

# REQUEST FOR QUOTATION (RFQ)

## FOR SERVICES

<b>Project Title:</b>	<b>Performance Development System Consultant</b>
<b>Nature of the services</b>	Consultancy Services to enhance its effectiveness and expertise to conduct a thorough review of our current Performance Development System (PDS)
<b>Location:</b>	Suva/Noumea
<b>Date of issue:</b>	10/09/2024
<b>Closing Date:</b>	24/09/2024
<b>SPC Reference:</b>	24-7055

# Contents

<b>PART 1: INTRODUCTION .....</b>	<b>3</b>
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
<b>PART 2: INSTRUCTIONS TO BIDDERS .....</b>	<b>3</b>
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
<b>PART 3: TERMS OF REFERENCE .....</b>	<b>6</b>
A. BACKGROUND/CONTEXT	6
B. PURPOSE, OBJECTIVES, SCOPE OF SERVICES	6
C. TIMELINES	7
D. REPORTING AND CONTRACTING ARRANGEMENTS	7
E. SKILLS AND QUALIFICATIONS	7
F. SCOPE OF BID PRICE AND SCHEDULE OF PAYMENTS	8
<b>PART 4: PROPOSAL EVALUATION MATRIX.....</b>	<b>9</b>
4.1 COMPETENCY REQUIREMENTS & SCORE WEIGHT	9

## Part 1: INTRODUCTION

### 1.1 About the Pacific Community (SPC)

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

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

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

### 1.2 SPC's procurement activities

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

For further information or enquiries about SPC's procurement activities, please visit the procurement pages on our website: <https://www.spc.int/procurement> or email: [procurement@spc.int](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 [tevitac@spc.int](mailto:tevitac@spc.int) and with the subject line of your email as follows: **Submission 24-7055**. 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
- A cover letter
- Completed Technical Proposal Form

- Completed Financial Proposal Form outlining all costs, in line with the milestones of this RFQ (refer to Section F).
- Current resume with at least the names of two referees with contact details.
- Evidence of prior work of a similar nature

-

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 **11.45pm New Caledonia Time (GMT +11)** on **24/09/2024**.

### 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.

Mr Tevita Cokanasiga will be your primary point of contact for this RFQ and can be contacted at [tevitac@spc.int](mailto:tevitac@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>	10/09/2024
<b>RFQ Closing Date</b>	24/09/2024
<b>Award of Contract</b>	26/09/2024
<b>Commencement of Contract</b>	27/09/2024
<b>Conclusion of Contract</b>	31/12/2024

## 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](#) 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 USD 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 committed to fostering a culture of continuous improvement, professional growth, and alignment with our organizational values, which include integrity, respect, and cultural sensitivity. Our Performance Development System (PDS) is a key tool in realizing these values, as it shapes how we manage, develop, and engage our staff. To enhance its effectiveness, we are seeking the expertise of a consultant to conduct a thorough review of our current PDS, ensure its alignment with our organizational values, and design a more efficient, equitable, and user-friendly system that better supports employee performance, engagement, and development.

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

#### Objectives:

The primary objectives of this consultancy are to:

- **Comprehensive Review:** Conduct a detailed review of the existing Performance Development System (PDS), including its processes, documentation, tools, and metrics, to evaluate its effectiveness in achieving SPC's goals.
- **Alignment Assessment:** Assess how well the current PDS aligns with SPC's organizational values and strategic goals, identifying any gaps or inconsistencies.
- **Strengths and Weaknesses Analysis:** Identify the strengths and weaknesses of the current PDS, with a focus on how effectively it supports employee development, addresses performance issues, and promotes fair and unbiased performance evaluations.
- **Bias Mitigation:** Evaluate and propose strategies to address unconscious bias in performance ratings, with particular emphasis on cultural differences within SPC's diverse workforce. The consultant will ensure that the revised PDS is culturally sensitive and inclusive.
- **PDS Framework Design:** Design an updated PDS framework that is efficient, user-friendly, and tailored to the specific needs and values of SPC, with a focus on enhancing employee performance, engagement, and development. The design should include a balance of qualitative and quantitative performance metrics.
- **Implementation Support:** Develop clear guidelines, tools, and training materials in English (with subsequent translation into French) to support the seamless implementation of the new PDS across all SPC divisions.

#### Scope of Services:

The consultant will be responsible for the following tasks:

- **Stakeholder Engagement:** Conduct interviews and focus group discussions with a wide range of key stakeholders, including HR personnel, managers, employees, and representatives from diverse cultural backgrounds, to gather comprehensive insights and feedback on the current PDS.

