REQUEST FOR TENDERS

RFT: 2026-039
File: F/N_1/12
Date: 9 November, 2026
To: Interested consultants
From: Petra Chan Tung, Director Finance/ Frances Brown Reupena, Director, Strategic Planning, Partnerships and Resource Mobilisation

Subject: **Request for tenders (RFT): Consultancy to undertake a 'Cost of Doing Business' assessment and develop a sustainable Programme Management Fee and Cost Recovery Framework for SPREP.**

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 to undertake a 'Cost of Doing Business' assessment and develop a sustainable Programme Management Fee and Cost Recovery Framework for SPREP

2.2. The Terms of Reference of the consultancy are set out in Annex I.

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 25 November 2026. A summary of all questions received complete with an associated response posted on the SPREP website www.sprep.org/tender by 27 November 2026.

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

Qualifications	i.	A reputable consultant / firm with at least 10 years' experience in carrying out similar work in other organisations similar to SPREP, and with relevant qualifications, preferably Advanced degree in business/financial management, economics or other relevant field (CVs for each nominated member of the consultancy team to be provided)	25%
Experience	ii.	Extensive experience and knowledge with at least 5 years of working experience of the team in: • diagnostic analysis and costing assessments/exercises for international, regional or multilateral organisations • policy development & drafting • institutional governance and process transformation • Cost Recovery and Programme Management Fee frameworks	25%
	iii.	Extensive experience in: • Stakeholder consultation & synthesis • participative and consultative approaches in similar type of organisational review work in international organisations in the Pacific and other relevant regions	15%
Technical Proposal / Methodology	iv.	Detailed methodology and workplan on how the consultancy proposes to undertake the tasks outlined in these terms of reference (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:
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: 08 December 2026, 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 2026-039: Consultant to undertake a 'Cost of Doing Business' assessment and develop a sustainable Programme Management Fee and Cost Recovery Framework for SPREP'

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 I

TERMS OF REFERENCE

Consultant to undertake a 'Cost of Doing Business' assessment and develop a sustainable Programme Management Fee and Cost Recovery Framework for SPREP.

1. BACKGROUND

The Secretariat of the Pacific Regional Environment Programme (SPREP) is the regional organisation mandated to support Pacific Island countries and territories to protect and improve the Pacific environment and ensure sustainable development. The Secretariat's Strategic Plan 2017-2026 outlines the future directions for the Secretariat to strengthen and realign its institutional capacities, competencies and systems to best support Members and partners by delivering more integrated, responsive, and cost-effective services to Members and partners.

SPREP delivers an expanding portfolio of programmes funded through a combination of member contributions, bilateral and multilateral donor funding, project finance, and strategic partnerships. As the Secretariat's Programme portfolio and operational complexity continue to grow, so too does the need to ensure that the full costs of Programme delivery and institutional support are appropriately identified, funded and recovered.

To ensure that SPREP remains financially sustainable and resilient, the Secretariat developed its Finance & Resource Sustainability Strategy in 2024. The Strategy identifies a number of priority actions aimed at strengthening SPREP's long-term financial sustainability, including the review and update of the Programme Management Fee (PMF) Policy and the Cost Recovery Policy.

Recognising that effective programme management fees and cost recovery arrangements must be based on a sound understanding of the Secretariat's actual costs, SPREP requires a comprehensive review of its **Cost of Doing Business (CoDB)**. This assessment will establish an evidence-based understanding of the full costs associated with delivering its mandate, including Programme implementation, technical services and Core support functions and institutional operations. It will identify key cost drivers, assess historical trends, benchmark SPREP against comparable organisations and consider future cost scenarios and their implications for SPREP's financial sustainability. The findings from the review will therefore provide the analytical foundation for updating the SPREP's Programme Management Fee policy and Cost Recovery policy, ensuring these frameworks are transparent, equitable, practical, aligned with donor requirements and reflective of the true costs of delivering SPREP's work.

It is intended to deliver an integrated framework that enables SPREP to:

- Understand the full cost of delivering its Programmes and Core functions;
- Establish a transparent and equitable methodology for allocating direct, indirect and shared costs;
- Strengthen the recovery of eligible institutional costs across all funding sources;
- Enhance financial sustainability while maintaining competitiveness for donor funding;
- Support informed financial planning, budgeting and organisational decision making.

The consultancy is expected to produce practical recommendations, financial models and policy instruments that will strengthen SPREP's institutional financing framework and support the implementation of the Finance & Resource Sustainability Strategy.

2. PURPOSE

The purpose of this consultancy is to provide the analytical and financial evidence required to support the implementation of key priorities under SPREP's Finance & Resource Sustainability Strategy (2024), specifically the review and update of the Programme Management Fee (PMF) Policy and the Cost Recovery Policy.

