



REQUEST FOR PROPOSAL (RFP)

FOR SERVICES

Project Title:	FAME Support to Members Review of Regional Fisheries Policies – Roadmap and New Song
Nature of the services	Review of Regional Fisheries Policies – Regional Roadmap for Sustainable Pacific Fisheries and the New Song
Location:	Remote with travels in the Pacific region
Date of issue:	25/10/2024
Closing Date:	24/11/2024
SPC Reference:	RFP24-7083

Contents

PART 1: INTRODUCTION	3
1.1 ABOUT THE PACIFIC COMMUNITY (SPC)	3
1.2 SPC'S PROCUREMENT ACTIVITIES	3
1.3 SPC'S REQUEST FOR PROPOSAL (RFP) PROCESS	3
PART 2: INSTRUCTIONS TO BIDDERS	4
2.1 BACKGROUND	4
2.2 SUBMISSION INSTRUCTIONS	4
2.3 CLARIFICATIONS	4
2.4 EVALUATION	5
2.5 CONTRACT AWARD	5
2.6 KEY DATES	5
2.7 LEGAL AND COMPLIANCE	6
2.8 COMPLAINTS PROCESS	7
PART 3: [CHOOSE THE RELEVANT SPC STATEMENT OF NEEDS: FOR SERVICES/GOODS/WORKS]	8
PART 4: PROPOSAL EVALUATION MATRIX	17
4.1 EVALUATION CRITERIA & SCORE WEIGHT	17
4.2 FINANCIAL EVALUATION	18
PART 5: PROPOSAL SUBMISSION FORMS	19
ANNEX 1: BIDDER'S LETTER OF APPLICATION	19
ANNEX 2: CONFLICT OF INTEREST DECLARATION	20
ANNEX 3: INFORMATION ABOUT THE BIDDER AND DUE DILIGENCE	22
VENDOR INFORMATION	22
DUE DILIGENCE	22
SOCIAL AND ENVIRONMENTAL RESPONSIBILITY (SER)	23
SUPPORTING DOCUMENTS (where relevant)	23
ANNEX 4: TECHNICAL PROPOSAL SUBMISSION FORM	25
ANNEX 5: FINANCIAL PROPOSAL SUBMISSION FORM	27

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) including workplan and methodology proposed, CVs of proposed personnel;
- 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 RFP24-7083**.

Your proposal must be received no later than **24/11/2024 by 23.59pm Noumea 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

Pre-Bid Meeting

A Pre-bid Meeting will be arranged by SPC Procurement Team **on 8 November 2024**. The pre-bid meeting will be undertaken virtually. Bidders who are interested to attend the pre-bid meeting must register their

attendance through the SPC procurement email (procurement@spc.int) by **4pm, Noumea Time on 6 November 2024**.

You may submit questions or seek clarifications on any issue relating to this RFP. The questions are to be submitted in writing to procurement@spc.int with the subject line: **Clarification RFP24-7083**. The deadline for submission of clarifications is **13/11/2024 by 4.00pm Noumea time**.

Details will be kept of any communications between SPC and bidders. This assists SPC to ensure transparency of the procurement process. While SPC prefers written communication in the RFP process, at any point where there is phone call or other conversation, SPC will keep a record or a file note of the exchange with prospective bidders.

2.4 Evaluation

Validity

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

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

Technical

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

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

Financial

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

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

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

2.5 Contract award

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

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

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

2.6 Key dates

Please see the proposed procurement timetable in the table below. This timetable is intended as a guide only

and while SPC does not intend to depart from the timetable, it reserves the right to do so at any stage.

STAGE	DATE
RFP advertised	25/10/2024
Pre-bid meeting	8/11/2024
Deadline for seeking clarification	13/11/2024
RFP Closing Date	24/11/2024

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

1. Background

1.1 Key regional fisheries policies

The Regional Roadmap for Sustainable Pacific Fisheries (Regional Roadmap) and the New Song for Coastal Fisheries: Pathways to Changes – Noumea Strategy (New Song) were developed to promote sustainable management of fisheries, enhance livelihoods, increase economic growth, and address food security from fisheries in the region. The Regional Roadmap covers oceanic fisheries and coastal fisheries whilst the New Song is focused on coastal fisheries. These policies are approaching the end of their respective timeframes, with the Regional Roadmap having a 10-year timeframe (2015-2025).

