

REQUEST FOR PROPOSAL (RFP)

FOR SERVICES

Project Title:	Promoting Just, Engaged, Civic-minded and Transparent (PROJECT) Governance, strengthening of the Vanuatu Public Service Commission.
Nature of the services	Support the Innovation and Policy Development Unit of the Vanuatu Public Service Commission and training of the Vanuatu Public Service
Location:	Vanuatu
Date of issue:	21/04/2023
Closing Date:	26/05/2023
SPC Reference:	RFP23-5270

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Part 1: INTRODUCTION

1.1 About the Pacific Community (SPC)

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

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 EURO. 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 RFP23-5270**.

Your proposal must be received no later than **26/05/2023** by **11:59pm Fiji Time**. Only one bid per bidder 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 RFP23-5270**. The deadline for submission of clarifications is **12/05/2023** by **12:00pm 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.

Shortlisted bidder's presentation

Bidders that are short-listed during the RFP evaluation process shall be required to conduct a presentation to, and respond to queries of, SPC's Procurement Technical Evaluation Committee. The bidders will be provided an opportunity to provide an overview of the operational aspect of the services they are proposing.

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.

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	21/04/2023
Deadline for seeking clarification	12/05/2023
RFP Closing Date	26/05/2023
Award of Contract	31/08/2023
Commencement of Contract	16/10/2023
Conclusion of Contract	16/05/2024

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 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.

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

Support the Innovation and Policy Development Unit of the Vanuatu Public Service Commission.

A. Background/context

Public Service Commission's manage public services in pursuance a professional, ethical and an apolitical arm of government. They establish the governance framework on which public services operate and manage, amongst other functions, the appointment of Director Generals, Ombudsmen and other senior public servants. An effective and efficient Public Service Commission is essential for effective government and a key national institute delivering Just Governance.

Promoting Just, Engaged, Civic-minded and Transparent (PROJECT) Governance is a project funded by USAID and implemented by the Human Rights and Social Development Division of SPC to support and strengthen good governance in Pacific Island Countries.

During PROJECT Governance consultations, the need to strengthen Public Service Commissions was a common theme raised. In response to this, PROJECT Governance undertook an in-country visit to Vanuatu in early December 2022 to consult and confirm Vanuatu's needs.

At the request of the Government of Vanuatu, PROJECT Governance will support the Vanuatu Public Service Commission (OPSC) to address key structural and policy issues in the advancement of a responsive, efficient, ethical and fit-for-purpose Vanuatu public service in pursuit of the Government's, national objectives, sustainable development goals, and the objectives of the 2050 Strategy for the Blue Pacific Continent.

The goals of the Vanuatu Public Service Commission (OPSC) and Innovation Policy Development Unit (IPDU) are:

- Development of Human Resource Management policies, strategies, and institutional reforms and required systems (such as every public servant having a fit-for-purpose job description, having online performance management, linking training and recruitment and succession planning to online performance Management System and online Job Descriptions for full connection and use of technology for public service delivery staffing and training needs;
- Human Research Management research and applications of scientific-practitioner model;
- Support Machinery of Government reviews and implementation;
- Learning and Innovation;
- Advice and technical guidance;
- Specialized and generalized training through the Vanuatu Institute of Public Administration and Management (VIPAM);
- Connecting Human Resource Management functions to government policies/plans; and
- Design of programs to develop and groom a pool of local experts & Connecting OPSC to external academia, research networks and potential partners.

B. Purpose, objectives, scope of services

The purpose of the consultancy is to assist the IPDU Manager in the implementation of IPDU initiatives.

The primary objective of the consultancy is to undertake training at Ministry and Provincial levels over a one-year period to build public servants' understanding, skills and capacity to implement the reforms, procedures and policy arising from this project working closely with IPDU & VIPAM to improve the Public Service's service delivery.

- Support IPDU to implement training workshops for 13 Ministries, 6 Provinces and 2 Municipalities on revised JDs, PMS tools;
- Contribute to efforts by IPDU to strengthen the Public Service Commission's legal, policy and procedural framework to enhance quality public service delivery, in close cooperation with other consultants working on the review of the legal framework and the Public Service Staff Manual; and
- Support the IPDU Manager promoting innovation and new practices targeting efficiency and effectiveness in the Public Service.