Recognising that effective and sustainable programme management fees and cost recovery arrangements must be based on a clear understanding of the Secretariat's actual costs of delivering its mandate, the consultancy will first undertake a comprehensive assessment of SPREP's Cost of Doing Business. The findings of the Cost of Doing Business review will inform the revision of the Programme Management Fee and Cost Recovery policies to ensure they accurately reflect SPREP's cost structure, support long-term financial sustainability, and align with organisational priorities and donor expectations.

3. GUIDING PRINCIPLES

The consultancy shall be guided by the following principles:

Evidence-based approach
Recommendations shall be supported by robust financial analysis and evidence that accurately reflects SPREP's operational realities.

Financial sustainability
The review shall support SPREP's long-term financial sustainability by ensuring that the costs required to deliver programmes and maintain institutional capacity are appropriately identified and recovered where eligible.

Transparency
Cost allocation methodologies and policy recommendations shall be clearly documented and understandable to management, programme teams, Members and development partners.

Equity and consistency
The revised approaches shall ensure fair and consistent treatment across SPREP Programmes and teams while recognising differences in funding arrangements and donor requirements.

Donor compliance
Recommendations shall consider the requirements and expectations of SPREP's development partners, including bilateral and multilateral donors.

Practical implementation
Recommendations shall be practical, proportionate and capable of being implemented within SPREP's existing systems and processes.

Strategic alignment
All recommendations shall support implementation of SPREP's Strategic Plan and its Finance & Resource Sustainability Strategy.

4. SCOPE OF WORK

4.1 Objectives

The Consultant/s will be expected to:

i) Undertake a comprehensive review of SPREP's Cost of Doing Business and establish a clear understanding of the actual costs associated with delivering the Secretariat's mandate.
ii) Identify and analyse the key cost drivers across SPREP's programmes, Core services and institutional operations.
iii) Assess historical cost trends over the past ten years and identify factors influencing changes in SPREP's operating costs.
iv) Benchmark SPREP's cost structure, programme management fee arrangements and cost recovery practices against comparable CROP agencies, regional and international organisations.
v) Develop future cost scenarios over the next ten years and assess the implications for SPREP's financial management and sustainability, and ensure clear outline of data and financial models used.
vi) Review and update the Programme Management Fee Policy based on the findings of the Cost of Doing Business assessment.
vii) Map the revised SPREP Programme Management Fee Policy with Donor /Partner equivalent and propose practical recommendations in bringing any gaps through appropriate financing or cost-recovery.
viii) Review and update the Cost Recovery Procedures and update to a Policy, based on the findings of the Cost of Doing Business assessment.
ix) Develop practical tools, methodologies and recommendations to support implementation of the revised policies.

4.2 Mode of Delivery

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

a) Review of all relevant documentation
b) Discussions and consultations with the Senior Leadership Team, staff, SPREP Members, Donors, development partners and any other relevant stakeholders.
c) Discussions with the Secretariat's Director Finance and Director SPPRM as Focal Points of the Consultancy work.
d) Report and all relevant documentation to be submitted in electronic form

The workplan should consider an appropriate blend of remote working, online consultations, and in-country engagement, as required to effectively deliver the objectives of the consultancy.

4.3 Project Schedule

The Consultancy is expected to start as soon as practicable and to be completed within 6 months subject to the agreed workplan.

Delivery timeline below is tentative and will be re-visited and discussed with the successful consultant/s.

4.4 Milestones/Deliverables

	Deliverable	Target Due date
1	Inception Report	2 weeks from commencement date
2	Draft Cost of doing business assessment report	8 weeks from commencement date
3	Policy Review report highlighting findings and recommendations	12 weeks from commencement date
4	Draft revised Programme Management fee Policy	16 weeks from commencement date
5	Draft Cost Recovery Policy & Procedures	16 weeks from commencement date
6	Stakeholder validation workshop and presentation	** tbd
7	Final Cost of doing business report	**tbd
8	Final Programme Management Fee policy	**tbd
9	Final Cost Recovery Policy	**tbd
10	Final consultancy report, implementation roadmap, and all supporting tools/models	22 weeks from commencement date

** To be discussed (tbd)

4.5 Budget

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

- Salary costs (daily rate)
- All applicable taxes
- All costs including travel to be included in the proposal cost.

5. OTHER INFORMATION

The successful consultant/s will be provided with relevant and appropriate documents for the consultancy work. The Secretariat will also provide introductions and make connections with other relevant agencies and parties as required to be engaged for the consultancy engagement.

The successful consultant/s will report to the Director Finance & Director SPPRM who will jointly manage this assignment. They will work closely with the Finance Department and the Strategic Planning, Partnerships and Resource Mobilisation Department, in carrying out this work.

The successful consultant/s must supply the services to the extent applicable, in compliance with SPREP's Values and Code of Conduct via website link:

https://www.sprep.org/attachments/Publications/Corporate_Documents/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.