Pacific Islands Forum (PIF) Leaders endorsed the Regional Roadmap in 2015, with the aim of achieving seven goals by 2025 for the sustainable management and economic development of oceanic and coastal fisheries. The goals and strategies relating to coastal fisheries in the Regional Roadmap includes seven of the eight outcomes in the New Song for Coastal Fisheries, developed and adopted the same year. The New Song aims to achieve sustainable, well-managed coastal fisheries that provide food security and long-term economic, social, and ecological benefits to communities, with a strong community driven approach and collaboration among stakeholders.

1.2 Origin of this review

In 2022 PIF Leaders developed the 2050 Strategy for the Blue Pacific Continent (2050 Strategy), with the accompanying 2050 Strategy Implementation Plan developed in 2023. Fisheries Ministers at the 3rd Regional Fisheries Ministers Meeting (RFMM) in Tarawa, Kiribati, held in August 2022, supported the development of the 2050 Strategy Implementation Plan and the review of regional architecture. In this context, Ministers tasked their fisheries officials, with the assistance of the Forum Fisheries Agency (FFA) and the Pacific Community (SPC), with the responsibility of reviewing key regional fisheries policies, including the Regional Roadmap and the New Song, noting these were at the end of their timeframes. This review would specifically focus on aligning the existing Regional Roadmap and the New Song with the 2050 Strategy Implementation Plan. The objective was to ensure a close integration between these policies and the broader goals of the 2050 Strategy.

Senior fisheries officials commenced work on the review at the 15th Heads of Fisheries meeting in March 2023 and discussed proposed objectives, scope, process and a timeline to review the key regional fisheries policies. Those discussions highlighted key questions for the review and recommended that the timeline for the review allow substantial time for consultations. This work continued with further consideration of the proposed approach by senior fisheries officials at the FFC126 Officials meeting in May 2023. These efforts led to a paper to the following Regional Fisheries Ministers Meeting.

The 4th Regional Fisheries Ministers Meeting in Majuro, Marshall Islands, held in July 2023 endorsed the proposed process, elements and timeline for the review, and the establishment of a Review Committee. The Ministers endorsed nominations from the Cook Islands, Fiji, Marshall Islands, New Zealand, Palau and Tokelau to each be part of the Review Committee.

The review of these key regional fisheries policies follows the 2021 independent review of the PIF Leaders decision to increase economic returns from fisheries, and the inter-agency working group chaired by PIFS with FFA, SPC and PNAO which developed a complementary report with recommendations. Following Ministerial discussions, a cover paper was prepared to accompany the final report for PIF Leaders which was presented at their in-person meeting in 2022.

2. Purpose

This review evaluates the current key regional fisheries policies, the Regional Roadmap and New Song policies, informs their trajectory for the future, and helps to address critical questions about future regional fisheries policies, such as how to integrate aquaculture, whether to merge the Roadmap and New Song, and what the appropriate timeframe for the revised policy should be. Ultimately, the review aims to provide valuable guidance and viable options for fisheries officials to take to their Ministers on the future direction of regional fisheries policies in line with the implementation of the 2050 Strategy for the Blue Pacific Continent.

3. Review

3.1 Objective of the review

During the 15th SPC Heads of Fisheries (HoF) Meeting and the Forum Fisheries Committee (FFC) 126, officials noted that the review should assess effectiveness of the two policies implemented so far and explore how to update and adapt them to support sustainable fisheries, enhance livelihoods, promote sustainable economic growth, address food security, build resilience, and respond to external pressures such as climate change and -natural disasters.

The objectives of the review of regional fisheries policies identified by HoF and the FFC, and endorsed by the Ministers are:

- to assess the effectiveness of the policies in achieving their goals;
- to assess the elements of the policies and their ongoing relevance in the region;
- to identify gaps and challenges in the implementation of the policies;
- to identify opportunities for collaboration and integration with the 2050 Strategy and its Implementation Plan; and
- to propose recommendations for the alignment of the future policies with the 2050 Strategy and its Implementation Plan¹.

