

REQUEST FOR TENDERS

RFT: 2022/072
File: F/N_1/12
Date: 24 January, 2023
To: Interested consultants
From: Petra Chan Tung, Director Finance & Administration

Subject: REQUEST FOR TENDER/S: Consultant to review the Core Funding Structure of SPREP and develop its Finance & Resource Sustainability Strategy, READVERTISEMENT

1. Background

- 1.1. The Secretariat of the Pacific Regional Environment Programme (SPREP) is an intergovernmental organisation charged with promoting cooperation among Pacific islands countries and territories to protect and improve their environment and ensure sustainable development.
- 1.2. SPREP approaches the environmental challenges faced by the Pacific guided by four simple Values. These values guide all aspects of our work:
 - We value the Environment
 - We value our People
 - We value high quality and targeted Service Delivery
 - We value Integrity
- 1.3. For more information, see: www.sprep.org.

2. Specifications: statement of requirement

- 2.1. SPREP would like to call for tenders from qualified and experienced financial consultants and specialists who can offer their services to provide independent technical expertise to review the Core Funding Structure of SPREP and develop its Finance & Resource Sustainability Strategy
- 2.2. The Terms of Reference with background and deliverables are set out in Annex I.
- 2.3. The successful consultant must supply the services to the extent applicable, in compliance with SPREP's Values and Code of Conduct: https://www.sprep.org/attachments/Publications/Corporate_Documents/spreporganisational-values-code-of-conduct.pdf. Including SPREP's policy on Child Protection, Environmental Social Safeguards, Fraud Prevention & Whistleblower Protection and Gender and Social Inclusion.
- 2.4. SPREP Standard Contract Terms and Conditions are non-negotiable

3. Conditions: information for applicants

- 3.1. To be considered for this tender, interested consultants must meet the following conditions:

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SPREP

Secretariat of the Pacific Regional
Environment Programme

- i. Submit a detailed Curriculum vitae detailing qualification and previous relevant experience for each proposed personnel;
 - ii. Provide three referees relevant to this tender submission, including the most recent work completed;
 - iii. Provide examples of past related work outputs;
 - iv. Complete the **tender application form** provided (*Please note you are required to complete in full all areas requested in the Form, particularly the Statements to demonstrate you meet the selection criteria – DO NOT refer us to your CV. Failure to do this will mean your application will **not** be considered*).
For the Technical and Financial proposals you may attach these separately and
 - v. Provide a copy of valid business registration/license.
- 3.2 Tenderers must declare any areas that may constitute conflict of interest related to this tender and sign the **conflict of interest form** provided.
- 3.3 **Tenderer is deemed ineligible due to association with exclusion criteria, including** bankruptcy, insolvency or winding up procedures, breach of obligations relating to the payment of taxes or social security contributions, fraudulent or negligent practice, violation of intellectual property rights, under a judgment by the court, grave professional misconduct including misrepresentation, corruption, participation in a criminal organisation, money laundering or terrorist financing, child labour and other trafficking in human beings, deficiency in capability in complying main obligations, creating a shell company, and being a shell company.
- 3.4 Tenderer must sign a declaration of **honour form** together with their application, certifying that they do not fall into any of the exclusion situations cited in 3.3 above and where applicable, that they have taken adequate measures to remedy the situation.

4. Submission guidelines

- 4.1. Tender documentation should demonstrate that the interested consultant satisfies the conditions stated above and in the Terms of Reference and is capable of meeting the specifications and timeframes. Documentation must also include supporting examples to address the evaluation criteria.
- 4.2. Tender documentation should be submitted in English and outline the interested consultant's complete proposal:
- a) **SPREP Tender Application form and conflict of interest form.** (*Please note you are required to complete in full all areas requested in the Form, particularly the Statements to demonstrate you meet the selection criteria – DO NOT refer us to your CV. Failure to do this will mean your application will **not** be considered*).
For the Technical and Financial proposals you may attach these separately.
 - b) **Honour form**
 - c) **Curriculum Vitae** of the proposed personnel to demonstrate that they have the requisite skills and experience to carry out this contract successfully.
 - d) **Technical Proposal** which contains the details to achieve the tasks outlined in the Terms of Reference.
 - e) **Financial Proposal** – provide a detailed outline of the costs involved in successfully delivering this project submitted in United States Dollars (USD) and inclusive of all associated taxes including all costs of travel (if applicable).

