Public Sector Leadership and Reform Partnership

REQUEST FOR PROPOSAL
PSLR-2019-012a

for

Re-Tender of National Public Service GESI Policy Review & Advisory Services

Issue date: 31/01/2020
Closing time and date for enquiries: 11/03/2020, 5:00 PM, PNG local time
Closing time and date for submission: 16/03/2020, 5:00 PM, PNG local time
Abt contact officer: Dimo Peter procurement@amspng.org
STRUCTURE OF REQUEST DOCUMENT

This Request Document is made up of the following information:

- Part 1 – Request For Proposal (RFP) Particulars
- Part 2 – Statement of Requirements (SoR)
- Part 3 - Request For Proposal (RFP) Conditions
- Part 4 - Evaluation Process
- Part 5 - Response Schedule (separate document)
- Part 6 - Draft Form of Contract (separate document)
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4.4. DEBRIEFING
1. **PART 1 - RFP PARTICULARS**

### 1.1. Important dates

<table>
<thead>
<tr>
<th>Request date of issue:</th>
<th>31 January 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enquiries closing date and time:</td>
<td>Any enquiries or requests for clarification must be made in writing by email and directed to the Contact Officer. Abt Associates will not respond to enquiries received after <strong>11 March 2020, 5:00 PM - PNG local time.</strong></td>
</tr>
<tr>
<td>RFP closing date and time:</td>
<td>16 March 2020, 5:00 PM - PNG local time.</td>
</tr>
<tr>
<td>RFP Briefing details:</td>
<td>19 February 2020 from 2:00pm - 3:00pm PNG Local Time at Abt Associates Office, Ravalian Haus Level 2, Harbour City, Port Moresby, Papua New Guinea. Respondents should register their interest in attending the RFP briefing with the Contact Officer. Registration must include the full name of the Bidder’s nominated representative, email address and contact number(s). Bidders can be dialled in from the meeting.</td>
</tr>
<tr>
<td>Site visit:</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### 1.2. Indicative timetable

| Completion of evaluation: | 06 April 2020 |
| Approvals: | 10 April 2020 |
| Notification to successful Bidder: | 14 April 2020 |
| Contract executed: | 24 April 2020 |
| Notification to unsuccessful Bidder: | 29 April 2020 |
| Contract commencement: | 27 April 2020 |

### 1.3. Proposals and Lodgement

| Form of lodgement: | ☒ Electronic ☐ Hard Copy |
| Lodgement address: | In electronic copy to: procurement@amspng.org |
Proposals must be received in pdf format by the above RFP closing date and time in the inbox of the email address designated above. Proposals lodged by email cannot exceed 10 MB per email. Proposals exceeding 10 MB must be lodged in separate emails clearly titled as being part of the Proposal submitted in response to the RFP.

Subject
Bidder should reference the following subject in their Offers:

RFP: PSLR-2019-012a_Re-Tender of National Public Service GESI Policy Review & Advisory Services

Offer validity period
3 months from the Closing date of the RFP.

Alternative Proposals
☐ Yes ☒ No

1.4. Contact

Contact Officer
Name: Dimo Peter
Email: procurement@amspng.org

Registration:
Respondents should register their interest in submitting a Proposal with the Contact Officer to ensure they receive any additional information, modifications and/or addenda that may be released by Abt Associates.
Registration must include the full name of the Bidder’s nominated representative and email address.

1.5. RFP Details

Specifications
See Part 2 - Specifications.

Location
Papua New Guinea.

Contract type
Sub-contract. Type of Contract Agreement may be changed depending on the preferred Proposal in response to this RFP.

Evaluation Criteria
Proposals will be assessed by an Evaluation Panel comprising representatives from the Government of PNG Department of Personnel Management, Australian Government and Abt Associates. Assessment of service provider’s proposals will be based upon the following criteria:

1. Criterion 1 – Weighting 25%
   Relevant qualifications, technical experience and proposed inputs.

2. Criterion 2 – Weighting 20%
   Demonstrated strong track record in delivering high quality review and research products in a timely manner.