3.2 Scope of the Review

The timing of this review is particularly opportune, as both regional fisheries policies are nearing the end of their designated implementation periods. This review will intricately examine the progress made against the goals and intended outcomes, as well as their relevance and adequacy, outlined in the Regional Roadmap and the New Song. Additionally, it will assess the degree of alignment between these policies and the overarching 2050 Strategy. Most importantly, the review will evaluate the efficacy and relevance of these policies as a comprehensive regional framework for the sustainable management of fisheries.

At the 15th SPC Heads of Fisheries meeting and FFC126, the scope of the review was discussed. While work on reviewing indicators for both policies was deemed out of scope, it was acknowledged that they could still be useful in formulating review questions related to effectiveness, impact, and relevance.

While the Regional Roadmap and New Song do not explicitly cover aquaculture in the outcome statements, the potential contribution of aquaculture to fisheries production warrants its inclusion in the review (going forward the use of fisheries implies fisheries and aquaculture).

The review will cover all aspects of the Regional Roadmap and the New Song, including:

- the goals and objectives of the policies;
- the strategies and actions outlined in the policies;
- the progress made in implementing the policies;
- the challenges and constraints to implementation;

- the relevance of the regional fisheries policies to the region's needs and priorities
- the effectiveness of the policies in achieving their goals; and
- the alignment of the policies with the 2050 Strategy and its Implementation Plan.

As previously noted, Ministers tasked their fisheries officials, with the assistance FFA and SPC, with reviewing key regional fisheries policies, including the Fisheries Regional Roadmap and the New Song for Coastal Fisheries. The review may also consider other regional fisheries policies endorsed by Fisheries Ministers at FFCM or RFMM as part of the document review for contextual understanding (e.g. FFA Climate Change Strategy, Pacific Framework for Action on Scaling up Community-based Fisheries Management, Regional Framework on Biosecurity, etc.).

¹ The Implementation Plan for the 2050 Strategy was endorsed at the Pacific Island Forum Leaders meeting in November 2023.

4. Expected Deliverables

The consultant(s) will be required to complete the following six deliverables.

- i. **Inception report:** Deliver an Inception Report, for approval by the Review Committee, containing the workplan, the proposed methodology of the review, analysis plan and indicative consultation and interview schedules.
- ii. **Document analysis:** Undertake a thorough review and analysis of existing documents, reports and other literature related to the Roadmap and the New Song.
- iii. **Fieldwork:** Undertake fieldwork with members, CROP partners, donors and various stakeholders including:
 - a. Conduct interviews and engage with FFA and SPC membership, i.e. fisheries officials in the region;
 - b. Conduct interviews with partners and stakeholders – including CROP partners (FFA, SPC, SPREP, OPOC, PIFS), PNAO, WCPFC, donors, bilateral and multilateral partners, relevant regional and international institutions, NGOs, CSOs, fisher and community associations, and private sector partners; and
 - c. Take full advantage of the upcoming SPC Heads of Fisheries Meeting, the annual FFC meeting and other regional meetings as appropriate to update and consult with fisheries officials and other partners.
- iv. **Draft report:** Prepare a draft report and presentation summarizing the initial findings of the review, including recommendations, alignment and relevance of Roadmap and New Song policies for consideration by the Review Committee which should include:
 - an executive summary (up to 3- 4 pages)
 - introduction
 - review purpose, scope and objectives
 - review approach and methodology
 - findings
 - challenges and opportunities
 - conclusions
 - recommendations;

Prepare a revised draft incorporating feedback from the Review Committee and present to the 17th SPC Heads of Fisheries Meeting (HoF) and the annual FFC meeting scheduled for May 2025 (including accompanying working papers and PowerPoint presentations for HoF and FFC meetings). An additional update to the draft may be required between HoF and FFC to incorporate feedback received from HoF.

