

REQUEST FOR PROPOSAL (RFP)

FOR SERVICES

Project Title:	Preferred supplier for services to support the work of SPC FAME in Leadership, Strategy, Facilitation and Stakeholder Engagement
Nature of the services	<p>Design and delivery of Leadership and Professional Development Programs</p> <p>Strategic Advisory Services for Organisational Development and Transformation</p> <p>Facilitation Services for strategic planning, stakeholder engagement and decision making</p>
Location:	Home-based with possible travel in the Pacific Region
Date of issue:	25/11/2024
Closing Date:	10/01/2025
SPC Reference:	RFP24-6330

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Part 1: INTRODUCTION

1.1 About the Pacific Community (SPC)

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

SPC has our headquarters in Noumea, New Caledonia and has regional offices in Fiji, the Federated States of Micronesia, Vanuatu and Tonga, 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 (Annex 4) with:
 - Detailed CV(s)
 - Cover letter detailing expertise against the selection criteria of the work area
 - Copy of your business registration
- 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 RFP24-6330 – work area n°**.

Your proposal must be received no later than **10/01/2025** by **23.59 PM 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

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 RFP24-6330**. The deadline for submission of clarifications is **2/01/2025 by 23.59 PM 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

The purpose of this RFP is to implement Preferred Supplier Agreements (PSAs) based on work areas. Initial contract will be for one (1) year, and can be renewed for three (3) more years based on performance.

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 when submitting the bid and attached to the Technical Proposal.**

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	25/11/2024
Deadline for seeking clarification	02/01/2025
RFP Closing Date	10/01/2025

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

A. Background/context

SPC

The Pacific Community (SPC) is the principal scientific and technical organisation supporting development in the Pacific region. It is an international organisation established by treaty (the Canberra Agreement) in 1947 and is owned and governed by its 26 members including all 22 Pacific Island countries and territories (PICTs).

Through its secretariat, the Pacific Community has been providing the Pacific Islands region with essential scientific and technical advice and services. To achieve genuine and lasting improvement in people's lives, its focus is on working with all members, at all levels, to deliver integrated services that advance their progress towards addressing their development challenges and achieving their aspirations.

FAME

The SPC Division of Fisheries, Aquaculture and Marine Ecosystems (FAME) provides specialist expertise and technical assistance to support fisheries management and sustainable development in the Pacific. Partnering with all 22 PICTs and both regional, sub-regional and national entities working in the marine sector, FAME's goal is to ensure fisheries resources of the Pacific region are sustainably managed for economic growth, food security and environmental conservation.

FAME's goal is that the fisheries and aquaculture resources of the Pacific region are resilient, and managed sustainably for economic growth, food security, and cultural and environmental conservation.

FAME is composed of two programmes: the Oceanic Fisheries Programme (OFP) and the Coastal Fisheries and Aquaculture Programme (CFAP).

OFP functions as the Pacific Community's regional centre for tuna fisheries research, fishery monitoring, stock assessment and data management. OFP has three sections: Stock Assessment and Modelling (SAM), Data Management (DM) and Fisheries and Ecosystem Monitoring and Analysis (FEMA).

CFAP provides coastal fisheries and aquaculture science and management advice to members to realise sustainable and equitable use of coastal fisheries and aquaculture resources for social and economic wellbeing of the Pacific people. CFAP has three sections: Aquaculture, Coastal Fisheries Management and Livelihood (CML) and Coastal Fisheries and Aquaculture Science.

OFP and CFAP supports and implements all seven of the FAME Business Plan objectives:

Objective 1 – Enhance strategic oversight, efficient operational systems, partnership, and collaboration with other SPC divisions, our members, and partners

Objective 2 – Provide, and facilitate access to and interpretation of fisheries, aquaculture, and marine ecosystems information and knowledge

Objective 3 - Enhance data collection and provide data management services for fisheries, aquaculture, and marine ecosystems

Objective 4 - Provide scientific research, analysis, and advice for evidence-based fisheries management.

Objective 5 - Strengthen the contributions of Pacific islands aquaculture and fisheries toward sustainable, biosecure, equitable and more secure food systems

Objective 6 - Identify diverse and sustainable livelihood options for SPC member PICTs

Objective 7 - Support the development of national capacity and enhance capabilities in fisheries and aquaculture among PICTs

The global landscape is undergoing unprecedented and rapid changes, leading to a deterioration of conditions in various areas such as the environment, politics, industry, and socioeconomics. These deteriorating conditions are particularly impactful in the Pacific region, resulting in shifting needs and environments. Over the past 75 years, Secretariat of the Pacific Community (SPC) has played a vital role in the development and well-being of the Pacific people. However, as we navigate the complexities of the 21st century, it has become evident that the organization's current ways of working, knowledge, and established practices may not be adequately adapted to address the emerging challenges and rapidly changing conditions of our time.