3. Criterion 3 – Weighting 25%
   Approach to the review and the revision of the GESI Policy.

4. Criterion 4 – Weighting 5%
Approach to building the technical policy review capacity of key personnel within DPM.

5. **Criterion 5 – Weighting 25%**  
   Financial Proposal (the financial proposal must fully address this RFP but can additionally identify any enhancements believed appropriate).

| **Proposal format** | The Proposal must be provided in accordance with Part 5 – Proposal Response Schedules.  

Organisations that are registered outside of Papua New Guinea are required to partner in a consortium arrangement with a PNG registered entity in order for them to participate in this RFP. Details of the proposed consortium arrangement must be included with the proposal submission. |
2. **PART 2 - SPECIFICATIONS**

2.1. **Scope**

2.1.1 Abt Associates on behalf of the Australian Government through the Public Sector Leadership and Reform Partnership is seeking submissions from suitable organizations (consulting firms, non-profit organizations, academic institutions etc.) with the expertise and capability to provide policy review advisory services to support the Department of Personnel Management to review and revise the National Public Service Gender Equity and Social Inclusion (GESI) Policy.

2.1.2 Part 2 - Specifications details requirements for inputs by a small team of specialists for a critical piece of work to support Department of Personnel Management to review and revise the GESI Policy.

2.1.3 As outlined in Section 2.3. Activities, the service provider will support Department of Personnel Management with the review and development of the revised GESI Policy via: an assessment of policy effectiveness since 2012; an updated contextual analysis of the legislative, policy, social and economic changes since 2012 that impact measures for gender equity and social inclusion within the National Public Service; consultations with key stakeholders and a lessons learned workshop (through a workshop and other appropriate means); presentation of recommendations to key stakeholders; and submission of a revised GESI Policy.

2.1.4 The Government of Papua New Guinea’s Department of Personnel Management carries primary ownership of the review and revision of the policy. As such, the service provider will be engaged to support the Department of Personnel Management’s process of the review, will deliver various reports, make recommendations as to how the policy can be strengthened in line with the objectives of the review, and to support the Department of Personnel Management’s drafting of the revised Policy.

2.1.5 The service provider will need to work closely with Department of Personnel Management and key stakeholders to develop appropriate recommendations and support the revised GESI Policy. Expertise and inputs contracted under this SoR will need to work with representatives from the Government of Papua New Guinea (PNG) and from the Public Sector Leadership and Reform Partnership team.

2.1.6 It is important that the service provider works alongside to support Department of Personnel Management in reviewing and drafting the revised GESI Policy. In particular, working with the GESI and Policy divisions representatives within the Department of Personnel Management. It is important that the service provider take a strengths-based approach to the review by focusing on opportunities to complement and support existing strengths and capacities in relation to the implementation of the policy while acknowledging the barriers or challenges to success. The need to work in a collaborative and collegial manner is critical to the success of the review.

2.1.7 The primary audience for the policy review deliverables is the Government of Papua New Guinea, specifically the Minister for Public Service and the Secretary of the Department of Personnel Management; the GESI and Policy Divisions and other Government of Papua New Guinea agencies. The secondary audience for the policy review deliverables is the Government of Australia, through the Australian High Commission and the Australia Public Service Commission.
2.2. Background

Gender Equity and Social Inclusion Policy

2.2.1 In 2012, the National Public Service Gender Equity and Social Inclusion Policy was approved by the National Executive Council. GESI is a key PNG Government policy that applies to all national government departments at provincial, district and local level governments.

2.2.2 The policy is based on the principles of equity, inclusion and diversity and commits PNG Government to ensuring that at least 30% of people in decision-making roles within the public service are women, and to achieving a 15% overall increase of women public servants. The GESI Policy complements other vital PNG Government policy documents and frameworks (Ethics and Values-Based Executive Leadership & Management Capability Framework (LCF), National Disability Policy and National Strategy to Prevent and Respond to Gender Based Violence).

2.2.3 According to a report by the Australian National University¹, as at June 2014, only 7% of executive level managers in the PNG National Public Service (NPS) and only 18% of the senior level managers (grade 17 and above) were women. However, thirty-eight percent of the total NPS were women, which exceeded the PNG Government’s own 15% target. Greatest progress has been recorded in the central agencies, with women comprising 23% of senior management and 31% in middle management (grade 13-16). However, as at June 2014, women at the provincial level did not hold any executive level positions, and only comprised 10% of middle management and 6% of senior management roles in provincial administrations.