- v. **Final report:** Prepare a Final Report based on the input from FFC and HoF for consideration by Fisheries Ministers at the Regional Fisheries Ministers Meeting (RFMM).
- vi. **Presentation to Ministers:** Final Report presented in person to Fisheries Ministers at the FFCMIN22 and RFMM6 for consideration and endorsement in July 2025, including accompanying working paper.

5. Roles and Responsibilities

The overall review team will include the Review Secretariat (FFA and SPC), the Project Manager, the review consultant(s), and the Review Committee.

Key roles and responsibilities are outlined below.

Review Secretariat

Membership on the Review Secretariat will include the Director of FAME at SPC and Deputy Director General of FFA. The Review Secretariat will:

- develop the draft Terms of Reference for the review of Regional Roadmap and New Song;
- facilitate the procurement process for the Project Manager and external consultant(s);
- ensure the outputs outlined in the ToR are met;
- provide formal notice to FFA and SPC members, and key stakeholders about the review;
- review and provide feedback on draft inception report and draft review report; and
- consider the review findings and recommendations in the revision of their own corporate / strategic documents when they come up for review (i.e. FFA Strategic and Business Plans and SPC-FAME's Business Plan).

Project Manager

The Project Manager will:

- recruit and manage the external consultant(s);
- administer consultants' contract, including tracking milestones and processing invoices;
- manage and coordinate the implementation of the review;
- monitor project progress and track key milestones and deadlines;
- manage external and internal communications with review stakeholders about the review;
- facilitate, where necessary, engagement by the consultant with stakeholders in the review;
- provide regular updates and communication with the Review Committee on the progress of the review; and
- collate and share all relevant documentation for the consultant(s).

Review Committee

The Review Committee was nominated and endorsed during the 4th Regional Fisheries Ministers Meeting in Majuro. Its members include officials from the Cook Islands, Fiji, the Republic of the Marshall Islands, New Zealand, Palau, and Tokelau.

The Review Committee will:

- review and approve the draft Terms of Reference for intersessional endorsement by Members;
- review and endorse the selection of external consultant(s);
- review and approve the consultant(s) Inception Report and workplan – including review methodology, data collection and interview schedules;
- raise workplan delivery issues, including timeframe amendments or risks, with the Membership
- review and provide feedback on draft review report; and
- review and approve final draft review report for endorsement by the FFC Officials, and final review report for endorsement by FFCMIN and RFMM.

Consultant(s)

The Consultant(s) will:

- review and update the review questions and develop an inception report containing the review approach, methodology and workplan;
- undertake desk-based review of literature and undertake field work, data collection and analysis;
- participate and engage with officials and participants at key regional meetings (to be confirmed during the Inception phase);

- complete deliverables outlined under “expected deliverables” (Section 4) above, including draft reports, final review report, and presentations at 17th SPC Heads of Fisheries, FFC (May 2025, and Fisheries Ministers at FFCMIN / RFMM (July 2025); and,
- provide regular updates to the Project Manager on progress in implementing the review, including any risks to meeting the agreed review workplan and adjustments required.

6. Period of the review consultancy

It is planned that this review will be carried out over a period of January to August 2025. The days of work will be finalised when the consultant (s) develop methodology and the review plan.

Review consultant(s) start date	January 2025
Inception Report and implementation Plan (including revised methodology and approach)	January 2025
Regular updates (via email) and communication to the Project Manager, and Review Secretariat (FFA & SPC) and Review Committee as required	Ongoing
Draft Report submitted to the Review Committee	April 2025
Review Committee comments incorporated into draft report	April 2025
Working papers prepared for sharing with members prior to HoF17 and FFC annual meetings (30 days prior to meeting dates)	March – April 2025
Presentations in person to HoF17 and FFC annual meeting, including preparation of accompanying PowerPoint presentations. Draft report shared with members, revisions incorporated following member discussions and feedback.	April – May 2025
Final report delivered and accompanying working paper shared 30 days prior to FFCMIN and RFMM meeting dates	June 2025
Final draft report presented in person to FFCMIN and RFMM for review and endorsement, including accompanying PowerPoint presentation.	July 2025

All products should be provided in English and should not require any additional editing from the Review Secretariat or the Review Committee. The final reports must contain the structure outlined above. All research outputs will acknowledge SPC, FFA, Members, donor’s partners and any other partners clearly and explicitly.

