



# REQUEST FOR TENDERS

RFT: 2024/013  
File: HR\_12; FN\_11  
Date: 28 March, 2024  
To: Interested consultants  
From: Simeamativa Vaai, Director HR

**Subject: Request for tenders (RFT): Independent Consultant to review SPREP Remuneration system inclusive of all Staff Terms and Conditions.**

## 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](http://www.sprep.org)

## 2. Specifications: statement of requirement

- 2.1. SPREP wishes to call for tenders from qualified and experienced consultants who can offer their services to provide technical assistance to review the SPREP Remuneration System including staff terms and conditions and make recommendations accordingly.
- 2.2. The Terms of Reference of the consultancy are set out in Annex A.
- 2.3. The successful consultant must supply the services to the extent applicable, in compliance with SPREP's Values and Code of Conduct: <https://library.sprep.org/sites/default/files/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.
- 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:
  - 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. 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).*

*Provide examples of past related work outputs*

*For the Technical and Financial proposals you may attach these separately.*

- iv. Must meet local registration requirements
- 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).*  
*Provide examples of past related work outputs*  
*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.
  - f) Where relevant provide:
    - i. Business registration/license (For Entities/ Individual consultant's as per relevant national legislations)
    - ii. Tax Identification Number (TIN) Letter (If applicable for Individual consultant's as per relevant national legislations)
- 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](mailto:procurement@sprep.org) before 10 April 2024. A summary of all questions received complete with an associated response posted on the SPREP website [www.sprep.org/tender](http://www.sprep.org/tender) by 12 April 2024.
- 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%

Criteria	Detail	Weighting
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<b>Experience</b>	a) Reputable consultant/s with at least 10 years' experience in carrying out similar work in other organisations similar to SPREP	20%
	b) Extensive experience in similar type of work in the Pacific region especially with the CROP agencies, and international organisations in the region	20%
	c) Extensive experience and knowledge of remuneration systems, including the CROP harmonised remuneration principles and CROP EPAI salaries, and working with organisations on staff terms and conditions that respond to competitive and changing employment markets regionally and globally	20%
<b>Technical Proposal / Methodology</b>	d) Detailed methodology for how the project is proposed to be delivered (including timeframe and team responsibilities)	20%

## 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: 25 April 2024, 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 2024/013: Independent Consultant to review SPREP Remuneration system inclusive of all Staff Terms and Conditions'

Mail: SPREP  
Attention: Procurement Officer  
PO Box 240  
Apia, SAMOA

Email: [tenders@sprep.org](mailto: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

### Independent Consultant to review SPREP Remuneration system inclusive of all Staff Terms and Conditions

#### 1. BACKGROUND

The SPREP Remuneration System including all existing staff terms and conditions have been guided by the Harmonisation Principles of Remuneration adopted by the Council of Regional Organisations in the Pacific (CROP) over 20 years ago.

The participating agencies (Secretariat of the Pacific Community, Pacific Islands Forum, Forum Fisheries Agency and the Secretariat of the Pacific Regional Environment Programme (SPREP)) have found this challenging over the past couple of years given the different mandates of each agency, different memberships and recruitment markets as well as the growth and expansion of each organisation.

In light of these challenges and in the continued absence of any agreed position from the participating agencies to progress the usual triennial review of terms and conditions for all agencies, the SPREP Meeting, SPREP's Governing Council, in September 2019 approved the engagement by the Secretariat of an independent qualified consultant to review its remuneration systems including staff terms and conditions to ensure it remains competitive in the local and international employment markets.

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** as well as the Secretariat's People Strategy focus on SPREP's people as its most important resource.

A comprehensive independent review of the current remuneration system was carried out in 2021. The review report, *2021 Project Report: Review of SPREP Remuneration System Including Staff Terms and Conditions* had an exclusive focus on an international employment market without the traditional CROP market references. A Members Working Group was established in 2021 to consider this report.

To assist in this work, the Members Working Group have agreed to carry out another independent review of the current remuneration system inclusive of all staff terms and conditions in accordance with the CROP remuneration principles, and to consider where relevant the findings of the *2021 Project Report: Review of SPREP Remuneration System Including Staff Terms and Conditions*. The consultant is expected to provide advice and recommendations to the Members Working Group to ensure that the Secretariat as an employer is able to recruit and retain a skilled and talented workforce who have the Pacific region's best interests at heart, and in support of its People Strategy objectives.

#### 2. QUALIFICATIONS AND COMPETENCIES

The Members Working Group is seeking expressions of interest from qualified and experienced Human Resources and Remuneration consultants and specialists who can offer their services to provide technical assistance and advice for this review of the SPREP Remuneration System including staff terms and conditions and make recommendations accordingly. Specifically, requirements include:

PO Box 240, Apia, Samoa T +685 21929 F +685 20231 [sprep@sprep.org](mailto:sprep@sprep.org) [www.sprep.org](http://www.sprep.org)

A resilient Pacific environment sustaining our livelihoods and natural heritage in harmony with our cultures.





