

REQUEST FOR TENDERS

RFT: 2022/042
File: HR_1, FN_11
Date: 28 July, 2022
To: Interested consultants
From: Simeamativa Vaai, Director HR

Subject: REQUEST FOR TENDER/S: READVERTISEMENT - Consultant/s to analyse, review and develop policies and relevant mechanisms required under the SPREP People Strategy Outcomes to address the following four work areas:

- a) Flexible and Remote Work Arrangements
- b) Occupational Health Safety Security Environment & Wellbeing Management
- c) Robust Workforce Plan
- d) Grievance

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 Human Resources and Organisational Development consultants and specialists who can offer their services to provide independent technical expertise to review and develop relevant policies and mechanisms to address the following four work areas for SPREP:
 - a) Flexible and Remote Work Arrangements
 - b) Occupational Health Safety Security Environment and Wellbeing Management
 - c) Robust Workforce Plan
 - d) Grievance
- 2.2. The Terms of Reference with background and deliverables for each of the four work areas are set out in Annex A. Consultant/s may bid for one or more of the above four work areas.
- 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.

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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:
- Submit a detailed Curriculum vitae detailing qualification and previous relevant experience for each proposed personnel;
 - Provide three referees relevant to this tender submission, including the most recent work completed;
 - Provide examples of past related work outputs;
 - 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
 - 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:
- 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.
 - Honour form**
 - Curriculum Vitae** of the proposed personnel to demonstrate that they have the requisite skills and experience to carry out this contract successfully.



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- 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.

- 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 August 2022. A summary of all questions received complete with an associated response posted on the SPREP website www.sprep.org/tender by 12 August 2022.
- 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:

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- 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 public policy and administration, human resource management, organisational development or other relevant field (CVs for each nominated member of the project team to be provided) 25%
- b) Extensive experience and knowledge of Human Resources, Organisational Development and Staff policies and systems, and working with organisations on strategies that respond to competitive and changing employment markets globally and regionally 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 project 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: 19 August 2022, midnight (Apia, Samoa local time).**
- 8.2. Late submissions will be returned unopened to the sender.
- 8.3. Please send all tenders clearly marked 'RFT 2022/042: **Consultant to review and develop policies and relevant mechanisms required under the SPREP People Strategy Outcomes, READVERTISEMENT**'

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 A TERMS OF REFERENCE

Consultant/s to review and develop policies and relevant mechanisms required under the SPREP People Strategy Outcomes to address the following four work areas:

- a) Flexible and Remote Work Arrangements
- b) Occupational Health Safety Security Environment and Wellbeing Management
- c) Robust Workforce Plan
- d) Grievance

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. With this policy decision in place, SPREP will be able to 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 for its Staff.

The SPREP Organisational Goal 5: ***SPREP has access to a pool of people with the attitudes, knowledge, and skills to enable it to deliver on its shared regional vision*** focuses on SPREP's people as its most important resource.

The development of a People Strategy was considered and agreed by the Secretariat as a key deliverable of its Performance Implementation Plan (PIP) to support the achievement of this Goal. The People Strategy was endorsed by the SPREP Executive Board in its meeting held in 2020. The Secretariat recognises the importance of this Strategy in setting the strategic direction and guidance of its people leadership and management approaches and transformation particularly during the on-going evolution of employment principles and practices and uncertainties in the global markets, most recently with the COVID-19 pandemic.

The purpose of the People Strategy is for SPREP ***to be the premier employer in the Pacific region, dedicated to providing an inclusive and empowering team culture that attracts world leading talent, who are encouraged to grow and thrive, sharing our expertise, knowledge and passion to make positive change, for the benefit of our Pacific communities.***

The five outcomes of the People Strategy (PS) are:

1. Culture is inclusive and resilient
2. Health, Safety and Wellbeing is embedded across all locations
3. A Robust Workforce Plan is delivered
4. Increased Mastery in Leadership capability
5. Enhanced People Policies, Practices and Ways of Working

The key purpose of this consultancy therefore is to carry out a comprehensive review of the following **four work areas identified as immediate priorities** for the Secretariat.