- **Documentation Review:** Review existing documentation, policies, and procedures related to performance management, including any recent amendments or policy shifts within SPC that might impact the PDS.
- **Data and Metrics Analysis:** Analyze performance data and metrics from the existing PDS to assess its effectiveness in driving performance improvements and achieving strategic objectives.
- **Benchmarking and Best Practices:** Identify and analyze best practices and benchmarks from other leading international and regional organizations in the industry to inform the development of a more effective PDS.
- **Proposal Development:** Develop a comprehensive proposal for the new PDS, including detailed recommendations for structural changes, process improvements, technology integration (such as digital performance tracking tools), and strategies for enhancing cultural sensitivity and reducing bias.
- **Stakeholder Feedback:** Present the proposal to key stakeholders, including senior management and HR teams, for feedback and approval. The consultant will refine the PDS framework based on the feedback received.
- **Implementation Plan:** Create a detailed implementation plan, including timelines, roles and responsibilities, resource requirements, and risk mitigation strategies. The plan should also outline steps for phasing out the old PDS and introducing the new system.
- **Training and Workshops:** Develop comprehensive training materials and conduct workshops to educate managers and employees on the new PDS. The training should include modules on cultural sensitivity, unconscious bias, and effective performance management techniques.
- **Performance Improvement Plans (PIP):** Develop standard operating procedures (SOPs) for managing Performance Improvement Plans (PIPs), ensuring they are fair, consistent, and supportive of employee development.

### C. Timelines

The consultancy is expected to be completed within three months from the commencement date. A detailed timeline with milestones and deliverable due dates will be agreed upon with the selected consultant. The target deadline for the delivery of each expected output is presented in section F.

### D. Reporting and contracting arrangements

- The contractor will be directly responsible to the HRM – Remuneration, Systems and Health & Safety.
- Fortnightly reporting or verbal updates as required on progress or issues during each part undertaken will be required from the contractor.

### E. Skills and qualifications

The consultant should possess the following qualifications and expertise:

- Master's degree in HR management, organizational psychology, or a related field with
- Proven experience in designing and implementing Performance Development systems or similar HR initiatives.
- Familiarity with best practices in performance management and organizational development.
- Strong analytical and research skills, with the ability to gather and interpret data effectively.
- Excellent communication and presentation skills, with the ability to engage stakeholders at all levels.

- 5 years' experience, working with International and Regional organizations.

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

The bid should contain a total lumpsum amount for an estimated 3 months. The bid should provide a breakdown of the total cost including professional fees, travel costs, per diems and any other costs associated with producing the deliverables to the requisite standard.

Payments will be made based on the milestones and estimated due dates provided below.

- Consultants are invited to submit their terms and conditions.
- Please note that SPC does not generally contract when 100% advance payment is required.
- Terms of payment shall be in accordance with the provisions of Article 10 of the General Conditions.
- The quote should confirm the acceptance of the payment terms stated below or an alternative proposal

Milestone/deliverables	Deadline
1. Submission of workplan and methodology	30 September 2024 commencement date
2. Submission of a comprehensive review report of the current PDS, including strengths, weaknesses, and areas for improvement.	02 November 2024
3. Submission of a detailed proposal for the new PDS, outlining the recommended changes and their rationale.	
4. Submission of guidelines, tools, and templates for implementing the new PDS.	30 November 2024
5. Submission of Training materials and workshops to support the rollout of the revised PDS.	30 November 2024
6. Developing a Performance Improvement Plan and a standard operating procedure for PDS and PIP	13 December 2024
<b>TOTAL</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 and financial requirements) 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>- A cover letter</li> <li>- Completed Technical Proposal Form</li> <li>- Completed Financial Proposal Form outlining all costs, in line with the milestones of this RFQ (refer to Section F).</li> <li>- Current resume with at least the names of two referees with contact details.</li> <li>- Evidence of prior work of a similar nature</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: Quality of the offer:</b> Overall presentation and quality of the technical proposal and supporting documentation.	10%	100
<b>Technical requirement 2: Skills and qualifications:</b> At least a <b>master’s degree in HR management, organizational psychology, or a related field</b> with or other field related to technical areas applied.	15%	150
<b>Technical requirement 3: Work experience:</b> At least 5 years of experience in the related field. Prior working experience in the Pacific with good understanding in designing and implementing Performance Development Systems or similar HR initiatives. Experience with international and regional organisations with best practices in performance management and organizational development or with similar assignments in the past.	25%	250
<b>Technical requirement 4: Proposed approach and methodology:</b> Appropriateness of the actions proposed including the means of implementation and how the methodology will result in the expected deliverables. A realistic work plan, including an outline of how the tasks will be fulfilled, and any other necessary requirements.	20%	200
<b>Sub-total Technical</b>	70%	700
<b>Financial Requirements</b>		
Price and payment terms	30%	300
<b>Total Score</b>	<b>100%</b>	<b>1000</b>