2.2.4 By introducing and launching the GESI Policy in 2012, the PNG Government acknowledged its leadership role and responsibility for policy development and, as a major employer, its ability to positively influence change in workplaces and communities. The GESI Policy assists National Public Service agencies, officers, and employees to embrace the GESI principles of respect, equity, and diversity. Furthermore, it allows agencies to introduce inclusion and equitable initiatives in the workplace and into service delivery to benefit the citizens of PNG.

2.2.5 A public service workplace culture that embraces GESI principles and values has benefits that are characterised by the following good governance practices: Access to opportunities; Recruitment and promotion based on merit; Inclusive policy and practice; Recognition and acceptance of the principle of equality of opportunity for all people; Fair and participative decision making; Freedom from bias; Transparent processes; Reasonable adjustments to remove barriers to employment; Engaged employees performing their full potential; Respectful communication; and Demonstrated, more democratic and inclusive leadership.²

2.2.6 Since 2016, the Australian Government, through the Public Sector Leadership and Reform Partnership, has supported the Department of Personnel Management with the implementation of the GESI policy. This includes subnational roll-out of GESI Policy through Policy Implementation Planning Sessions with Provincial and District Administrations and Provincial Health Authorities, central and subnational delivery of Male Advocacy Training, and the development Monitoring and Evaluation Framework and Database.

2.2.7 The Department of Personnel Management has requested support from the Australian Government to enable the technical review and revision of the GESI Policy given it has been over six years since the launch of the policy.

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² National Public Service Gender Equity and Social Inclusion Policy, 2013, p. 19
2.3. Activities

To deliver the scope of work the service provider will undertake the following activities and produce associated deliverables.

2.3.1 Mobilise and manage an agreed review team (SoR 2.3.1 (a))

The service provider will be responsible to access and manage the policy review advisory team that will bring together a range of expertise to effectively fulfil this SoR. It is expected the policy review advisory team will work closely, build capacity and respond to direction and guidance from counterparts at the Department of Personnel Management and the Public Sector Leadership and Reform Partnership.

2.3.2 Inception report, methodology, and work plan presentation (SoR 2.3.1 (b))

The policy review advisory team will provide an inception report, review methodology and work plan in electronic format to the PSLR Partnership Senior Program Manager and Department of Personnel Management. The review methodology must be informed by a strengths-based approach. Select members of the policy review advisory team will present the inception report, methodology and work plan to Department of Personnel Management leadership and PSLR for review, feedback, and approval to progress. This presentation will also include the approach to supporting DPM’s capacity development for policy review.

2.3.3 Consultations with key stakeholders and a lessons learned workshop (SoR 2.3.1 (c))

The policy review advisory team will conduct consultations including provincial with key stakeholders as outlined in more detail in section 4, 5 and 10 to identify the extent to which the policy has been adopted and applied in various agencies, including achievements and barriers. Upon finalisation of consultations the policy review team will deliver a lessons learned workshop by bringing together these key stakeholders. The workshop will seek to identify and celebrate the achievements of the GESI Policy to date through a strengths-based approach, looking for what has worked, in what context, for whom and why or why not.

2.3.4 Assessment of Effectiveness (SoR 2.3.1 (d))

Following from the consultation and lessons learned workshop the policy review advisory team will undertake an assessment of effectiveness including to what extent has the policy been applied in selected agencies and sectors (this extends to sector wide organisations who have implemented the GESI Policy to date); identification of key factors which enabled its application and key barriers. This will also include a review of key documentation available such as Department of Personnel Management’s GESI monitoring reports and other Government of Papua New Guinea agency reviews, corporate plans and reports.

2.3.5 Recommendations report and presentation (SoR 2.3.1 (e))

The policy review advisory team will develop recommendations that contribute to the overarching goals and implementation of the policy, aligned with the Government of Papua New Guinea’s Decentralisation agenda and be reviewed through the lens of practical policy application by the public service. These recommendations will need to be in a format appropriate for (a) presenting at a workshop for discussion and (b) sending to key stakeholders who may not be able to attend the workshop but who should be provided the opportunity to submit written feedback on the options presented.