To effectively respond to these changes, it is crucial to explore new ways of working, cultural shifts, and innovative practices that foster adaptability to current and future challenges. The organisation must embrace a mindset of flexibility and be open to incorporating new methodologies and approaches that align with the demands of a changing world. Furthermore, seeking expert guidance and support in implementing strategies that remain relevant amidst shifting dynamics is essential. The organisation should proactively develop intelligence and sensing systems that enable them to anticipate and respond to changes before or as they occur, ensuring they stay ahead of the curve.

To effectively respond to the challenges of the 21st century and maintain its effectiveness in serving the Pacific region, SPC recognizes the need for change, adaptability, and proactive strategies. In pursuit of this goal, the Fisheries, Aquaculture, and Marine Ecosystems (FAME) division will explore mechanisms to pilot new ways of working through its future programming to implement the FAME Business Plan 2022 - 2027. The primary objective of this new approach is to explore and develop strategies that will enable the organisation to position itself effectively, ensuring its relevance and adaptability in the ever-evolving global landscape and enhance regional collaboration through strengthened partnerships. By investing in this endeavour, the SPC aims to stay ahead of the curve and continue to fulfil its vital role in serving the Pacific region.

B. Scope of services

This RFP aims at identifying individuals or entities interested in providing consultancy services in one or more of the areas of work detailed below.

Work Areas

Preferred Service Providers could be expected to provide technical services and capabilities within one or more of the following work areas.

1. **Design and Delivery of Leadership and Professional Development Programs:** Design and delivery of leadership and professional development programs and initiatives, including but not limited to face-to-face and/or virtual training, workshops, mentoring, and coaching.
2. **Strategic Advisory Services for Organisational Development and Transformation:** Strategic advisory services to support planning for transition, future thinking initiatives, change management and complex problem solving to enable organisational development and transformation, including developing adaptive capacity, for SPC FAME, partners and members.
3. **Facilitation Services for strategic planning, stakeholder engagement and decision making:** Facilitation services to support groups and/or teams with strategic planning, complex decision making, stakeholder engagement and consultations.

C. Duration of the work

Preferred service providers identified through this process will be engaged in non-exclusive contracts for an initial period of one (1) year. Specific ToRs will be done as per the actual needs from the Division with clear deadlines for that specific work.

The performance during the implementation contracts will be assessed and if their performance is deemed satisfactory during the trial period their preferred supplier status could be extended for a period of up to three (3) additional years.

D. Institutional arrangements

The consultant(s) will report to Director FAME, or Deputy Director Coastal Fisheries and Aquaculture Programme, or any SPC Division Director / Deputy Director who will be responsible for signing off on the agreed outputs and approving payments. The consultant(s) will be expected to work closely with relevant staff within SPC FAME and other SPC divisions.

The Consultant(s) will have primary responsibility for the completion of documented outputs. The provision of data from SPC (if necessary) will be subject to strict data confidentiality agreements and data provided to the consultant cannot be retained at the end of the contract.

E. Skills and qualifications

Consultant(s) will be identified for preferred service provider status in the areas identified in Section C above. The expected skills and qualifications that are required for each work area are outlined below:

1. Design and Delivery of Leadership and Professional Development Programs

- Strong understanding of leadership professional development theory principles and practice.
- Excellent ability, with proven experience in the Pacific region, designing and implementing professional development and leadership programmes for current and emerging public, private and CSO sector leaders.
- Access to a broad network of professional development and leadership facilitators to tap into if required to ensure SPC FAME is working with the leaders in this field.
- Ability to assess and diagnose individual and organisational leadership needs.
- Ability to design and deliver engaging and effective learning programs and interventions.

2. Strategic Advisory Services for Organisational Development and Transformation

- Excellent ability to build strong relationships with key stakeholders to enable feedback and adaptations in real-time for continuous contextualisation and improvement.
- Demonstrated proficiency in change management methodologies, frameworks, and best practices in transitional and change management.
- Demonstrated ability to assess organisational readiness for change, develop change strategies, and effectively communicate and engage stakeholders in the process.