- e) Reputable consultant/s with at least 10 years' experience in carrying out similar work in other organisations similar to SPREP
- f) Extensive experience in similar type of work in the Pacific region especially with the CROP agencies, and international organisations in the region
- g) Extensive experience and knowledge of remuneration systems, including the CROP harmonised remuneration principles and CROP EPAI salaries, and working with organisations on staff terms and conditions that respond to competitive and changing employment markets regionally and globally

### 3. EXPECTED OUTCOMES

This consultancy is expected to:

- a) Carry out a comprehensive review and assessment of the Secretariat's existing Remuneration Systems including staff terms and conditions
- b) Consider the findings of the *2021 Project Report: Review of SPREP Remuneration System Including Staff Terms and Conditions* as part of the review and assessment
- c) Provide a clear way forward for consideration by the Members Working Group, through the provision of a report with recommendations to include:
  - i) Improvements and changes required to the Secretariat's Remuneration System and Policy, including salary scale and staff terms and conditions, to ensure that the Remuneration System and Policy enables the Secretariat to remain competitive in the relevant employment markets.
  - ii) Necessary changes to the Secretariat's Staff Regulations and existing HR policies in relation to the existing remuneration packages including staff terms and conditions.

### 4. SCOPE OF WORK

The Secretariat has an existing Staff Regulations and relevant HR policies that guide current remuneration and all staff terms and conditions.

The consultant is expected to:

- a) Carry out a comprehensive examination and assessment of all of the Secretariat's existing remuneration principles, policies and practices, including terms and conditions, in line with the existing CROP harmonisation principles. This includes:
  - i) Review of the Secretariat's existing Remuneration Policy and systems including Salary Structure
  - ii) Consideration of the existing CROP remuneration reference markets, CROP EPAI salaries and select relevant international organisations
  - iii) Review of all existing staff terms and conditions in the Staff Regulations and HR policies that contribute to the remuneration package
  - iv) Consideration of the *2021 Project Report: Review of SPREP Remuneration System Including Staff Terms and Conditions* findings and recommendations
  - v) Assessment and recommendation of the need for improvement or for change to the remuneration policy and systems including salary structure to support the Organisational Goal 5 objectives for the Secretariat

- vi) Providing advice on any other matter relevant to the Secretariat's remuneration including staff terms and conditions.
- b) Provide a report outlining a prioritised list of recommendations and their expected outcomes to support the Members Working Group in considering a relevant and appropriate Remuneration System and Policy, inclusive of all staff terms and conditions, for the Secretariat
- c) Assess and recommend methodologies and timing for future, or ongoing, salary reviews or adjustments.

#### 4.1 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 Members Working Group, the Secretariat Executive and Senior Leadership Team, the Staff Advisory Committee, and other relevant stakeholders as appropriate including the Troika, participating CROP agencies and staff
- c) Virtual Discussions with the Secretariat's Human Resources Department as Focal Point of the review
- d) Report and all relevant documentation to be submitted in electronic form.

#### 4.2 Project Schedule

The Consultancy is expected to start in **May 2024** and to be completed no later than **end July 2024**.

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 between the Members Working Group and the successful consultant.

**Table 1:**

Milestones	
<i>Notification of Successful Consultant &amp; Contract Signing</i>	May 2024
1. Inception Report (within 10 days of contract signing) including Workplan and Work arrangements agreed to with the Secretariat	13 May 2024
2. Desktop Review	29 April - 24 May 2024
3. Consultations and Focused Discussions	27 May – 14 June 2024
4. Draft Report	30 June 2024
5. Feedback from the Members Working Group	21 July 2024





#### **4.3 Budget**

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

- Consultancy costs / rates
- All applicable taxes

The consultancy is expected to be completed remotely with virtual connections for all meetings, consultations and discussions.

#### **5. Other Information**

On behalf of the Members Working Group, the Director HR and the HR Department will provide support to the independent consultant pertaining to the following matters:

- Access to all relevant and appropriate documents
- Introductions and virtual connections with all the relevant parties and stakeholders to this review.

The successful consultant must supply the services to the extent applicable, in compliance with SPREP's Values and Code of Conduct <https://library.sprep.org/sites/default/files/sprep-organisational-values-code-of-conduct.pdf>



**SPREP**  
Secretariat of the Pacific Regional  
Environment Programme

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A resilient Pacific environment sustaining our livelihoods and natural heritage in harmony with our cultures.