2.3.6 Revised GESI Policy (SoR 2.3.1 (f))

The policy review advisory team will work alongside Department of Personnel Management
to draft and deliver the revised GESI Policy. The revised policy will be required to go through a minimum of two rounds of editing to reflect any further refinements from DPM leadership, AHC, APSC and PSLR.

2.4. Detailed Requirements

<table>
<thead>
<tr>
<th>SoR Reference</th>
<th>Description</th>
<th>Location</th>
<th>Input</th>
</tr>
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</table>
| 2.3.1 Mobilise and manage an agreed policy review advisory team | The service provider will be responsible for mobilising and managing the team of expertise to effectively meet the deliverables of this SoR. The service provider will be responsible for all aspects of the travel, transportation, workshop, professional fees and other team related costs. Skill requirements are likely to include:  
  - Team Leader coordination and management, budget management and quality assurance of contracted deliverables;  
  - Relationship and stakeholder management;  
  - Policy development, analysis and review, preferably for government, in PNG and the Pacific;  
  - Monitoring, Evaluation and Reporting;  
  - Gender Equality and Social Inclusion;  
  - Facilitation;  
  - Risk Management.  
The policy review advisory team will work with Department of Personnel Management (DPM), including building capacity of relevant DPM staff, and closely with PSLR and AHC representatives. | Port Moresby | As agreed, drawn on the service provider’s proposal |
| 2.3.2 Review methodology, workplan and inception report | The service provider with DPM will produce a methodology, workplan and inception report that includes:  
  - Review approach, process and key activities that will inform the review;  
  - Review tools and key evaluation questions;  
  - Timeline for key activities;  
  - Relevant key stakeholders;  
  - Review engagement strategy;  
  - Capacity development approach. | Port Moresby | As above |
| 2.3.2 Review methodology, workplan and inception report presentation | The service provider with DPM will present the main features of the inception report, methodology and workplan (including review tools and key evaluation questions for consultations) to DPM leadership management, AHC and PSLR for comment, feedback and endorsement. | Port Moresby | As above |
| 2.3.3 Consultations with Key Stakeholders and Lessons Learned Workshop | The service provider with DPM will conduct consultations with key stakeholders as identified by DPM including provincial consultations in a minimum of four of the priority provinces/districts that have undergone GESI Policy Implementation Planning Sessions. The consultations will seek to understand the extent to which the policy has been adopted and applied, including | Port Moresby and Provincial | As above |
barriers and achievements to inform the assessment of effectiveness.
The service provider with DPM will deliver and facilitate a lessons learned workshop in Port Moresby.
The lessons learned workshop and consultations will seek to understand:
- Achievements of the policy;
- What has worked in the implementation of the policy, in what context, for whom and why or why not;
- Case studies of good practice.

| 2.3.4 Assessment of Effectiveness | The service provider with DPM will undertake as assessment of effectiveness of the Policy since 2012 that is strengths based, forward looking and not a performance assessment, it will generate a deeper understanding of such things as:
- The depth and extent that the has policy been adopted and applied in selected government agencies and sectors looking at indicators for example, GESI leadership and accountability, resourcing, organisational culture and workplace environment;
- Identification of key factors which enabled successful implementation of the policy;
- Identification of key barriers or challenges to the successful application of the policy;
- Guidance on additional strategies (what more can be done) to enable successful policy implementation.

The assessment of effectiveness will also identify and review key documentation available such as DPM GESI monitoring reports and other Government of Papua New Guinea agency review, corporate plans and reports. | Port Moresby | As above |

| 2.3.5 Recommendations Report and Presentation | The service provider with DPM will identify and deliver a report and presentation that details the findings of the review, recommendations for how the policy should be revised, what changes will be made, updated contextual analysis, and recommendations that align to the decentralisation agenda and the practical application of the policy.