C. Timelines

Milestones	Timeline
a) Consult with PSC and IPDU, undertake a situational analysis and develop a work plan: This work plan must be developed in collaboration with IPDU within the first 2 weeks, outlining monthly activities/actions and deliverables for whole duration of this contract, to be provided to the Head of IPDU and SPC in the requested format for approval. b) Through analysis, advice and mentoring, assist the IPDU Manager with strengthening the Public Service Commission's legal, policy and procedural framework to enhance quality public service delivery activities. c) Develop a detailed work plan setting out the activities to be undertaken in support of the IPDU. d) Monthly progress reports: outlining monthly progress against the activities and outputs detailed in the work plan to be verified with PSC before milestone payment is released	1 st month
a) Assist the IPDU Manager with OPSC Business Plan for 2024, identifying activities & support required for OPSC/PROGO initiative undertaken as a training exercise for OPSC team. b) Monthly progress reports: outlining monthly progress against the activities and outputs detailed in the work plan to be verified with PSC before milestone payment is released	2 nd month
a) Assist IPDU Manager with 2023 Annual Report drafting, undertaken as a training activity for OPSC team and identified senior executives. b) Progress Report on OPSC/PROGO initiative in relationship to training identifying strengths, issues and ways forward for consideration of changes to 2024 work schedule to accommodate emerging priorities. c) Monthly progress reports: outlining monthly progress against the activities and outputs detailed in the work plan to be verified with PSC before milestone payment is released	3 rd month

a) Assist IPDU Manager & VIPAM team to develop of 2024 Training Plan. b) Monthly progress reports: outlining monthly progress against the activities and outputs detailed in the work plan to be verified with PSC before milestone payment is released	4 th month
a) Assist IPDU Manager with implementation of priority training identified in 6 provinces. b) Monthly progress reports: outlining monthly progress against the activities and outputs detailed in the work plan to be verified with PSC before milestone payment is released	5 th month
a) Assist Manager IPDU with implementation of priority training identified in 6 provinces (continuation). b) Monthly progress reports: outlining monthly progress against the activities and outputs detailed in the work plan as assigned within the scope of the consultancy to be verified with PSC before milestone payment is released.	6 th month
a) Assist IPDU Manager with implementation of priority training identified in 6 provinces. b) Exit report for PSC and SPC: outlining progress over past 7 months, including achievements, challenges, risks and remaining work that needs to be completed.	7 th month

D. Reporting and contracting arrangements.

- The consultant will be directly responsible to OPSC and SPC to provide updates at the start and end of each week on the progress of the work.
- The consultant will be required to work closely with the OPSC, IPDU, SPC and OPSC consultancies.
- OPSC and the IPDU will provide policy and local contextual advice on the work to be carried out, including coordination with government ministries and public stakeholders.
- The consultant will work in Port Vila from the OPSC who will provide office space.
- Costs for travel within Vanuatu during the consultancy will be borne by OPSC.

E. Skills and qualifications

- A minimum of 15 years working experience in a Pacific public service in a senior position, including expertise in public sector reform.
- Experience and expertise in undertaking public policy and human resources research and advice, mentoring of middle management, and training of all staff levels in job descriptions, performance manage systems and peer reviewing frameworks.
- Experience and expertise in workplan and business plan development, and budget formulation and submissions, and monitoring, evaluation and learning.
- Experience and expertise in organisational report writing and human resources training in Pacific Island countries.
- A minimum of 10 years working experience in the public service or private sector would be an advantage, especially in Vanuatu or other countries in the Melanesian region.

- The consultant would have to be Vanuatu-based and be culturally aware and respectful of ni-Vanuatu culture.
- The minimum qualification would be a post-graduate qualification(s) in human resources, public administration or a related discipline related to the public service.

F. Scope of Bid Price and Schedule of Payments

- The contract price will be based on lump sum payments tied to the 10 milestones set out below.
- The cost components must be inclusive of professional fees the consultant’s local living costs.
- The terms of payment shall be in accordance with the provisions of Article 10 of SPC’s General Conditions.