- 4.3. Provide three referees relevant to this tender submission, including the most recent work completed.
- 4.4. Tenderers/bidders shall bear all costs associated with preparing and submitting a proposal, including cost relating to contract award; SPREP will, in no case, be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.
- 4.5. The tenderer/bidder might be requested to provide additional information relating to their submitted proposal, if the Tender Evaluation Committee requests further information for the purposes of tender evaluation. SPREP may shortlist one or more Tenderers and seek further information from them.
- 4.6. The submitted tender proposal must be for the entirety of the Terms of Reference and not divided into portions which a potential tenderer/bidder can provide services for.
- 4.7. The Proposal must remain valid for 90 days from date of submission.
- 4.8. Tenderers must insist on an acknowledgement of receipt of tender.

5. Tender Clarification

- 5.1. a. Any clarification questions from applicants must be submitted by email to procurement@sprep.org before 10 February 2023. A summary of all questions received complete with an associated response posted on the SPREP website www.sprep.org/tender by 14 February 2023.
- b. The only point of contact for all matters relating to the RFT and the RFT process is the SPREP Procurement Officer.
- c. SPREP will determine what, if any, response should be given to a Tenderer question. SPREP will circulate Tenderer questions and SPREP's response to those questions to all other Tenderers using the SPREP Tenders page (<https://www.sprep.org/tenders>) without disclosing the source of the questions or revealing any confidential information of a Tenderer.
- d. Tenderers should identify in their question what, if any, information in the question the Tenderer considers is confidential.
- e. If a Tenderer believes they have found a discrepancy, error, ambiguity, inconsistency or omission in this RFT or any other information given or made available by SPREP, the Tenderer should promptly notify the Procurement Officer setting out the error in sufficient detail so that SPREP may take the corrective action, if any, it considers appropriate.

6. Evaluation criteria

- 6.1. SPREP will select a preferred consultant on the basis of SPREP's evaluation of the extent to which the documentation demonstrates that the tenderer offers the best value for money, and that the tender satisfies the following criteria:
- 6.2. A proposal will be rejected if it fails to achieve 70% or more in the technical criteria and its accompanying financial proposal shall not be evaluated.

I. Technical Score – 80%

- a) A reputable consultant / firm with at least 10 years' experience in carrying out similar work in other organisations similar to SPREP with relevant qualifications, preferably in business/financial management, economics or other relevant field (CVs for each nominated member of the consultancy team to be provided) 25%
- b) Extensive experience and knowledge in sustainable financing mechanisms with at least 5 years working experience in conducting diagnostic analysis and identification of sustainable financing options and strategy development 25%
- c) Extensive experience in participative and consultative approaches in similar type of organisational review work in international organisations in the Pacific and other relevant regions 15%
- d) Detailed methodology for how the consultancy work is proposed to be delivered (including timeframe and team responsibilities) 15%

II. Financial Score – 20%

The following formula shall be used to calculate the financial score for ONLY the proposals which score 70% or more in the technical criteria:

$$\text{Financial Score} = a \times \frac{b}{c}$$

Where:

a = maximum number of points allocated for the Financial Score

b = Lowest bid amount

c = Total bidding amount of the proposal

7. Variation or Termination of the Request for Tender

- 7.1
- a. SPREP may amend, suspend or terminate the RFT process at any time.
 - b. In the event that SPREP amends the RFT or the conditions of tender, it will inform potential Tenderers using the SPREP Tenders page (<https://www.sprep.org/tenders>).
 - c. Tenderers are responsible to regularly check the SPREP website Tenders page for any updates and downloading the relevant RFT documentation and addendum for the RFT if it is interested in providing a Tender Response.
 - d. If SPREP determines that none of the Tenders submitted represents value for money, that it is otherwise in the public interest or SPREP's interest to do so, SPREP may terminate this RFT process at any time. In such cases SPREP will cancel the tender, issue a cancellation notice and inform unsuccessful bidders accordingly.