7. Data presentation and dissemination

The summary of the initial analysis will be presented to the Review Committee, encompassing key findings, opportunities, lessons learned, and recommendations. This presentation will provide a concise overview of the review’s early insights and actionable takeaways for committee consideration.

In addition, a comprehensive draft report will be prepared for the SPC HoF and FFC for their review, feedback and endorsement. The final draft report will provide in-depth coverage of the review process, methodology, detailed findings, and well-elaborated recommendations to guide the development of the next regional fisheries policies. Feedback from SPC HoF 17 and FFC will be incorporated into the final report, which will be presented to the FFCMIN22 and RFMM6 for review

and endorsement.

As part of this process, coded deidentified interview and other data analysis files and documents reviewed and analysed, will be packaged, and delivered to the Project Manager (noting the policy Governance of fisheries, aquaculture and marine ecosystems data provided to SPC by its members).

The final report for publication to be made available externally, including both SPC and FFA websites.

8. Institutional arrangements

To support fisheries officials in meeting Ministers' tasking to review key regional sector policies:

- the consultant(s) will report via the Project Manager to the Review Secretariat and Review Committee;
- formal progress reporting is not required but regular updates and communication with the Review Secretariat is expected; and
- the consultant(s) are expected to work from home except for field work and attendance at regional meetings, details of which will be agreed via the Inception Report. The consultant(s) may travel to several SPC and FFA member countries and territories for face-to-face interviews and observations.

ANNEX TO TOR

Key questions to guide the review in assessing the Regional Roadmap and the New Song, based on input from members at HoF and FFC.

Awareness and engagement with the Regional Roadmap and New Song

1. What has been the level of awareness of the two policies among key stakeholder groups?
2. What has been the level of engagement and ownership of the two policies across the key stakeholder groups?
3. To what extent have the policies supported or fostered partnerships to deliver on the regional goals, strategies and outcomes?

Goals of the Regional Roadmap and New Song

2. How well-defined are the goals of Regional Roadmap and New Song?
3. Are the goals still relevant and do they align with the region's current and future needs and priorities?
4. Do the goals adequately encompass the diverse dimensions of sustainable fisheries management in the Pacific context?

Strategies and actions outlined in the Regional Roadmap and New Song

1. How comprehensive and feasible are the outcomes and strategies?
2. Are the strategies adaptable to the evolving challenges and advancements in the fisheries sector?

Progress made in implementing the Regional Roadmap and New Song

1. To what extent have the Regional Roadmap and New Song been implemented?
2. What measurable progress has been achieved in the implementation of the Regional Roadmap and New Song strategies?
3. Have there been any notable success stories, challenges or lessons learnt?

Challenges and constraints in implementing the Regional Roadmap and New Song

1. What are the main challenges and constraints in implementing the Regional Roadmap and New Song?
2. Have these challenges impacted the effectiveness of the regional policies?

Relevance of the key regional fisheries policies to the region's needs and priorities

1. How well do the policies address the specific needs and priorities of the region's fisheries sector?
2. Are there any potential gaps in policy coverage?

Effectiveness of the Regional Roadmap and New Song in achieving their goals

1. To what extent have the policies contributed to achieving their intended goals and outcomes?
2. What are the successes and challenges of achieving the goals?
3. Are there any indicators that showcase the policies' positive impact on sustainable fisheries management?

Impact of the Regional Roadmap and New Song

1. What quantifiable impacts have these policies had on fisheries management and related sectors?
2. How have livelihoods, economic growth, and food security been affected by these policies?
3. Have there been any unintended consequences of these policies at regional, subregional or national levels that need to be addressed?

Alignment of the policies with the 2050 Strategy and its Implementation Plan

1. To what extent are the policies aligned with the 2050 Strategy for the Blue Pacific Continent and its Implementation Plan?
2. How can the policies be better aligned with the 2050 Strategy for the Blue Pacific Continent and its Implementation Plan?