Milestone/deliverables	Deadline	% Payment
a) Consult with PSC and IPDU, undertake a situational analysis and develop a work plan: This work plan must be developed in collaboration with IPDU within the first 2 weeks, outlining monthly activities/actions and deliverables for whole duration of this contract, to be provided to the Head of IPDU and SPC in the requested format for approval. b) Through analysis and advice, assist the IPDU Manager with strengthening the Public Service Commission’s legal, policy and procedural framework to enhance quality public service delivery activities. c) Develop a detailed workplan setting out the activities to be undertaken in support of the IPDU. d) Monthly progress reports: outlining monthly progress against the activities and outputs detailed in the work plan to be verified with PSC before milestone payment is released	After 30 days	12.3%
a) Assist IPDU Manager with OPSC Business Plan for 2024, identifying activities & support required for OPSC/PROGO initiative undertaken as a training exercise for OPSC team. b) Monthly progress reports: outlining monthly progress against the activities and outputs detailed in the work plan to be verified with PSC before milestone payment is released	After 30 days	12.3%
a) Assist IPDU Manager with 2023 Annual Report drafting, undertaken as a training activity for OPSC team and identified senior executives b) Progress Report on OPSC/PROGO initiative in relationship to training identifying strengths, issues and ways forward for consideration of changes to 2024 work schedule to accommodate emerging priorities. Monthly progress reports: outlining monthly progress against the activities and outputs detailed in the work plan to be verified with PSC before milestone payment is released	After 30 days	12.3%

<p>a) Assist IPDU Manager & VIPAM team to develop of 2024 Training Plan.</p> <p>b) Monthly progress reports: outlining monthly progress against the activities and outputs detailed in the work plan to be verified with PSC before milestone payment is released</p>	After 30 days	12.3%
<p>a) Assist IPDU Manager with implementation of priority training identified in 6 provinces.</p> <p>b) Monthly progress reports: outlining monthly progress against the activities and outputs detailed in the work plan to be verified with PSC before milestone payment is released</p>	After 30 days	12.3%
<p>a) Assist Manager IPDU with implementation of priority training identified in 6 provinces.</p> <p>b) Monthly progress reports: outlining monthly progress against the activities and outputs detailed in the work plan to be verified with PSC before milestone payment is released</p>	After 30 days	12.3%
<p>a) Assist IPDU Manager with implementation of priority training identified in 6 provinces.</p> <p>b) Exit report for PSC and SPC: outlining progress over past 7 months, including achievements, challenges, risks and remaining work that needs to be completed.</p>	After 30 days	12.3%
TOTAL		100%

Annexes to the Terms of Reference

<https://www.spc.int/updates/news/joint-release/2021/09/usaaid-and-pacific-community-spc-launch-project-governance>

https://www.dailypost.vu/news/psc-to-revisit-performance-management-system/article_1fd0f379-dd94-54cd-8de5-318ce81ccc3d.html

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 below 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.

[Insert other relevant instructions about the proposal evaluation matrix]

Evaluation criteria	Score Weight (%)	Points obtainable
Mandatory requirements		
Email 1 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); Email 2 Financial proposal submission form (Annex 5)		Bidders will be disqualified if any of the requirements are not met
Technical requirements		
Qualification and Experience		
<ul style="list-style-type: none"> Post-graduate qualification(s) in human resources, public administration or a related discipline related to the public service. 	20%	140
<ul style="list-style-type: none"> A minimum of 10 years working experience in the public service or private sector in Vanuatu or other countries in the Melanesian region. 		
<ul style="list-style-type: none"> The minimum qualification would be a post-graduate qualification(s) in human resources, public administration or a related discipline related to the public service. 		
Technical Skills		
<ul style="list-style-type: none"> A minimum of 15 years working experience in a Pacific public service in a senior position, including expertise in public sector reform. 	40%	280

<ul style="list-style-type: none"> • <i>Experience and expertise in undertaking public policy and human resources research and advice, mentoring of middle management, and training of all staff levels in job descriptions, performance manage systems and peer reviewing frameworks.</i> 		
<ul style="list-style-type: none"> • <i>Experience and expertise in workplan and business plan development, and budget formulation and submissions, and monitoring, evaluation and learning.</i> 		
<ul style="list-style-type: none"> • <i>Experience and expertise in organisational report writing and human resources training in Pacific Island countries.</i> 		
<ul style="list-style-type: none"> • <i>A minimum of 10 years working experience in the public service or private sector would be an advantage, especially in Vanuatu or other countries in the Melanesian region.</i> 		
<ul style="list-style-type: none"> • <i>The consultant would have to be Vanuatu-based and be culturally aware and respectful of ni-Vanuatu culture.</i> 		
Human Resources policy expertise		
Examples of experience and expertise in undertaking: public policy and human resources research and advice, mentoring of middle management, and training of all staff levels in job descriptions, performance manage systems and peer reviewing frameworks.	20%	140
Managerial and mentoring expertise	20%	140
Total Score	100%	700
Qualification score	70%	490

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 23-5159** 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

Please complete the table below and attach any supporting documentation as needed, including the CV of the Consultant, referee contacts, previous work references/architecture etc.

