



REQUEST FOR TENDERS

RFT: 2025/058
File: HR_1
Date: 22 August, 2025
To: Interested consultant(s)/specialists/company/firm
From: Simeamativa Vaai, Director Human Resources & Administration

Subject: Independent Consultant to Review SPREP's Performance Development System Policy and Guidelines

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 consultant(s)/specialists company/firm who can offer their services to deliver against the Scope of Work in the enclosed Terms of Reference.
- 2.2. The Terms of Reference of the consultancy are set out in Annex A.
- 2.3. The successful consultant(s)/company/firm 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. The Service Agreement template is provided in Annex B.



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 the CVs. 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. 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(s)/specialists/company/firm 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 the CVs. 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 02 September 2025. A summary of all questions received complete with an associated response posted on the SPREP website www.sprep.org/tender by 04 September 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 as 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(s)/company/firm 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
Qualifications and Experience	a) Master degree from a recognised institution in Human Resources, Organisational Development, Business, Management or a related discipline applicable to the focus areas of the assignment.	10%
	b) At least 10 years of extensive experience in respective technical areas cited in the Scope of Work, with evidence of similar assignments in the last 5 years	20%
	c) Extensive experience and knowledge in the review, design and development of effective performance development approaches including learning and capability frameworks with similar organisations.	15%
	d) Extensive experience with similar organisations in the Pacific region especially with the CROP (Council of Regional Organisations in the Pacific) agencies or other international organisations in the region	10%
	e) Excellent communication skills with high command of spoken and written English, and proficiency in reporting and presenting findings for decision making through submitted samples (e.g. policy documents, reports).	10%
Technical Proposal Methodology	f) 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:

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- 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: 15 September 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 2025/058: **Independent Consultant to Review SPREP's Performance Development System Policy and Guidelines**

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.

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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>



SPREP
Secretariat of the Pacific Regional
Environment Programme

Annex A – Terms of Reference

Independent Consultant to:

Review SPREP's Performance Development System Policy and Guidelines



1. BACKGROUND

The SPREP Strategic Plan 2017-2026 outlines the future directions to strengthen and realign its institutional capacities, competencies, and systems to support delivery of 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 Strategic Plan 2017-2026 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.

As SPREP continues to grow as an organisation, it is important that continuous change takes place to realign with the strategic goals, and commitment to continuous improvements in the workplace. It is also pertinent to anticipate the evolving nature and demands of the global and regional environment on our work and on employment, as well as setting the scene and direction for the next SPREP Strategic Plan 2027-2036 and the next SPREP People Strategy.

Work is in progress to consolidate SPREP's work to allow and enable the Secretariat to deliver more effective, efficient, and high-quality services to Members and Partners. This consolidation will ensure that the organisation remains relevant, agile, and resilient. Additionally, a review of the functions and structure of the Secretariat is in progress. This strategic realignment aims to enhance the delivery of the regional goals and to improve organisational and operational efficiency and effectiveness, that would better position the organisation for future challenges and opportunities.

To ensure SPREP continues to provide an enabling and empowerment environment for the continuous professional development of its workforce, a review of its existing Performance Development System Policy and Guidelines has been identified as a priority to support ongoing learning initiatives and strengthening of a performance culture, positive attitudes and behaviours and transformation of the ways of working.

This assignment supports effective performance development measures and ongoing learning as core factors for building a happy and thriving workforce.

This Terms of Reference will specifically address the above-mentioned with details outlined in the scope of work.

2. OBJECTIVES

To review the existing SPREP Performance Development System Policy and Guidelines and provide appropriate recommendations and action plan.



3. SCOPE OF WORK

This consultancy is expected to;

- a) Carry out a comprehensive review and assessment of the existing Performance Development System Policy and Guidelines
- b) Provide an updated Performance Development System Policy and Guidelines
- c) Carry out a comprehensive review and assessment of the existing Learning and Development Plans
- d) Provide a report with clear recommendations including an Action Plan for implementation of the revised Performance Development System Policy and Guidelines.

4. DELIVERABLES

Specific deliverables include:

- 4.1 **Inception Report and work plan** – discuss the understanding of this Terms of Reference, especially the Scope of Work and indicate specific activities, end dates and milestones to complete the deliverables. The work plan must clearly outline the timing to consult SPREP staff, as well as when to present deliverables or feedback.
- 4.2 **Review Report** outlining the results of the following tasks with recommendations:
 - a) An assessment of the existing policy and draft guidelines.
 - b) Gaps analysis and recommendations to bridge those gaps.
 - c) Ways to overcome internal and external barriers to implementation of the policy and guidelines
 - d) Way forward on update and enhancements to the policy and guidelines including relevant methodologies for future reviews.
- 4.3 **Consultations and Feedback Sessions** – to gauge staff views. This could include surveys or other means of receiving staff input to this process.
- 4.4 An updated **Performance Development System Policy and Guidelines** and Action Plan for implementation
 - a) Present draft to the SPREP Senior Leadership Team and Staff for feedback
 - b) Conduct two awareness sessions for SPREP on the final draft Policy & Action Plan.

5. QUALIFICATIONS AND COMPETENCIES

Qualified and experienced consultants and specialists who can provide technical assistance and deliver to the Scope of Work. A Team Leader (in the event of consultant(s) /company /firm) to be identified as well and will be the contact person for the services to be provided.



- a) Master degree from a recognised institution in Human Resources, Organisational Development, Business, Management or a related discipline applicable to the focus areas of the assignment.
- b) At least 10 years of extensive experience in respective technical areas cited in the Scope of Work, with evidence of similar assignments in the last 5 years.
- c) Extensive experience and knowledge in the review, design and development of effective performance development approaches including capability and learning frameworks
- d) Extensive experience with similar organisations in the Pacific region especially with the CROP (Council of Regional Organisations in the Pacific) agencies or other international organisations in the region
- e) Excellent communication skills with high command of spoken and written English, and proficiency in reporting and presenting findings for decision making through submitted samples (e.g. policy documents, reports).

6. SCHEDULE OF ASSIGNMENT

The assignment and deliverables are expected to be completed by 30 November 2025.

The successful consultant(s) will report to the Director, Human Resources and Administration (HRA) and will work closely with the HRA Department and other relevant teams in SPREP to carry out this work.

The assignment work plan is expected to be completed remotely. However, SPREP is open to tenders that consider a blend of working remotely with clear justifications of the value of being present at SPREP Headquarters in Apia, Samoa to produce the required deliverables. Professional fees and associated travel costs should be costed as part of the proposal.

7. 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.