Social inclusion and equity

1. Have the Roadmap and New Song contributed to fostering inclusion among marginalised groups and gender equality, including empowering women, youth and people with disability in the fisheries sector?
2. How do the Roadmap and New Song promote social inclusion and equity among stakeholders involved in fisheries and coastal fisheries management?

Sustainable fisheries

1. How do the Regional Roadmap and New Song contribute to the long-term sustainability of the fisheries resources?
2. Have the Regional Roadmap and New Song integrated measures to promote sustainable practices and prevent overexploitation?

Future policies

1. What are key recommendations for consideration for the policies going forward? Considerations may include whether the policies be merged or kept separate moving forward, and the term for the future policies.

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.

Evaluation criteria	Score Weight (%)	Points obtainable
Mandatory requirements		
<ul style="list-style-type: none"> - Bidder's Letter of Application (Annex 1); - Conflict of Interest Declaration (Annex 2); - Information about the bidder and Due diligence (Annex 3); - Technical proposal submission form (Annex 4); - Financial proposal submission form (Annex 5). 	Bidders will be disqualified if any of the requirements are not met	
Technical requirements		
Technical requirement 1: methodology		
<ul style="list-style-type: none"> - Proposed approach - Proposed workplan 	25%	175
Technical requirement 2: Qualifications and Experience		
<ul style="list-style-type: none"> - At least 10 years' experience in undertaking high-level strategic or policy review 	20%	140
<ul style="list-style-type: none"> - At least 10 years' relevant experience working in the Pacific region, including regional or multi-country experience 	20%	140
<ul style="list-style-type: none"> - At least 5 years' experience in conducting reviews relating to fisheries and aquaculture, including analysis, reporting and dissemination of findings 	20%	140
Technical requirement 3: Others		
<ul style="list-style-type: none"> - Excellent communication skills (oral and written) and demonstrated ability to produce, edit and deliver peer reviewed publications - Working knowledge of both SPC's official languages 	10%	70

(English and French) and/or ability to speak any of the Pacific Islands' other languages	5%	35
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 *[SPC Reference]* may be subject to sanctions such as being placed on SPC's list of non-responsible vendors, if it is established that false statements have been made or false information has been provided.

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

Signature:

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

Title: *[insert Title of the representative]*

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

Annex 3: INFORMATION ABOUT THE BIDDER AND DUE DILIGENCE

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

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

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

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

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY (SER)

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

SUPPORTING DOCUMENTS (where relevant)

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

I declare that the particulars given herein above are true, correct and complete to the best of my knowledge, and the documents submitted in support of this form are genuine and obtained legally from the respective issuing authority.

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

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

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

Signature:

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

Title: *[insert Title of the representative]*

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

Annex 4: TECHNICAL PROPOSAL SUBMISSION FORM

To support your technical proposal please provide:

1. A presentation of your company
2. CV and qualifications of the allocated personnel
3. Statement against the evaluation criteria
4. 3 examples of similar contract or mission (in the last 5 years)
5. Any other document to support your proposal

Technical Requirements				
Details for three references:				
1. Client's name: <i>[insert name of client 1]</i>				
Contact name:	<i>[insert name of contact]</i>			
Contact details:	<i>[insert contact details]</i>			
Value contract:	<i>[insert value of contract]</i>			
2. Client's name: <i>[insert name of client 2]</i>				
Contact name:	<i>[insert name of contact]</i>			
Contact details:	<i>[insert contact details]</i>			
Value contract:	<i>[insert value of contract]</i>			
3. Client's name: <i>[insert name of client 3]</i>				
Contact name:	<i>[insert name of contact]</i>			
Contact details:	<i>[insert contact details]</i>			
Value contract:	<i>[insert value of contract]</i>			
Personnel: <i>[insert details of the personnel/sub-contractors required]</i>	Details about personnel/sub-contractors			
	<table border="1"> <tr> <td>Manager's experience:</td> <td><i>[insert details about manager's experience]</i></td> </tr> <tr> <td>Consultants' experience:</td> <td><i>[insert details about consultants' experience]</i></td> </tr> </table>	Manager's experience:	<i>[insert details about manager's experience]</i>	Consultants' experience:
Manager's experience:	<i>[insert details about manager's experience]</i>			
Consultants' experience:	<i>[insert details about consultants' experience]</i>			
Methodology				
<ul style="list-style-type: none"> - Proposed approach - Proposed workplan 	<i>[Bidder's answer]</i>			
Qualifications and experience				
<ul style="list-style-type: none"> - At least 10 years' experience in undertaking high-level strategic or policy review - At least 10 years' relevant experience working in the Pacific region, including regional or multi-country experience - At least 5 years' experience in conducting reviews relating to fisheries and aquaculture, including analysis, 	<i>[Bidder's answer]</i>			

