



## **CROP Harmonisation Working Group**

### **REQUEST FOR PROPOSAL**

**TO :**

**RFP No. :** TBA

**DATE :** 17 March  
2015

**SUBJECT : REQUEST FOR PROPOSAL – 2015 CROP STRATEGIC TRIENNIAL REVIEW OF TERMS AND CONDITIONS OF ALL STAFF POSITIONS**

#### **1. Introduction**

The Pacific Islands Forum Secretariat (PIFS), on behalf of the participating Council of Regional Organisations in the Pacific (CROP) agencies, invites proposals from suitably qualified parties to provide a comprehensive review of terms and conditions for all staff positions<sup>1</sup>.

#### **2. Background**

A number of agencies in the Council of Regional Organisations (CROP) have adopted a “harmonised” approach to their remuneration principles and practices. The participating agencies are:

- Forum Fisheries Agency (FFA) 75 Staff, Honiara, Solomon Islands
- Pacific Islands Forum Secretariat (PIFS) 145 Staff, Suva, Fiji
- Secretariat of the Pacific Community (SPC) 633 Staff, Noumea, Suva; Pohnpei FSM; and Honiara, Solomon Islands
- Secretariat of the Pacific Regional Environment Programme (SPREP) 95 Staff, Apia, Samoa; Honiara, Solomon Islands; Pohnpei, FSM; and Majuro, RMI.

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<sup>1</sup> Other than temporary staff

To keep up with competitive and changing employment markets globally and regionally, the participating agencies and their governing bodies have adopted a practice of triennial reviews of positions advertised internationally (PAI) to provide for regular reviews of their remuneration principles and practices, including terms and conditions. The last triennial review was completed in 2012.

There is also a need to address a “harmonised” approach for positions advertised locally (PAL), particularly for Suva-based staff of PIFS and SPC.

As part of the process to ensure CROP agencies have the right remuneration system, the Forum Officials Committee of the Pacific Islands Forum Secretariat has established a Sub-Committee on Remuneration (the FOC Sub-Committee). This Sub-Committee will oversee this work from the perspective of the PIFS, which chairs CROP. Other CROP agencies will report to their governing bodies through their management.

Therefore, this request for proposals is for a full strategic review of terms and conditions of both positions advertised internationally (PAI) and positions advertised locally (PAL).

### **3. Objectives of the Review**

The key purposes of the 2015 triennial review are as follows:

- a) To carry out a comprehensive examination of all existing remuneration principles and practices, including terms and conditions, and to make appropriate recommendations to optimise the harmonised remuneration system.
- b) To review to what extent remuneration policies including terms and conditions have been harmonised between the participating CROP agencies, and identify a way forward for the participating CROP agencies, given the different challenges and opportunities that such a diverse set of agencies face.

Attachment 1 contains the terms of reference for the review and sets out some specific issues that should be addressed as part of the review.

### **4. Methodology**

- 4.1. The consultant shall conduct the review in a highly consultative manner and will meet with management, staff and staff representatives in Apia (SPREP), Honiara (FFA), Noumea (SPC), and Suva (PIFS and SPC). This will

involve 2-3 days travel to each of these locations. (NB The CROP agencies will arrange and book the itinerary for this initial component of the work.)

4.2. The project will be overseen by the CROP Working Group on Harmonisation. The consultant will report to the Working Group through the Pacific Islands Forum Secretariat - PIFS which will, for contractual purposes, be the consultant's client.

4.3. The consultant will take the following approach in completing the terms of reference:

- a. Consult widely with the participating CROP agencies and their staff; staff including Executive Management, Human Resources, Staff Committees and as many staff as practical.
- b. Study relevant reports including but not necessarily limited to: previous triennial review reports; different reports on various terms and conditions commissioned by the different agencies, previous market data reviews and relevant CROP Working Group Reports.
- c. Examine international best practice remuneration structures, including those applied to locally based support staff of international organisations;
- d. Prepare a draft report for circulation to the CROP Working Group for circulation to their respective agencies the FOC Sub-Committee and where relevant, other governing councils;
- e. Brief the CROP Working Group and the FOC Sub-Committee on preliminary findings and recommendations at a meeting, and where relevant, other governing councils or their representatives ; and
- f. Prepare a final report by the nominated due date.

4.4. The structure of the report should follow that of the terms of reference and should include an executive summary and a list of recommendations, with distinction made for positions advertised locally (PAL) and positions advertised internationally (PAI).