8. Deadline

- 8.1. **The due date for submission of the tender is: 21 February 2023, midnight (Apia, Samoa local time).**

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- 8.2. Late submissions will be returned unopened to the sender.
- 8.3 Please send all tenders clearly marked 'RFT 2022/072: **Consultant to review the Core Funding Structure of SPREP and develop its Finance & Resource Sustainability Strategy.**

Mail: SPREP
Attention: Procurement Officer
PO Box 240
Apia, SAMOA
Email: tenders@sprep.org (MOST PREFERRED OPTION)
Fax: 685 20231
Person: Submit by hand in the tenders' box at SPREP reception,
Vailima, Samoa.

Note: Submissions made to the incorrect portal will not be considered by SPREP. If SPREP is made aware of the error in submission prior to the deadline, the applicant will be advised to resubmit their application to the correct portal. However, if SPREP is not made aware of the error in submission until after the deadline, then the application is considered late and will be returned unopened to the sender.

SPREP reserves the right to reject any or all tenders and the lowest or any tender will not necessarily be accepted.

SPREP reserves the right to enter into negotiation with respect to one or more proposals prior to the award of a contract, split an award/awards and to consider localised award/awards between any proposers in any combination, as it may deem appropriate without prior written acceptance of the proposers.

A binding contract is in effect, once signed by both SPREP and the successful tenderer. Any contractual discussion/work carried out/goods supplied prior to a contract being signed does not constitute a binding contract.

For any complaints regarding the Secretariat's tenders please refer to the Complaints section on the SPREP website
<http://www.sprep.org/accountability/complaints>

ANNEX I

TERMS OF REFERENCE

Consultant to review the Core Funding Structure of SPREP and develop its Finance & Resource Sustainability Strategy.

1. BACKGROUND

The Secretariat's Strategic Plan 2017-2026 outlines the future directions for the Secretariat to strengthen and realign its institutional capacities, competencies and systems to best support Members and partners by delivering more integrated, responsive, and cost-effective services to Members and partners. The need for sustainable funding continues to be a key challenge that requires immediate focus. SPREP will embrace new and bold approaches to other significant challenges including structural reorganisation, capability building and ongoing change management to capitalise on new opportunities and maximise available resources. Over the ten year period, SPREP continues adapt, respond and develop to ensure the trust and confidence of its Members, partners and stakeholders.

The SPREP Organisational Goal 3: SPREP has a reliable and sustainable funding base to achieve environmental outcomes for the benefit of the Pacific Islands region and manages its programmes and operations to stay within its budget.

The shortage in Core Funded income particularly in view of shortfalls in income from project implementation via programme management charges as in the audited financial outcomes in the past 2 years highlights the critical need for an urgent restructure in the finance and resourcing structure for SPREP post COVID-19.

As established in the 30th SPREP meeting, the ideal core funding structure is one that strengthens the core revenue of SPREP and enables the Secretariat to leverage additional funding sources. That is, it should be one that positions the Secretariat in such a way that revenue for funding Core operations is adequately covered even when project and programme implementation is halted or delayed and thus continue to serve its members.

One of the outcomes of the Third Independent Corporate Review of SPREP and Mid-term Review of the SPREP Strategic Plan 2017-2026 includes the issue of sustainable financing for SPREP to help address and alleviate any further recurrence of deficit positions in the future and a negative or even weak reserves position.

The third SPREP Executive Board meeting in September this year endorsed and supported the review of core funding through an independent consultancy to be undertaken to determine an appropriate Finance & Resource Sustainability Strategy for SPREP to be tabled and endorsed by members in the 31st SPREP meeting in 2023.

In this regard, SPREP would like to develop a Finance & Resource Sustainability Strategy which will provide long-term and stable funding sources for its effective operations and management and that the strategy should be designed, fitted to the context and will deliver multiple benefits that suits and serves the interests of both SPREP and its members.

2. PURPOSE

The key purpose of this consultancy is to carry out a comprehensive review of SPREP's Core Funding Structure and develop an appropriate Finance & Resource Sustainability Strategy to ensure the financial sustainability of SPREP in the long term through a reliable and sustainable funding base to help achieve environmental outcomes for the benefit of the Pacific Islands region and manage its programmes and operations to stay within its budget.

