



REQUEST FOR TENDERS

File: FN_11
Date: 26 June, 2020
To: Interested consultants
From: Simeamativa Vaai, Director HR

Subject: Request for tenders: Consultant to develop and write the Secretariat's People Strategy

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 consultants and specialists who can offer their services to work with the Secretariat in developing and writing its People Strategy.
- 2.2. The Terms of Reference of the consultancy are set out in Annex A.

3. Conditions: information for applicants

- 3.1. To be considered for this tender, interested suppliers must meet the following conditions:
 - Submit a detailed Curriculum Vitae detailing qualification and previous relevant experience for each proposed personnel
 - Provide at least 3 references as part of the Tender Application – preference is for referees from organisations where the consultant has done similar work as this consultancy
 - Provide examples of past related work outputs.
 - Complete the **tender application form**– (note you are required to complete all areas in full as requested, particularly the statements to demonstrate you meet the selection criteria. **DO NOT** refer us to your CV or Technical proposal. Failure to do so will result in the application **NOT** being considered)

4. Submission guidelines



SPREP

Secretariat of the Pacific Regional
Environment Programme



10th Pacific Islands Conference

NATURE CONSERVATION AND PROTECTED AREAS

Nature Conservation Action for a Resilient Pacific

- 4.1. Tender documentation should demonstrate that the interested consultant satisfies the conditions stated above and is capable of meeting the specifications and timeframes. Documentation must also include supporting examples to address the evaluation criteria. Describe any additional minimum content and format requirements.
- 4.2. Tender documentation should outline the interested consultant's complete proposal: methods, personnel (and their skill sets/curricula vitae), timeframes and costs.
- 4.3. Tenderers/Bidders must insist on an acknowledgement of receipt of tenders/proposals/bids.

5. Tender Clarification

- 5.1. Any clarification questions from applicants must be submitted by email to Maraea S. Pogi on maraeap@sprep.org copy luanac@sprep.org before 06 July 2020. A summary of all questions received with an associated response will be posted on the SPREP website www.sprep.org/tender by 08 July 2020.

6. Evaluation criteria

- 6.1. SPREP will select a preferred supplier 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 tenderer satisfies the following criteria:
 - (a) A reputable expert in innovative People Management strategies, Change and Transformational Management or relevant specialisation with at least 10 years' experience in carrying out similar work in other organisations within the Pacific region similar to SPREP (CVs for each nominated member of the project team to be provided) 25%
 - (b) Extensive experience and knowledge of developing and writing practical, realistic and forward-looking strategies that focus on innovative and transformational people management approaches 30%
 - (c) Detailed methodology for how the project is proposed to be delivered (including timeframe and team responsibilities) 25%
 - (d) Detailed financial proposal 20%

7. Deadline

- 7.1. **The due date for submission of the tender is: 10 July 2020, midnight (Apia, Samoa local time).**
- 7.2. Late submissions will be returned unopened to the sender.
- 7.3. Please send all tenders clearly marked '**TENDER: Consultant to develop and write the People 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.

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

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



TERMS OF REFERENCE

Consultant to collate and pull together the SMT and staff inputs and contributions to develop and write the People Strategy

1. BACKGROUND

The Secretariat's Strategic Plan 2017-2026 outlines the need for the Secretariat to strengthen and realign its institutional capacities, competencies and systems to support delivery to its members. Organisational Goal 5 of **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 it's most important resource. The development of a People Strategy was agreed to as part of the Secretariat's Performance Implementation Plan to support the achievement of this Goal.

The Secretariat's Senior Management Team (SMT) has developed a draft discussion paper through a number of brainstorming sessions over the past couple of months that would provide the strategic direction on the development of the People Strategy. This paper has been circulated to staff for their inputs and contributions to kick-start the consultation process and provide some initial thoughts on the development of a People Strategy. Staff consultations facilitated by the SMT are in progress. The majority of the work in terms of brainstorming and engaging staff through a comprehensive consultation process is carried out internally by the SMT.

The key purpose of this consultancy therefore is to engage a consultant to collate and pull together the SMT and staff inputs and contributions with an independent view for developing and writing the People Strategy based on good corporate governance that objectively addresses organisation needs. It is expected that the consultant will bring with them extensive expertise in innovative people management strategies and approaches as well as change and transformational management to supplement the comprehensive information from SMT and staff inputs and consultations.

2. EXPECTED OUTCOMES

This consultancy is expected to:

- (i) Collate and pull together the SMT and staff inputs and contributions with an independent and objective view
- (ii) Develop and write the People Strategy for the Secretariat

3. SCOPE OF WORK

The Secretariat's SMT has kickstarted the process with a number of strategic brainstorming sessions which has resulted in a draft discussion paper which includes some initial thoughts on the development of a People Strategy. This discussion paper has been circulated to staff for their inputs and contributions. Staff consultations facilitated by the SMT are in progress.

The consultant is expected to:



- a) Collate and pull together the SMT and staff inputs and contributions with an independent and objective view for developing and writing the People Strategy
- b) Consult SMT and staff where relevant and necessary
- c) Develop and write the People Strategy.

3.1 Mode of Delivery

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

- a) Virtual collation and pulling together of the SMT and staff inputs and contributions
- b) Virtual consultations and discussions with the Secretariat's Senior Management Team and staff where relevant and necessary. The Director HR will be the focal point of contact for this work.
- c) Virtual development and writing of the People Strategy with an independent and objective view
- d) All relevant documentation to be submitted in electronic form.

3.2 Project Schedule

The Consultancy is expected to be completed no later than **31 July 2020**.

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

Expected milestones 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.

Table 1:

Milestones
<i>Notification of Successful Consultant & Contract Signing</i>
1. Inception Report (within 5 days of contract signing) including Workplan and Work arrangements agreed to with the Secretariat
2. Collation of SMT and staff inputs and contributions
3. Focused Discussions
4. Draft Strategy
5. Feedback from the Secretariat
6. Final Strategy

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



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 will be provided with relevant and appropriate documents and information for this work.

The successful consultant will have the support of the Senior Management Team for carrying out this work.

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/sprep-organisational-values-code-of-conduct.pdf](https://www.sprep.org/attachments/Publications/Corporate_Documents/sprep-organisational-values-code-of-conduct.pdf)