliverables

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 **8 pm, Noumea time on 31/01/2024**.

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.

SPC's Process Improvement and Internal Controls Adviser will be your primary point of contact for this RFQ and can be contacted at bettym@spc.int (copy procurement@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	21/12/2023
RFQ Closing Date	31/01/2024

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 EURO 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

SPC is an intergovernmental organisation owned and governed by our 27 country and territory members. The Pacific Community Governance Arrangements sets out the administrative practices of governance in the organisation, which includes the Finance Regulations and Finance Policies.

Finance services are delivered through two mechanisms, a central finance unit within the Operations and Management Directorate (OMD) and through separate finance teams within divisions. SPC has eight technical divisions. The divisions are based across two locations, the headquarters in Noumea, New Caledonia and the regional office in Suva, Fiji. Three divisions are based in Noumea, 4 in Suva, and one across both locations. The central finance team also operates across the two locations.

SPC recently implemented a shared services approach to the delivery of finance services to improve its effectiveness. This change is driven by the desire to have all finance teams work more collaboratively and consistently and to increase sharing in knowledge, tools, and resources. This includes consistency in finance role design, job descriptions and position requirements. In the past, job descriptions and position requirements were determined separately in divisions without collaboration with the different finance services.

The finance shared services vision is to create an accountable and motivated team of experts working in an enabling culture, to share best practices and consistently provide compliant, efficient, and solution-oriented services to support SPC program delivery.

The shared services team has developed a finance capability framework covering all finance roles and generic job descriptions for most of our banding or salary levels.

B. Purpose, objectives, scope of services

SPC has approximately 90 staff whose job is at least 50% finance related. All such roles come under the purview of the Shared Services initiative.

SPC uses the Strategic Pay SP10 proprietary methodology for job evaluations.

We seek an experienced HR consultant(s) to undertake the following:

- i) Review the Finance Capability Framework to ensure it is “fit for purpose”. The framework is in **Annex 1**.
- ii) Review the following aspects of the existing generic finance job descriptions and make recommendations for improvements. Generic job descriptions exist for 6 positions – finance team leader (division), finance officer (division), financial controller (central), accountant (central), assistant accountant (central) and finance assistant (central).
 - a. Appropriateness of the job titles.
 - b. Appropriateness and quality of the job descriptions.

- c. For the finance officer role, a determination on how the three bands or grades can be separated into three distinct groups in the way the job description is written, and titles given.
- d. Review against the Capability Framework to advise if the framework is appropriately reflected in the job descriptions.
- e. Relative alignment to market requirements.

iii) Develop a job family framework comprising the roles or positions in the table below, including governance mechanisms to ensure the framework remains relevant and practical. The main goal of the framework would be to support workforce planning, role alignment and internal mobility all in a transparent manner.

Consider if there are roles/positions that might not fit neatly into those listed in the table below, and make recommendations related thereto.

	OMD Central finance		Division finance	
	No. of salary band ranges	Role / position	No. of salary band ranges	Role / position
Executive	1	Finance director		
Senior	3	Financial planning & analysis manager finance manager; finance advisor; financial controller	1	Finance team leader
Mid-level	2	Business controller; business analyst; payroll team leader	3	Finance officer
Support	2	Accountant; assistant accountant; finance assistant; payroll officer	2	Finance assistant; finance and admin assistant

iv) Develop a generic job description for the finance (and admin) assistant role with clear demarcation points between the two bands or pay grades it covers, that covers both OMD Central Finance and division finance.

The deliverables of this consultancy are:

- i) Report that covers the review activities listed above as follows:
 - Fit for purpose review of Capability Framework
 - Review of specific aspects of generic job descriptions and recommendations for improvements
- ii) Job family framework and position review.
- iii) Generic job description(s) for the finance (and admin) assistant roles covering two bands or pay grades.

The consultant should provide draft deliverables to the Process Improvements and Internal Controls Advisor before finalisation.

Sample job descriptions of recent recruitments for each of the different roles and bands/pay scales will be available to the consultant.

Interviews or group consultations should be conducted with key staff members. At a minimum the consultant should consult with the six finance team leaders, the Human Resources Manager, the Finance

Manager, and Process Improvements and Internal Controls Advisor who is the Shared Services project lead.

Administrative and secretariat support will be provided by SPC if required, including the organisation of interviews, and taking minutes.

C. Timelines

The consultant must attach to their quotation a tentative schedule of the proposed service. This schedule must include at least the following elements:

- The phases of each activity listed in the terms of reference.
- The phases of development of the deliverables.

Please indicate the number of man-days envisaged per phase for reference. Please keep in mind SPC is expecting a **lump-sum** quote for all deliverables.

D. Reporting and contracting arrangements

A kick off meeting will be scheduled at the beginning of the contract (face to face or remotely) with the consultant, the Process Improvements and Internal Controls Adviser, the Finance Director, and the Human Resources Manager, in order to:

- Clarify (if necessary) and formalise the technical and geographical scope of the service.
- Approve the schedule, in particular with regard to travel and the information gathering phase.
- Define the list of information / documents to be provided by the SPC.
- Confirm understanding of the list of expected deliverables and associated deadlines.
- Define the administrative support required by the consultant.

The consultant will be responsible to the Process Improvements and Internal Controls Adviser for daily work and planning and is expected to report on progress each week.

The consultant will be responsible to the Finance Director for the deliverables.

A project closing meeting will be held to present at least:

- The final deliverables and how closely they meet the requirements of these terms of reference.
- Any suggestions on future actions related to the deliverables.
- Any difficulties encountered and lessons to learn.
- The steps necessary to deploy the deliverables.

E. Skills and qualifications

- Degree in a human resource related discipline. Master or advanced degree in the same, or equivalent experience.
- Demonstrated track record over at least 10 years of undertaking similar work.
- Experience working with the SP10 methodology or a similar framework.
- Fluency in English. Fluency in French would be an advantage.

In the case where the consultant would call upon complementary competences or subcontracting to carry out the service, the latter must present in the technical proposal and how this would be organised and join the profiles of the other members of the team.

F. Scope of Bid Price and Schedule of Payments

The quotation will be submitted as a lump sum.

The consultant must specify in their offer the costs associated with travel to Noumea. SPC will pay to the consultant a daily per diem of XPF 25,000 in Noumea. The per diem covers accommodation, meals, and incidentals. All travel costs of per diem, airfares and airport transfers would not form part of the consultant's bid price. These are additional costs that SPC will cover. Any other travel costs such as travel insurance and visa processing fees are paid by the consultant.

Milestone/deliverables	% payment
Kick off meeting	10 %
First draft of deliverable 1, 2 and 3	20 %
Second draft of deliverable 1, 2 and 3	20 %
Final of deliverables 1,2 and 3	20 %
Closing project meeting	30 %
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
Technical requirements (70 %)		
Degree in a human resource related discipline. Master or advanced degree in the same or equivalent experience.	15 %	150
Demonstrated track record over at least 10 years of undertaking similar work.	25 %	250
Experience working with the SP10 methodology or a similar framework.	20 %	200
Quality of the proposal	20 %	200
Financial requirement (20 %)		
(Lowest Price / Price of your proposal) x 200	20 %	200
Total Score	100%	1000