Agreed team members will present the main findings, recommendations for the review of the GESI Policy for discussion, comment and feedback by DPM leadership and PSLR representation. The service provider will organise, facilitate and fund the workshop. The workshop timing will be confirmed around stakeholder availability. | Port Moresby | As above |

| 2.3.6 Draft Revised GESI Policy | Based on discussion, comment and feedback on the findings and recommendations of the review process, the service provider will support DPM with the drafting and delivery of a revised GESI Policy. The revised policy document is expected to cover all sections agreed by DPM the Inception Report plus any additional sections / topics / information agreed during consultations and the workshop. | Port Moresby | As above |
### 2.5. Deliverables

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Requirement</th>
<th>Due Date</th>
</tr>
</thead>
</table>
| D1          | **Review methodology, workplan and inception report**  
Provide review methodology, work plan and 10-page inception report in electronic format to PSLR Senior Program Manager. This will include review tools and key evaluative questions, timeline and list of key stakeholders for consultation.  
SoR Ref: 2.3.2 | 3-5 business days before presentation |
| D2          | **Review methodology, capacity development approach, work plan and inception report presentation**  
Presentation of the review process, methodology, capacity development approach and workplan to DPM leadership, AHC and PSLR representatives.  
SoR Ref: 2.3.2 | Exact timing to be agreed with DPM, AHC and PSLR |
| D3          | **Consultations with Key Stakeholders and Lessons Learned Workshop**  
To inform the assessment of effectiveness undertake consultations with key stakeholders as identified by DPM including provincial consultations and develop a summary paper that seeks to understand the extent to which the policy has been adopted and applied, including barriers and achievements and identifies case studies of good practice.  
Deliver lessons learned workshop.  
Consultations and the lessons learned workshop will support the assessment of effectiveness and the summary paper will be shared with DPM and PSLR representatives.  
SoR Ref: 2.3.3 | Exact timing to be agreed with DPM, AHC and PSLR |
| D4          | **Assessment of Effectiveness**  
Undertake an assessment of effectiveness of implementation of the policy between 2012 - 2019 including based on documentation review, key findings and outcomes from the lessons learned workshop and key consultations to inform the recommendations for the review of the policy and develop a summary paper of a maximum of 5 pages to be delivered in electronic format to DPM and PSLR Senior Program Manager.  
Documentation review may include DPM monitoring reports of GESI and other PNG Government agency reviews, corporate plans and reports as available.  
SoR Ref: 2.3.4 | Exact timing to be agreed with DPM and PSLR |
| D5          | **Recommendations Report and Presentation**  
Develop a recommendations report and deliver a presentation to DPM leadership and PSLR that details the findings of the consultations, lessons learned workshop, and assessment of effectiveness and provides recommendation as how the policy should be revised, proposed changes and an updated contextual analysis. The report will be a maximum of 15 pages plus relevant annexes. The executive summary will be 2 pages. Document to Report and Presentation expected 10 business days after the end of the Assessment of Effectiveness is finalised (SoR 3.4) |
be provided in electronic format to PSLR and DPM. The presentation will allow for discussion, comment and feedback by DPM leadership and PSLR representation. SoR Ref: 2.3.5

<table>
<thead>
<tr>
<th>D6</th>
<th>Draft Revised GESI Policy</th>
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<tbody>
<tr>
<td></td>
<td>Support DPM’s drafting and delivery of the revised GESI Policy based on discussion, comment and feedback from the findings and recommendations presentation. The revised policy will be required to go through two rounds of editing. SoR Ref: 2.3.6</td>
</tr>
</tbody>
</table>

## 2.6. Implementation Schedule

Indicative only and to be updated as agreed with DPM and PSLR and based on preferred bidder’s proposal.

<table>
<thead>
<tr>
<th>SoR reference</th>
<th>Indicative Dates</th>
<th>Months – Year 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3.1 Mobilise team</td>
<td>End of April 2020</td>
<td>1 2 3 4 5 6 7 8 9 10 11 12</td>
</tr>
<tr>
<td>2.3.2 Review Methodology, workplan and inception report</td>
<td>May 2020</td>
<td>*</td>
</tr>
<tr>
<td>2.3.3 Key consultations and Lessons Learned Workshop</td>
<td>June 2020</td>
<td>*</td>
</tr>
<tr>
<td>2.3.4 Assessment of Effectiveness</td>
<td>July 2020</td>
<td>*</td>
</tr>
<tr>
<td>2.3.5 Recommendations Report</td>
<td>July-Aug 2020</td>
<td>*</td>
</tr>
<tr>
<td>2.3.5 Recommendations Presentation</td>
<td>August 2020</td>
<td>*</td>
</tr>
<tr>
<td>2.3.6 Revised GESI Policy</td>
<td>Aug-Sept 2020</td>
<td>*</td>
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</table>

*due deliverables.