## **5. Timetable**

The timetable is to be determined by the consultant, in consultation with the Director Corporate Services, PIFS, on behalf of the CROP Working Group, noting the following key dates:

5.1.1. All proposals must be received by 11.59pm, Thursday (Suva time) 2<sup>nd</sup> April, 2015;

5.1.2. The CROP Working Group will review the proposals and advise the successful parties by 13<sup>th</sup> April, 2015;

- 5.1.3. The consultant shall undertake travel and engage in consultation with senior management and staff in Apia (SPREP), Honiara (FFA and SPREP), Noumea (SPC), and Suva (PIFS and SPC);
- 5.1.4. The consultant shall undertake the review and develop documentation from April 2015 to June 2015 (note that the total duration of the study is not expected to take more than four to six person-weeks);
- 5.1.5. Preliminary findings and recommendations are to be presented to the CROP Working Group and the FOC Sub-Committee during the week of 26<sup>th</sup> May 2015;
- 5.1.6. A draft report is to be forwarded to the CROP Working Group, through Director, Corporate Services PIFS, five working days before the CROP Working Group meeting; and
- 5.1.7. The final report is to be delivered (electronically) to the PIFS by 15<sup>th</sup> June 2015.

The timeframes of this project mean that the staff undertaking the work need to be able to commence the assignment shortly after the successful firm has been notified.

## **6. Procurement process and Evaluation Criteria**

The PIFS procurement policies and procedures will apply to this request for proposal.

A two-stage procedure will be used in evaluating proposals, part one is an evaluation of technical competencies; and part two is an evaluation and comparison of the financial proposal.

In the first stage the technical proposal will be evaluated on the basis of its responsiveness to the competency requirements as detailed in the evaluation criteria matrix below.

In the second stage, the financial proposal of all bidders, who have attained a minimum 70% score in the technical evaluation, will be compared. The contract will be awarded to the bidder offering the best value for money taking in account the accumulative scores of the technical and financial evaluations.

The technical portion of the proposal will be evaluated using the following criteria:

Competency Requirements	Score Weight	Total Obtainable Score
<u><b>Organisational / individual background</b></u> <ul style="list-style-type: none"> <li>• Reputable HR Consultancy firm or experienced individual with at least 5 years experience in the relevant field</li> <li>• Qualifications and experience of the Consultant dedicated to the Project</li> </ul>	30%	150
<u><b>Quality of the Proposal</b></u> <ul style="list-style-type: none"> <li>• Ability to demonstrate the availability of resources to review policies and practices governing remuneration arrangements including the benchmarking of salary, benefits and terms and conditions.</li> <li>• Demonstrated ability to effectively report on analysis and best practice and identify trends with respect to PAI remunerations, policies in multinational and international organisations.</li> <li>• Demonstrated ability to provide advice and opinion on movement in salary scales, impacts of SDR, and alternative salary methods.</li> <li>• Ability to work in a consultative manner with Senior Management Staff, Staff Representatives of CROP agencies at various locations, and where relevant, governing councils or their representatives</li> <li>• Presentation of the Proposal, methodology described, work plan and how well it represents the requirements of the advertised Terms of Reference.</li> <li>• Ability to work within the specified timeframe.</li> </ul>	70%	350
<b>Total Scores</b>	<b>100%</b>	<b>500</b>
<b>Qualification score</b>	<b>70%</b>	<b>350</b>

The Financial Proposal will be opened only for bidders that passed the minimum technical score of 350 (70%). The Financial Proposal will be evaluated on the basis of overall costs for the delivery of the services. The lowest Financial Proposal will be awarded the maximum 500 points. The formula that will be used for scoring points is:

$$\text{Financial Proposal score} = (\text{Lowest Price} / \text{Price under consideration}) \times 500$$

Name of the bidder	Total Amount	Score (max 500)
Bidder 1		
Bidder 2		
Bidder 3		

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

The price for the contract is fixed by the Financial Proposal and not subject to revision.

## 7. Request for Further Information

Queries or questions about this request for proposal are to be emailed to the Forum Secretariat at [Tender.CROPHWG@forumsec.org](mailto:Tender.CROPHWG@forumsec.org)

## 8. Submission of Proposals and Closing date for proposals

Your proposal shall comprise the following documents:

- a. Attachment 2: Technical proposal submission form (Part A & Part B)
- b. Attachment 3: Financial proposal submission form

All proposals submitted together with all correspondence and related documents shall be in English. If any of the supporting documentation or printed literature is in any other language, a written translation of the document in English should also be provided. In such case the interpreted document will be used for processing an evaluation purposes.