- a) Flexible and Remote Work Arrangement (PS Outcome 5)
- b) Occupational Health Safety Security Environment and Wellbeing Management (PS Outcome 2)
- c) Robust Workforce Plan (PS Outcome 3)
- d) Grievance (PS Outcome 5)

This review should include consideration and analysis of any existing policies, systems and practices and to provide advice and recommendations to the Secretariat to ensure that as an employer, it is able to provide an enabling environment and empowering culture that supports recruitment and retention of a diverse, skilled and talented workforce who have the Pacific region's best interests at heart.

1.1 Further information on the four Work Areas for this consultancy are as follows:

a) Work Area 1: Flexible and Remote Work Arrangement (PS Outcome 5)

One of the priority areas of work to support the People Strategy is the need to assess and develop as appropriate a Flexible and Remote Working Arrangement (FRWA) Mechanism which includes Policy, Procedures and Guidelines for SPREP.

The COVID-19 pandemic outbreak in early 2020 and the operation of all of the Secretariat's host countries in the region under State of Emergency situations with travel restrictions and country lockdowns required the Secretariat to put in place temporary measures to respond to the changing work environment and new ways of working. These included virtual delivery of services, remote work from home and flexible working hours.

Whilst these have worked at the time, they brought many challenges and issues that the Secretariat believes requires the engagement of an independent expert who is expected to delve deeper into the many complex and important issues that SPREP as an international organisation and employer needs to embrace and understand fully in order to address a mobile workforce under flexible and remote work arrangements.

A staff survey on FRWA has been carried out to gauge feedback from staff on the temporary measures adopted by the Secretariat over the past two years. This information will be provided to the successful consultant as part of the background documentation to this review.

b) Work Area 2: Occupational Health Safety Security Environment and Wellbeing Management (PS Outcome 2)

Staff health, safety and wellbeing are a high priority for SPREP. An outdated policy exists. The Secretariat requires an independent expert to consider the current status of the organisation's position and approach to OHSSE principles and practices including an assessment of existing hazards. The consultant is expected to then provide advice and guidance on best practice models for addressing OHSSE & Wellbeing Management across all the Office locations which should include relevant legislative requirements, controls that are required to eliminate or reduce existing and potential hazards as well as recommendations on a comprehensive system that considers effective incident reporting, Safe to Work permit, Change Management and monitoring, compliance, enforcement, communication and reporting.

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c) Work Area 3: Robust Workforce Plan (PS Outcome 3)

As the Secretariat grows in terms of office locations, staff numbers, budget, partners and donors and Member expectations, there is a real need to develop an effective Robust Workforce Plan (RWP) by an independent expert who is expected to carry out a comprehensive analysis to:

- Align workforce requirements directly to the Strategic Plan and annual work programmes and budgets.
- Develop a comprehensive picture of where gaps exist between competencies SPREP currently has in the workforce and future competency requirements.
- Identify and implement gap reduction strategies.
- Make decisions about how best to structure the organisation and deploy the workforce.
- Identify and overcome internal and external barriers to accomplishing strategic workforce goals

This comprehensive and strategic analysis is expected to enable SPREP to implement the following process:



- Determine what SPREP current workforce resources are and how they may change and evolve over time through turnover of staff and changing strategic demands.
- Develop specifications for the kinds, numbers, and location of staff needed to achieve SPREP strategic requirements.
- Determine what gaps exist between current and projected workforce needs.
- Examine current policies and practices dealing with staff retention and the potential for 'succession'.
- Addressing 'talent management': growth and development, training needs, retention, and all other relevant factors.

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d) Work Area 4: Grievance (PS Outcome 5)

Strengthening the engagement, involvement and ownership by all staff of the People Strategy and its implementation is a key aspect of the approach adopted by the Secretariat. This includes listening to their issues and having appropriate mechanisms in place to ensure staff have a safe space to voice their concerns on any matters that affect their employment at SPREP. This consultancy requires the expertise of an independent consultant to analyse, review and recommend steps to validate and address workplace grievances including the development of relevant policies and systems that safeguard the rights and concerns of all parties concerned.

