

# REQUEST FOR QUOTATION (RFQ)

## FOR SERVICES

<b>Project Title:</b>	Supporting SPC's Organisational Strengthening and Transformation Agenda
<b>Nature of the services</b>	Short-Term Consultancy Assignment
<b>Location:</b>	Remote with potential travels in the Pacific Region
<b>Date of issue:</b>	13/09/2024
<b>Closing Date:</b>	29/09/2024
<b>SPC Reference:</b>	RFQ24-7034

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## Part 1: INTRODUCTION

### 1.1 About the Pacific Community (SPC)

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

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

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

### 1.2 SPC's procurement activities

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

For further information or enquiries about SPC's procurement activities, please visit the procurement pages on our website: <https://www.spc.int/procurement> or email: [procurement@spc.int](mailto: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 [emiliah@spc.int](mailto:emiliah@spc.int) and [procurement@spc.int](mailto:procurement@spc.int) and with the subject line of your email as follows: **Submission RFP24-7034**. The email should also be copied to [rfq@spc.int](mailto:rfq@spc.int).

The supporting documents expected in this RFQ are:

- [The Conflict-of-Interest Declaration form](#) completed
- Consultant's CV
- Cover letter

- Workplan
- Example of previous assignment for the required services

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 **11.59pm Noumea time on 29/09/2024**.

### 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.

Emilia Henin, Executive Officer Manager will be your primary point of contact for this RFQ and can be contacted at [emiliah@spc.int](mailto:emiliah@spc.int). You should copy any communications into [rfq@spc.int](mailto: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
<b>RFQ sent to potential vendors</b>	13/09/2024
<b>RFQ Closing Date</b>	29/09/2024
<b>Award of Contract</b>	3/10/2024
<b>Commencement of Contract</b>	8/10/2024
<b>Conclusion of Contract</b>	20/12/2024

### 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](https://spc.int/procurement) available on our procurement page website: <https://spc.int/procurement>.**

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

**Currency, validity, duties, taxes:** Unless specifically otherwise requested, all proposals should be in 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](mailto: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

The Pacific Community (SPC) is the principal scientific and technical organisation in the Pacific region which has been supporting the region's development agenda since 1947. SPC is an international public organisation owned and governed by our twenty-seven country and territory members.

The SPC Operations & Integration (O&I) Portfolio is led by the Deputy Director General – Operations and Integration. The O & I Team holds an essential role within the Senior Leadership Team, supporting the science and technical capabilities and its services across divisions, programmes, and flagships. The team comprises key business services such as Finance, Human Resources, Information, Communications and technology (ICT) & Publications, Travel, Procurement & Grants, Legal, Partnership, Integration & Resource Mobilisation, and three Regional Offices in the Federated States of Micronesia (FSM), Tonga and Vanuatu. The O&I Teams plays a central role in the organization's effectiveness in driving the region's sustainable development agenda through the implementation of the SPC's Strategic Plan 2022-2031 and the 2050 Blue Pacific Strategy.

This year, SPC is undergoing an Independent Institutional Review (IIR) to assess the organisation's efficiency and effectiveness. The IIR may also inform the broader Review of the Regional Architecture (RRA) which is led by the Pacific Islands Forum Secretariat, another intergovernmental agency that facilitates the region's political and economic regional agenda.

Following the civil unrest in New Caledonia in May, SPC has been compelled to shift gears into crisis management mode to ensure the uninterrupted delivery of critical services and programmes. This scoping assignment is intended to guide and inform the KFA 7 one-SPC transformation agenda.

The successful implementation of this consultancy will play a pivotal role in the transformation of SPC's operational model, ensuring it is well-aligned with the organization's strategic objectives and responsive to the needs of its member countries and territories.

### B. Purpose, objectives, scope of services

The purpose of the consultancy is to co-design the Operating Model Transformation Programme for the Pacific Community (SPC). The assignment aims to enhance SPC's operational efficiency and adaptability to meet existing, and new challenges and opportunities.

#### Objectives

1. To conduct a stock take and thorough analysis of SPC's current operational and support service model.
2. To engage with key internal and external stakeholders to gather insights and foster ownership of the transformation process.
3. To design and present a comprehensive Operating Model Transformation Programme aligned with SPC's strategic goals and priorities.