## 2.7. Monitoring and Management

2.7.1 The service provider will be expected to:
(a) Provide weekly summary updates via email to the PSLR Senior Program Manager.

(b) Email advice to the PSLR Senior Program Manager on any issues that may affect the planned implementation of the review and revised GESI Policy.

(c) Attend preparation meetings with DPM and PSLR Senior Program Manager ahead of the presentation of the methodology, capacity development approach, workplan and inception report and subsequent presentation (SoR 2.3.1 (b)) and the recommendations report and presentation (SoR 2.3.1 (e)).

2.8. Milestone Payment Schedule

2.8.1 The successful service provider will be contracted in accordance with the indicative Milestone Payment Schedule below.

<table>
<thead>
<tr>
<th>Milestone No.</th>
<th>Milestone Deliverable</th>
<th>Means of Verification</th>
<th>Milestone Delivery Date</th>
<th>Fee percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobilisation Payment</td>
<td>Fully Executed Contract</td>
<td>Fully Executed Contract</td>
<td>April 2020</td>
<td>20%</td>
</tr>
<tr>
<td>Milestone 1</td>
<td>Review Methodology, Workplan, Inception Report Presentation</td>
<td>Review Methodology acceptance</td>
<td>May 2020</td>
<td>15%</td>
</tr>
<tr>
<td>Milestone 2</td>
<td>Capacity Development Approach</td>
<td>Approach acceptance</td>
<td>May 2020</td>
<td>5%</td>
</tr>
<tr>
<td>Milestone 3</td>
<td>Assessment of Effectiveness</td>
<td>Report acceptance</td>
<td>July 2020</td>
<td>20%</td>
</tr>
<tr>
<td>Milestone 4</td>
<td>Recommendations Report and Presentation</td>
<td>Report acceptance</td>
<td>August 2020</td>
<td>20%</td>
</tr>
<tr>
<td>Milestone 5</td>
<td>Draft Revised Policy</td>
<td>Draft policy acceptance</td>
<td>September 2020</td>
<td>20%</td>
</tr>
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**TOTAL:** 100%

2.9. Key Consultations

2.9.1 The final stakeholder consultation list must be determined in consultation and with approval from the Department of Personnel Management. The below stakeholders are highly advised:

(a) Secretary for the Department of Personnel Management

(b) Department of Personnel Management including the GESI division and senior management team.

(c) Department for Community Development and Religion.

(d) Department of Higher Education Research Science and Technology.

(e) Department of Labour and Industrial Relations.

(f) Department of Provincial and Local Government Affairs.

(g) Department of National Planning and Monitoring
(h) Subnational Provincial Administrations in four Provinces.

(i) Various Central Line Agencies including health, education, economic and financial, and law and justice sectors.

(j) Papua New Guinea Public Service Commission.

(k) Statutory Bodies and State-Owned Enterprises.

(l) Disability Peak Bodies including the PNG Assembly of Disabled Persons and associations for persons with disabilities.

(m) Civil Society Organisations as appropriate.

(n) Centre of Financial Excellence.

(o) Australian Government including Australian High Commission and Australian Public Service Commission.

(p) Various Papua New Guinea – Australia Partnership programs that support the implementation of the GESI Policy including but not limited to: Public Sector Leadership and Reform Partnership, Economic Governance and Inclusive Growth Partnership, Decentralisation and Citizen Participation Partnership, Pacific Women Support Unit, Justice Services and Stability for Development Program, Education Capacity Development Facility, Transport Sector Support Program, and Economic and Social Infrastructure Program.
3. **PART 3 - RFP CONDITIONS**

3.1. **ABOUT THIS REQUEST DOCUMENT**

This Request for Proposal (RFP) is an invitation to treat and shall not be construed, interpreted, or relied upon, whether expressly or impliedly, as an offer capable of acceptance by any professional, firm or organisation or as creating any form of contractual, quasi-contractual, restitutionary or other relationship.

No binding legal relationship will arise out of this process until execution of a contract with the Preferred Bidder.

3.2. **QUERIES**

Up to and including the Queries Closing Date, Bidders may submit a query or request for clarification arising from this RFP to the nominated Contact Officer set out in Part 1.4 – RFP Particulars. Abt Associates does not guarantee that it will respond to any query, particularly queries received after the Queries Closing Date. All such queries are to be via email only. Telephone enquiries will not be taken.