2. EXPECTED OUTCOMES

This consultancy is expected to:

- a) Carry out a comprehensive review and assessment of existing policies, systems and practices relating to:
 - i. Flexible and Remote Work Arrangement (PS Outcome 5)
 - ii. Occupational Health Safety Security Environment and Wellbeing Management (PS Outcome 2)
 - iii. Robust Workforce Plan (PS Outcome 3)
 - iv. Grievance (PS Outcome 5)
- b) For each of the above four work areas, provide a report including clear recommendations on improvements or changes required to the Secretariat's existing policies, systems and practices relating to that work area, that clearly outlines how they will support the Secretariat in providing an enabling environment and empowering culture that supports recruitment and retention of a diverse, skilled and talented workforce and to remain competitive in the relevant employment markets. The report should address all the issues identified in the Secretariat's Staff Regulations and existing HR and Staff policies that relate to these matters.
- c) Provide the following in respect of each work area:
 - i. Flexible and Remote Work Arrangement (PS Outcome 5)
 - Draft SPREP Flexible and Remote Work Arrangement policy including procedures and guidelines with relevant toolkits
 - ii. Occupational Health Safety Security Environment and Wellbeing Management (PS Outcome 2)
 - Draft OHSSE & Wellbeing Policy including procedures and guidelines with relevant toolkits
 - iii. Robust Workforce Plan (PS Outcome 3)
 - Workforce Analysis report on the current workforce of SPREP in terms of the SPREP Strategic Plan 2017-2026.
 - Draft Robust Workforce Plan

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- iv. Grievance (PS Outcome 5)
 - Draft SPREP Workplace Grievance Policy including procedures and guidelines with relevant toolkits

3. SCOPE OF WORK

Interested qualified consultants may tender for one or more of the four work areas.

For each of the four work areas, the consultant is expected to:

- a) carry out a comprehensive examination and assessment of all existing principles, policies and practices relevant to each of the above four work areas, and to make appropriate recommendations to support the Organisational Goal 5 objectives for the Secretariat. This is expected to include
 - i) Review the existing Staff Regulations and relevant policies, systems, decisions and practices and provide relevant recommendations
 - ii) Consider the international best practices widely accepted and adopted in international organisations similar to SPREP and make recommendations
 - iii) Assess and recommend the need for improvement or change to any existing policies and practices or for development of new ones
 - iv) Provide advice on any other matter relevant to these four work areas that requires attention of the Secretariat.
- b) provide a clear way forward for these four work areas for the Secretariat including draft policies, procedures and guidelines with relevant toolkits
- c) 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) Desktop review of all relevant documentation
- b) Virtual Consultations with the Executive, the Senior Leadership Team, the Staff Advisory Committee, the respective People Strategy Outcome Co-Leads and Working Groups for the four work areas, staff and any other relevant stakeholders
- c) Virtual Discussions with the Secretariat's Director, Human Resources and the Human Resources Department as Focal Point of the review
- d) Report and all relevant documentation to be submitted in electronic form.

3.2 Project Schedule

The Consultancy is expected to start as soon as possible and to be completed within 1 – 3 months subject to number of work areas included in tender and agreed workplan .

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

Expected milestones for each of the four key areas are outlined in the following table. It is expected that specific dates for delivery of these key milestones can be discussed further with the successful consultant/s, particularly if a consultant/s tenders for more than one work area.

Table 1:

Milestones
<i>Notification of Successful Consultant & Contract Signing</i>
1. Inception Report (within 10 days of contract signing) including Workplan, Schedule and Work arrangements agreed to with the Secretariat
2. Desktop Review
3. Consultations and Focused Discussions
4. Draft Report with presentation to the Senior Leadership Team, Staff Advisory Committee and the Staff
5. Feedback from the Secretariat
6. Final Report

3.3 Budget

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

- Salary costs (hourly rate)
- All applicable taxes

If the consultant/s is bidding for more than one work area, the financial proposal must clearly outline the costs required for each of the work area.

In light of the current travel restrictions faced by Pacific Island countries, the consultancy is expected to be fully completed remotely with virtual connections for all meetings, consultations and discussions. There will be no travel expenses expected.

4. Other Information

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

The successful consultant/s will report to the Director HR, and will work closely with the Senior HR Officer, the respective People Strategy Co-Leads and Working Groups for the four work areas and the Staff Advisory Committee for 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 <https://www.sprep.org/attachments/Publications/Corporate Documents/sprep-organisational-values-code->

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[of-conduct.pdf](#) Including SPREP's policy on Child Protection, Environmental Social Safeguards, Fraud Prevention & Whistleblower Protection and Gender and Social Inclusion.

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