#### Scope of Services

The consultant will undertake the following activities:

- (i) Desk Research

- o Review existing operational and management review reports, plans, and strategy documents within SPC.
- (ii) Stakeholder Consultations
  - o Conduct internal consultations with SPC Executives, Operations & Integration (O&I) teams, technical divisions, Committee of Representatives of Governments and Administrations (CRGA) representatives, and other key stakeholders.
  - o Gather insights and gather input on current challenges and opportunities.
- (iii) Process Design
  - o Identify and adapt appropriate business efficiency methodologies and processes that align with SPC's strategic plans.
  - o Draft an initial Programme Initiation Document (PID) and gather feedback from relevant stakeholders
  - o Update the OMD Business Plan 2023 to December 2026, incorporating integration and the regional offices as part of the Operations and Integration Business Plan.
- (iv) Implementation and Reporting:
  - o Identify key actions and outputs for implementation and reporting in September and October for the KFA 7 working group
  - o Refine the Programme Initiation Document based on feedback and finalize the document.
  - o Develop a presentation summarizing key messages for the SLT, O&I teams, and the CRGA Sub-committee.

#### **Expected Outputs**

- (i) Agreed Work Schedule:
  - o A detailed work schedule outlining specific outputs and deadlines for the duration of the consultancy.
- (ii) Draft Programme Initiation Document:
  - o An initial draft of the PID presented for feedback.
  - o A revised draft of the O&I Business Plan 2026.
- (iii) Key wins identified:
  - o A list of 'quick wins' key actions identified for implementation and reporting in September and October.
- (iv) Final Programme Initiation Document (PID) & Presentation
  - o A finalized PID incorporating feedback from consultations.
  - o A finalized O&I Business Plan 2026.
  - o A PowerPoint presentation summarizing the key messages of the PID for the SLT, O&I teams, and CRGA.

### C. Timelines

The consultancy will be conducted over 35 working days, scheduled between October and December 2024.

### D. Reporting and contracting arrangements

The consultant will work under the guidance of the Deputy Director-General (DDG) O&I office and the KFA 7 team. Regular updates and reports on progress will be provided to the DDG O&I.

Any travel and mission costs requested under this consultancy will require prior approval and will be reimbursed by SPC, in compliance with SPC's travel policy.

### E. Skills and qualifications

- Master's degree in business administration, Management, Economics, or a related field.
- More than 15 years of proven experience in providing strategic business operations advice and support in a complex organizational setting. Experience and/or knowledge of organizations delivering sustainable development work programs is preferred.
- Strong analytical skills with the ability to prioritize and manage multiple tasks effectively.
- Excellent communication and people skills to engage with executives, staff, and external partners.
- Proven experience in designing and implementing operational transformation programs within large organizations.
- Strong background in operational and support services management analysis and strategy development.
- Proficiency in business efficiency methodologies and processes including digital transformation.
- Experience in the Pacific region and an understanding of SPC's mandate and operations will be an advantage.

### F. Scope of Bid Price and Schedule of Payments

The contract will be a lump sum contract based on deliverables.

<b>Milestone/deliverables</b>	<b>Deadline</b>	<b>% payment</b>
Submission of work schedule and acceptance by SPC	11 October	20%
Draft Programme initiation document and Draft O&I Business Plan	8 November	30%
Report on 'Quick wins'	8 November	20%
Final PID, O&I Business Plan and Presentation	13 December	30%
<b>TOTAL</b>		<b>100%</b>



## 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
<b>Mandatory requirements</b>		
<ul style="list-style-type: none"> <li>- Conflict of interest declaration</li> <li>- Copy of business registration</li> <li>-</li> </ul>	<b>Mandatory requirements.</b> Bidders will be disqualified if any of the requirements are not met	
<b>Technical requirements</b>		
<b>Technical requirement 1:</b> More than 15 years of proven experience in providing strategic business operations advice and support in a complex and large organizational setting. Experience and/or knowledge of organizations delivering sustainable development work programs is preferred.	40%	400
<b>Technical requirement 2:</b> Master's degree in business administration, Management, Economics, or a related field.	10%	100
<b>Technical requirement:</b> Proficiency in business efficiency methodologies and processes including digital transformation.	10%	100
Technical requirement: Experience in the Pacific region or in an authentic Pacific context and an understanding of SPC's mandate and operations will be an advantage.	20%	200
<b>Financial proposal</b>	20%	200
<b>Totals core</b>	<b>100%</b>	<b>1000</b>