All prices in the proposals must be presented in USD.

Proposals must be emailed to [Tender.CROPHWG@forumsec.org](mailto:Tender.CROPHWG@forumsec.org) **before 11.59 pm Suva time on Thursday, 2<sup>nd</sup> April 2015**. Any proposal received after this date will be rejected.

PIFS, on behalf of the Working Group may, at its discretion, extend the deadline for the submission of proposals, by notifying all prospective bidders in writing. The extension of the deadline may accompany a modification of the solicitation documents prepared by PIFS, on behalf of the Working Group, at its own initiative or in response to a clarification requested by a prospective bidder. \_\_\_\_\_

<b>Terms of Reference</b>
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The Terms of Reference for the 2015 Strategic Review are to:

1. Examine the CROP Harmonisation and Remuneration Guiding Principles and Strategies and, in terms of HR best practice, provide comment on its relevancy and practicality.
2. Examine and report on trends in international best practice (including emerging trends) with respect to remuneration policies and practices that relate to attracting and retaining highly qualified internationally recruited staff, taking into account the competitive and continuously changing employment markets globally and regionally
3. Review, examine and report on any significant gaps in existing CROP remuneration principles and practices and international best practices
4. Advise and make recommendations on how the CROP agencies can address any significant gaps in relevant best practices, particularly in light of the funding situations and challenges that CROP agencies continue to face;
5. Compare current situations, including terms and conditions, across the agencies and identify areas where the principle of further harmonisation is considered to create opportunities and where there may be challenges.
6. Identify and report on any other remuneration issues which may arise as a result of the review, that are considered relevant and significant to the CROP agencies

*Specific Issues to be addressed in the Review*

The following issues have been identified by CROP agencies as ones that need to be addressed as part of the review:

1. The principles applying to the employment of Positions Advertised Internationally (PAI);
2. The principles applying to the employment of Positions Advertised Locally (PAL);
3. The position of the boundary between PAI and PAL and options to employ professionals locally;
4. The reference markets to determine the remuneration of both PAI and PAL;
5. Tax equalisation for EPAI staff who have to pay tax on their remuneration (eg because they are employed in their country of citizenship);
6. The reference currency to calculate salaries for PAI and the mechanism by which the calculation is done;
7. The method of calculating Cost of Living Differential Allowance (COLDA);
8. Allowances and benefits to promote the retention of staff; and
9. Analysis and options for consideration of Total Remuneration packages (which would allow staff to choose the balance between their cash remuneration and their allowances/benefits).

**TECHNICAL PROPOSAL SUBMISSION FORM****Part A – Organisation/Personal Background**

Registered name (for an organisation):	
Year established (if applicable):	
Physical Address:	
Postal Address:	
Telephone Contact:	
Fax Number:	
Email Address:	
Contact Person:	
Number of employees (optional):	
Curriculum vitae attached:	
Referee 1:	
Referee 2:	
Referee 3:	



Date Signed:	
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## **Part B – Technical Competencies**

Technical Competencies	Details
<p><b><u>Organisational/Individual Background</u></b></p> <ul style="list-style-type: none"> <li>• Reputable HR Consultancy firm or experienced individual with at least 5 years experience in the relevant field.</li> <li>• Qualifications and experience of the Consultant dedicated to the Project.</li> </ul>	
<p><b><u>Quality of the Proposal</u></b></p> <ul style="list-style-type: none"> <li>• Ability to demonstrate the availability of resources to review policies and practices governing remuneration arrangements including the benchmarking of salary, benefits and terms and conditions.</li> <li>• Demonstrated ability to effectively report on analysis and best practices and imagine trends with respect to PAI remuneration policies in multinational and international organisations.</li> <li>• Demonstrated ability to provide advice and opinion on movement in salary scales, impacts of SDR and alternative salary methods.</li> <li>• Ability to work in a consultative manner with Senior Management Staff, Staff Representatives of CROP agencies at various locations, and where relevant, governing councils or their representatives.</li> <li>• Presentation of the Proposal, methodology described, work plan and how well it represents the requirements of the advertised Terms of Reference.</li> <li>• Ability to work within the specified timeframe.</li> </ul>	

<b>FINANCIAL PROPOSAL SUBMISSION FORM</b>
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The financial proposal for undertaking what is requested in the “Request for Proposal” – 2015  
CROP Strategic Triennial Review of Terms and Conditions of All Staff Positions

\_\_\_\_\_USD

Inclusive of travel, accommodation, subsistence and any other expenses that might be incurred  
for the delivery of the services required.