Technical Requirements							
Competency Requirements	Response by Bidder						
<p>Experience: Post-graduate qualification(s) in human resources, public administration or a related discipline related to the public service. A minimum of 10 years working experience in the public service or private sector in Vanuatu or other countries in the Melanesian region. The minimum qualification would be a post-graduate qualification(s) in human resources, public administration or a related discipline related to the public service.</p>	<p>Experiences:</p>						
	<p>Details for two references</p>						
	<p>1. Client's name: <i>[insert name of client 1]</i></p>						
	<table border="1"> <tr> <td>Contact name:</td> <td><i>[insert name of contact]</i></td> </tr> <tr> <td>Contact details:</td> <td><i>[insert contact details]</i></td> </tr> <tr> <td>Contract value:</td> <td><i>[insert value of contract]</i></td> </tr> </table>	Contact name:	<i>[insert name of contact]</i>	Contact details:	<i>[insert contact details]</i>	Contract value:	<i>[insert value of contract]</i>
	Contact name:	<i>[insert name of contact]</i>					
	Contact details:	<i>[insert contact details]</i>					
	Contract value:	<i>[insert value of contract]</i>					
	<p>2. Client's name: <i>[insert name of client 2]</i></p>						
	<table border="1"> <tr> <td>Contact name:</td> <td><i>[insert name of contact]</i></td> </tr> <tr> <td>Contact details:</td> <td><i>[insert contact details]</i></td> </tr> <tr> <td>Contract value:</td> <td><i>[insert value of contract]</i></td> </tr> </table>	Contact name:	<i>[insert name of contact]</i>	Contact details:	<i>[insert contact details]</i>	Contract value:	<i>[insert value of contract]</i>
	Contact name:	<i>[insert name of contact]</i>					
Contact details:	<i>[insert contact details]</i>						
Contract value:	<i>[insert value of contract]</i>						
<p>Technical Requirement 2</p>							
<p>A minimum of 15 years working experience in a Pacific public service in a senior position, including expertise in public sector reform. Experience and expertise in undertaking public policy and human resources research and advice, mentoring of middle</p>	<p><i>[Bidder's answer]</i></p>						

<p>management, and training of all staff levels in job descriptions, performance manage systems and peer reviewing frameworks.</p> <p>Experience and expertise in workplan and business plan development, and budget formulation and submissions, and monitoring, evaluation and learning.</p> <p>Experience and expertise in organisational report writing and human resources training in Pacific Island countries.</p> <p>A minimum of 10 years working experience in the public service or private sector would be an advantage, especially in Vanuatu or other countries in the Melanesian region.</p> <p>The consultant would have to be Vanuatu-based and be culturally aware and respectful of ni-Vanuatu culture.</p>	
<p>Technical Requirement 3</p>	
<p>Examples of experience and expertise in undertaking: public policy and human resources research and advice, mentoring of middle management, and training of all staff levels in job descriptions, performance manage systems and peer reviewing frameworks.</p>	<p><i>[Bidder's answer]</i></p>
<p>Technical Requirement 4</p>	
<p>Managerial Expertise.</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

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

1. The format shown below should be used in preparing the price schedule.
2. You must submit this Financial Proposal in a separate email to the technical proposal. All prices in the proposal must be presented in EURO. Your Financial proposal is to be password protected. SPC will request the password in the event that it is required.
3. Daily rate in fees with any travel related costs to be met (in accordance with SPC travel policy) SPC will not be responsible for any visa fees hence has to be met by the consultant.

	Daily Fee [EURO]
Professional Fees	EURO\$ _____
Other related costs (if any, please specify)	EURO\$ _____
TOTAL	EURO\$ _____

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]*