

REQUEST FOR TENDERS

RFT: 2025/064
File: AP_9/7/3/7
Date: 14 October, 2025
To: Interested consultants
From: Responsible officer

Subject: Request for tenders (RFT): Change Management Specialist (CMS)

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 wishes to call for tenders from qualified and experienced consultants who can offer their services and expertise in change management to design, execute and deliver a structured change management process for the efficient roll out of SPREP's new IEMS platform.
- 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 where the consultant is based.
- 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 before 29 October 2025. A summary of all questions received complete with an associated response posted on the SPREP website www.sprep.org/tender by 31 October 2025.
- 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
Experience	i) Advanced degree in business administration, organisational development, management or psychology or a related field.	10
	ii) Proven knowledge of business processes and change management in the context of regional and international organisations	15
	iii) Demonstrated experience in delivering Change Management Services for a project within the Pacific context i.e. delivered change management services for an organisation in the Pacific Region (provide examples)	20
	iv) Strong communication, leadership, facilitation, problem solving and report-writing skills.	5
	v) In-depth experience of change management principles, standards, tools, and best practices with ability to think strategically and analytically.	10
Technical Proposal / Methodology	Detailed methodology and strategies (communications, training etc.), execution approach and timeline.	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: 11 November 2025, 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 2025/064: **Change Management Specialist**'

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

Change Management Specialist (CMS)

Context

SPREP is in the process of designing and implementing an Integrated Enterprise Management System (IEMS) to help modernise and digitally transform its processes, systems, to ensure fit for purpose for a mobile and geographically dispersed workforce. This is a major transformation initiative.

The IEMS will support SPREP in achieving institutional strength through enhanced efficiency and security of financial and human resources operations essential to the effective and efficient management and delivery of strategic priorities and related climate change outcomes and results.

The CMS plays a key role in the design, execution, and delivery of a structured change management process for the effective and efficient roll out of the SPREP IEMS platform. The CMS will be responsible for ensuring a smooth and effective transition by ensuring staff are prepared and supported as the organisation transitions and transforms its business processes, systems, and technology. The CMS will work with the support of the project management team in leading this change. This requires effective communication, coaching change champions and training, and engagement that would support SPREP's readiness to adopt and embrace the transformation changes that the IEMS platform will bring.

Key Responsibilities

1. Change management strategy and implementation

- Assess the impact of change – lead the evaluation of how change will impact SPREP's various stakeholders
- Design a change management strategy, methodology, and implementation plan
- Coordinate and facilitate the implementation of activities including the set up of internal support mechanisms where appropriate
- Coordinate with external parties including Members and donors to obtain feedback and information to support the change management process
- Coaching change champions and managing resistance
- Driving engagement and adoption to maximise ROI and business outcome

2. Communications and engagement

- Communications Plan – develop and execute change management communication plans that would increase buy-in of the change
- Communications collateral – develop the communications collateral and change management materials
- Coordinate and facilitate engagement internally within SPREP and externally with key stakeholders

3. Training

- Training delivery – plan, execute, and oversee the delivery of training of users
- Training/Upskilling Strategy – document the approach and process for the upskilling of users in the use of the IEMS
- Training collateral – develop/update the required training and on-going support documentation and other collateral to upskill users on go-live and on-going usage of the IEMS
- Mentoring – mentor, guide and upskill SPREP staff on the concepts of change management and its activities in real-time throughout the change process

4. Monitoring, evaluation and learning

- *Change Strategy* and plans – document the approach to managing change and its impact on the various stakeholders
- *Collaboration* – work closely with the Project Manager, Business Consultant and key SPREP stakeholders to deliver excellent outcomes
- *Track and report on progress and effectiveness of change initiatives*
- *Monitor and manage risks and resistance related to changes*
- Contribute to the post implementation review

Deliverables

The consultant is expected to deliver the following:

- i) Change Management Workstream kickoff
- ii) Change Management Strategy and Plans
- iii) Training/Capacity Building strategy & training collateral
- iv) Communications and engagement plan
- v) Communications Collateral and change management materials

Duration and Timeline (Proposed)

The assignment is expected to commence from the date of contract signing to end of October 2026 at 0.5 FTE.

Work arrangements

The consultant is expected to

- Hybrid approach, remote and onsite, be based at SPREP office on a schedule to be discussed and agreed between the successful consultant, , cost of travel will be organised and paid by SPREP.
- Engage in agreed meetings with SPREP.
- The consultant will be expected to provide and cover the costs of their own mobile phone, laptop/computer equipment and associated software and stationery as part of the contract agreement.
- Work closely with the Project Management team and report to the Project Manager.



Consultant qualifications and Experience

The consultant should possess the following qualifications:

- Advanced degree in business administration, organisational development, management or psychology or a related field.
- Proven knowledge of business processes and change management in the context of regional and international organisations
- Demonstrated experience in delivering Change Management Services for a project within the Pacific context i.e. delivered change management services for an organisation in the Pacific Region (provide examples)
- Strong communication, leadership, facilitation, problem solving and report-writing skills.
- In-depth experience of change management principles, standards, tools, and best practices with ability to think strategically and analytically.