- Demonstrated experience in strategic thinking and alignment to change initiatives with organisational goals and objectives, this includes conducting analyses, identifying potential risks and opportunities, and formulating effective strategies to guide the transition process.
- Ability to think creatively and propose innovative solutions to organisational challenges
- Capacity to provide insights and conceptualize long-term, big picture solutions

3. **Facilitation Services for strategic planning, stakeholder engagement and decision making.**

- Ability to manage group dynamics and navigate complex interpersonal interactions.
- Techniques for encouraging participation and collaboration among diverse groups and stakeholders
- Capability to manage conflict resolution and consensus-building strategies.
- Experience in designing and implementing strategic planning processes.
- Experience in identifying and engaging with stakeholders at various levels
- Demonstrated cultural sensitivity and the ability to work effectively with diverse teams and stakeholders, including the understanding and respect for different perspectives, values, and organisational cultures that may influence the change process.
- Demonstrated knowledge and understanding of the Pacific political, economic social and cultural context.
- Understanding of the complexities of the Pacific fisheries sector a strong advantage.

F. Duty station and travel

The consultant(s) will generally be home based. Depending on the nature and extent of work, travel to Noumea, New Caledonia, or other sites within the Pacific Islands region, may be required. Economy class airfares and per diems at SPC rates, in accordance with SPC Travel policy, will be covered separately by SPC or it might be negotiated as part of the contract.

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		
EMAIL 1 <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) - Copy of your business registration or Tax Identification number as it applies by your local legislation. EMAIL 2 <ul style="list-style-type: none"> - Financial proposal submission form (Annex 5) password protected. 	Bidders will be disqualified if any of the requirements are not met	
Technical requirements		
Work area 1: Design and delivery of Leadership and Professional Development Programs		
Competency Requirements	Score Weight (%)	Points Obtainable
Postgraduate degree	5	35
Strong understanding of leadership professional development theory principles and practice.	15	105
Excellent ability, with proven experience in the Pacific region, designing and implementing professional development and leadership programs for current and emerging public, private and CSO sector leaders.	20	140
Access to a broad network of professional development and leadership facilitators to tap into if required to ensure SPC FAME is working with the leaders in this field.	20	140
Ability to assess and diagnose individual and organisational leadership needs.	20	140
Ability to design and deliver engaging and effective learning programs and interventions	20	140
Total score work area 1	100%	700
Qualification score work area 1	70%	490

Work area 2: Strategic Advisory Services for Organisational Development and Transformation		
Competency Requirements	Score Weight (%)	Points Obtainable
Postgraduate degree	5	35
Excellent ability to build strong relationships with key stakeholders to enable feedback and adaptations in real-time for continuous contextualisation and improvement.	15	105
Demonstrated proficiency in change management methodologies, frameworks, and best practices in transitional and change management.	20	140
Demonstrated ability to assess organisational readiness for change, develop change strategies, and effectively communicate and engage stakeholders in the process.	20	140
Demonstrated experience in strategic thinking and alignment to change initiatives with organisational goals and objectives, this includes conducting analyses, identifying potential risks and opportunities, and formulating effective strategies to guide the transition process.	20	140
Ability to think creatively and propose innovative solutions to organisational challenges.	10	70
Capacity to provide insights and conceptualize long-term, big picture solutions	10	70
Total score work area 2	100%	700
Qualification score work area 2	70%	490

Work area 3: Facilitating Services for strategic planning, stakeholder engagement and decision making		
Competency Requirements	Score Weight (%)	Points Obtainable
Postgraduate degree	5	35
Ability to manage group dynamics and navigate complex interpersonal interactions.	10	70
Techniques for encouraging participation and collaboration among diverse groups and stakeholders.	10	70
Capability to manage conflict resolution and consensus-building strategies.	10	70
Experience in designing and implementing strategic planning processes.	15	105
Experience in identifying and engaging with stakeholders at various levels.	10	70
Demonstrated cultural sensitivity and the ability to work effectively with diverse teams and stakeholders, including the understanding and respect for different perspectives, values, and organisational cultures that may influence the change process.	20	140

Demonstrated knowledge and understanding of the Pacific political, economic and cultural context.	10	70
Understanding of the complexities of the Pacific fisheries sector is a strong advantage.	10	70
Total score work area 3	100%	700
Qualification score work area 3	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

Your proposal must include the following documents:

- 1- Bidder's letter of Application (Annex 1)
- 2- Conflict of Interest Declaration (Annex 2)
- 3- Information about the bidder and Due diligence (Annex 3)
- 4- Technical proposal submission form including:
 - CV(s)
 - Cover letter detailing your expertise against the selection criteria
 - Any amendment to the Preferred Supplier Agreement template if requested.
 - Copy of your business registration or Tax Identification Number (TIN) as applicable by your local legislation

Please confirm the work area(s) you are bidding for:

- Work Area 1: Design and Delivery of Leadership and Professional Development Programs
- Work Area 2: Strategic Advisory Services for Organisational Development and Transformation
- Work Area 3: Facilitation Services for strategic planning, stakeholder engagement and decision making.

Work area 1: Design and delivery of Leadership and Professional Development Programs	Bidder's response
<ul style="list-style-type: none"> • Strong understanding of leadership professional development theory principles and practice. • Excellent ability, with proven experience in the Pacific region, designing and implementing professional development and leadership programs for current and emerging public, private and CSO sector leaders. • Access to a broad network of professional development and leadership facilitators to tap into if required to ensure SPC FAME is working with the leaders in this field. • Ability to assess and diagnose individual and organisational leadership needs. • Ability to design and deliver engaging and effective learning programs and interventions. • 	<ul style="list-style-type: none"> •

Work area 2: Strategic Advisory Services for Organisational Development and Transformation	Bidder's response
<ul style="list-style-type: none"> • Excellent ability to build strong relationships with key stakeholders to enable feedback and adaptations in real-time for continuous contextualisation and improvement. • Demonstrated proficiency in change management methodologies, frameworks, and best practices in transitional and change management. • Demonstrated ability to assess organisational readiness for change, develop change strategies, and effectively communicate and engage stakeholders in the process. • Demonstrated experience in strategic thinking and alignment to change initiatives with organisational goals and objectives, this includes conducting analyses, identifying potential risks and opportunities, and formulating effective strategies to guide the transition process. • Ability to think creatively and propose innovative solutions to organisational challenges. • Capacity to provide insights and conceptualize long-term, big picture solutions 	<ul style="list-style-type: none"> •
Work area 3 Facilitating Services for strategic planning, stakeholder engagement and decision making:	Bidder's response
<ul style="list-style-type: none"> • Ability to manage group dynamics and navigate complex interpersonal interactions. • Techniques for encouraging participation and collaboration among diverse groups and stakeholders. • Capability to manage conflict resolution and consensus-building strategies. • Experience in designing and implementing strategic planning processes. • Experience in identifying and engaging with stakeholders at various levels. • Demonstrated cultural sensitivity and the ability to work effectively with diverse teams and stakeholders, including the understanding and respect for different perspectives, values, and organisational cultures that may influence the change process. • Demonstrated knowledge and understanding of the Pacific political, economic and cultural 	<ul style="list-style-type: none"> •

<p>context.</p> <ul style="list-style-type: none">• Understanding of the complexities of the Pacific fisheries sector is a strong advantage.	
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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

Work area 1: Design and Delivery of Leadership and Professional Development Programs		
Position of proposed staff	Years of experience	Daily rate (EUR)

Work area 2: Strategic Advisory Services for Organisational Development and Transformation		
Position of proposed staff	Years of experience	Daily rate (EUR)

Work area 3: Facilitation Services for strategic planning, stakeholder engagement and decision making		
Position of proposed staff	Years of experience	Daily rate (EUR)

Professional fees: Staff salaries, consultant fees and any other professional costs (with details on the level of effort of each person on the team if applicable. i.e., 50% full time, full-time, etc.).

SPC will not cover separate lines for overheads/running costs, contingencies... If these apply, the costs are to be considered in the professional fees charged for the delivery of the specific services.

SPC does not provide or reimburse insurance for consultant's travel or health, professional indemnity or any other risks or liabilities that may arise during the consultancy (this includes any subcontractors or associates the consultant may hire). SPC is also not responsible for any arrangements or payments related to visas, taxes, or duties for which the consultant may be liable.

The Contractor's duty station is their home country with travel. If travel is required, SPC will pay or reimburse semi flexible economy airfares, meals, incidentals, and accommodation (DSA). All the travel expenses that will necessitate a reimbursement will require a pre-approval.

SPC will not cover any IT and communication equipment for the duration of the assignment. The consultant is to ensure stable internet connection for virtual interactions when necessary.

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 and to its correctness and completeness, considering of 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]*