3. SCOPE OF WORK

The consultant is expected to:

- i) Carry out a comprehensive review and assessment of all existing practices, policies and structure(s) relevant to the review of the Core Funding Structure and make appropriate recommendations to support Organisational Goal 3 for a reliable and sustainable funding base.
- ii) Conduct a diagnosis assessment of the current funding structure of SPREP to understand the financial constraints, needs and opportunities to the core operations of SPREP. As well as considering funding needs and gaps, this should also consider other financial enabling conditions and barriers, including policy, and institutional aspects as well as SPREP members which forms part of the core funding structure for SPREP.
- iii) Provide a financial projection of the funding requirements to fully implement and deliver the priorities especially for Core Operations of SPREP in respect of the Strategic Plan 2017-2026 for the remaining period of the Strategic Plan.
- iv) Consider Funding Structure and Financing Strategies widely adopted in international organisations especially other CROP agencies similar to SPREP and make recommendations.
- v) Assess donor and funding landscape within and outside the Pacific islands region and based on this identify and prioritise strategies to access and mobilise funding sources to generate sustainable financing for SPREP particularly for the Core.
- vi) Assess and recommend the need for improvement or change to any existing policies and practices or for development of new ones.
- vii) Provide advice on any other matter relevant to the above work that requires attention of the Secretariat.
- viii) Provide a clear way forward for the Secretariat via the development of the Finance & Resource Sustainability Strategy and roadmap for SPREP. The strategy will lay out the broad strategic goals and guiding principles for sustainable finance &

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- resource, while the roadmap will suggest milestones and key actions to develop, pilot and implement the selected financing solution(s).
- ix) Prepare a policy brief summarising the finance and resource strategy, roadmap and prioritised/selected financing/resourcing mechanisms.
 - x) Assess and recommend relevant methodologies for future reviews.

3.1 Mode of Delivery

The consultancy is expected to carry out the work as follows:

- a) Review of all relevant documentation
- b) Discussions and consultations with the Executive to provide direction and guidance on the expectations for the proposed Finance and Resource Sustainability Strategy
- c) Consult with the Senior Leadership Team, staff, SPREP Members, donors, development partners and any other relevant stakeholders.
- d) Discussions with the Secretariat's Director Finance and Administration and as Focal Point of the Consultancy work.
- e) Report and all relevant documentation to be submitted in electronic form

3.2 Project Schedule

The Consultancy is expected to start as soon as practicable and to be completed within 4 months subject to the agreed workplan.

Delivery timeline will be re-visited and discussed with the successful consultant/s.

3.3 Milestones/Deliverables

	Deliverable	Target Due date
1	Inception Report	2 weeks from commencement date
2	Core Fund Structure review Report AND Diagnostic Analysis and Report on the Constraints, Needs and Opportunities with recommended options for Sustainable Financing on the Core Operations of SPREP	6 weeks from commencement date
3	First Draft of the Finance & Resource Sustainability Strategy and Plan	9 weeks from commencement date
4	Presentation to the Senior Leadership Team	** tbd
5	Presentation to the SPREP Member Working Group to Assess Recommendations of the 3rd	** tbd

	Independent Corporate Review and Mid-Term Review of the SPREP Strategic Plan 2017-2026	
6	Final Draft of the Sustainable Financing Strategy and Plan	13 weeks from commencement date
7	Policy Brief	14 weeks from commencement date

** To be discussed (tbd)

3.4 Budget

Submissions are required to itemise all financial elements of this proposal in USD, including, but not limited to the following:

- Salary costs (hourly rate)
- All applicable taxes

All costs including travel to be included in the proposal cost.

4. Other Information

The successful consultant/s will be provided with relevant and appropriate documents for the consultancy work. The Secretariat will also provide introductions and make connections with other relevant agencies and parties as required to be engaged for the consultancy engagement.

The successful consultant/s will report to the Director Finance and Administration and will work closely with the Finance and Administration team in carrying out this work.

The successful consultant/s must supply the services to the extent applicable, in compliance with SPREP's Values and Code of Conduct via website link:

https://www.sprep.org/attachments/Publications/Corporate_Documents/sprep-organisational-values-code-of-conduct.pdf Including SPREP's policy on Child Protection, Environmental Social Safeguards, Fraud Prevention & Whistleblower Protection and Gender and Social Inclusion.