reporting and dissemination of findings	
<ul style="list-style-type: none"> - Excellent communication skills (oral and written) and demonstrated ability to produce, edit and deliver peer reviewed publications - Working knowledge of both SPC's official languages (English and French) and/or ability to speak any of the Pacific Islands' other languages 	<i>[Bidder's answer]</i>

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

Signature:

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

Title: *[insert Title of the representative]*

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

Annex 5: FINANCIAL PROPOSAL SUBMISSION FORM

INSTRUCTIONS TO BIDDERS

In their financial proposal, bidders should detail as much as possible the price requested in response to the technical specifications.

Good detail in their financial proposal helps bidders to give clarity and transparency to their proposal and makes it easier for SPC to score the proposals received.

The contract to be concluded with the selected bidder must mention all the costs incurred for the execution of the assignment entrusted to him. No additional costs can be claimed from SPC after the contract has been signed. Bidders must mention in their financial proposal all additional costs foreseen for the execution of the contract (material, equipment, travel, etc.). These costs will either be included in their fees, paid or reimbursed by SPC upon presentation of supporting documents. In any case, they must be estimated by the bidder in its financial proposal and will form an integral part of SPC's evaluation of proposals.

Bidders must also mention any special conditions relating to the amount of their proposal or the terms of payment.

The financial proposal must be submitted inclusive of taxes in accordance with the applicable legislation. However, the final amount of the awarded contract may be paid to the successful bidder inclusive or exclusive of taxes, depending on the tax exemptions enjoyed by SPC as an intergovernmental organisation in its member countries and territories.

The following form is given as an indication, the bidder may submit its financial proposal to SPC in another format, provided that it complies with the instructions detailed in this RFP and in particular:

The Financial Proposal Submission Form must be stamped & signed and protected by a password.

BIDDER'S FINANCIAL PROPOSAL – SERVICES

Review of Regional Fisheries Policies				
Milestones / Deliverables	Unit	Unit Price EURO	Total Quantity	Total Amount EURO
Inception report Inception report and implementation plan (including revised methodology and approach)	Lump Sum	[unit price]	[quantity]	[total amount]
Draft report Draft report submitted to the Review Committee Review Committee comments incorporated into draft report	Lump Sum	[unit price]	[quantity]	[total amount]
Working papers prepared for sharing with members prior to HoF17 and FFC annual meetings (30 days prior to meeting dated)	Lump Sum	[unit price]	[quantity]	[total amount]
Presentations in person to HoF17 and FFC annual meeting, including preparation of accompanying PowerPoint presentations	Lump Sum	[unit price]	[quantity]	[total amount]
Draft report shared with members, revisions incorporated following member discussions and feedback	Lump Sum	[unit price]	[quantity]	[total amount]
Final report Final draft report delivered and accompanying working paper shared 30days prior to FFCMIN and RFMM meeting dates	Lump Sum	[unit price]	[quantity]	[total amount]
Final report presented in person to FFCMIN and RFMM for review and endorsement, including accompanying PowerPoint presentation	Lump Sum	[unit price]	[quantity]	[total amount]
Total				[total amount]

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

the financial offer.

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

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

Signature:

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

Title: *[insert Title of the representative]*

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