3.3. **BRIEFING AND SITE INSPECTIONS**

RFP briefing details are included in Part 1.1 – Important Dates. Suppliers should register their intention to attend the briefing with the Contact Officer. If a Bidder is unable to attend the briefing, they will be provided with the information supplied to all attending Bidders along with responses to any requests for information raised during the briefing.

Site inspection details are included in Part 1.1 – Important Dates. If no site visit is nominated, it is assumed that Bidders have familiarised themselves with any site conditions and have taken them into consideration in the preparation of their Proposal. Site inspections can be requested in writing to the Contact Officer prior to the deadline for enquiries nominated in Part 1.4 – Contact.

3.4. **PROPOSAL MODIFICATION PROCEDURE**

Abt Associates may, in its absolute discretion, issue modifications to this RFP before the Offer Closing Date and Time and may extend the Offer Closing Date and Time to enable Bidders to amend their Proposal.

If Abt Associates elects to issue modifications, Abt Associates will issue a formal addendum via email to all registered Bidders. It is the responsibility of Bidders to ensure they have registered their interest and contact details with the Contact Officer so that they are able to receive all modifications.

All conditions and rules of this RFP will apply to all addenda unless modified by the addenda. Any such addenda will become part of the RFP.

3.5. **CONDITIONS FOR PARTICIPATION**

The following conditions must be met by the Bidders;

a. the Bidder must exist as a legal entity at the Offer Closing Time and Date

b. Organisations that are registered outside of Papua New Guinea are required to partner in a consortium arrangement with a PNG registered entity in order for them to participate in this
RFP. Details of the proposed consortium arrangement must be included with the proposal submission.

c. at the time of lodgement of their Proposal, the Bidder must not have been:
   i. precluded from bidding for Australian Government funded work or
   ii. subject to a judicial decision against them relating to employee entitlements (not including decisions under appeal, and have not paid the claim

d. the Bidder must be solvent and financially capable to undertake the proposed contract work and to perform such work and to undertake the necessary expenditure without anticipated financial difficulties and must be able to so demonstrate prior to contract award.

Abt Associates will exclude from consideration any Proposal if the Bidder or one of its related entities is listed by:

a. the Australian Minister for Foreign Affairs under the Charter of the United Nations Act 1945 and/or listed in regulations made under Division 102 of the Criminal Code Act 1995. Further information about listed persons and entities is available from the Australian Department of Foreign Affairs and Trade website at www.dfat.gov.au

b. the World Bank on its “Listing of Ineligible Firms” or “Listing of Firms Letters of Reprimand” posted at www.worldbank.org (the “World Bank List”); or

c. any other donor of development funding on a list similar to the World Bank List; or

d. the Workplace Gender Equality Agency as not complying with the Australian Government Workplace Gender Equality Act 2012 (Cth).

3.6. MINIMUM CONTENT AND FORMAT REQUIREMENTS

Abt Associates will exclude a Bidder from further consideration if Abt Associates considers in its absolute discretion that the Bidder’s response does not meet the minimum content and format requirements listed in this clause:

a. the Proposal must be lodged in accordance with the instructions provided in Part 1.3 – Proposals and Lodgement;

b. the Bidder must submit a complete Offer in the format as set out in Part 1.5 – Proposal Details;

c. the Bidder must complete Part 5 – Offer Response Schedules and include all specified attachments;

d. the Proposal, including all attachments and supporting material, must be written in English, or if in a foreign language, must be correctly translated into English; and

e. Alternative Proposals will only be considered where the Supplier also provides in its Proposal a response that conforms to the specified requirements of this RFP.

3.7. LATE LODGEMENT POLICY

Abt Associates will exclude late Proposals and will not admit them to the evaluation process unless Abt Associates has caused or contributed to the failure to lodge by the Offer Closing Date and Time. The Proposal response is considered late if:

a. it is submitted after the Offer Closing Date and Time (specified in Part 1.1 – Important Dates); or
b. it is incomplete as at the Offer Closing Date and Time (including where the Offer response includes electronic files that cannot be read or unencrypted).

3.8. UNINTENTIONAL ERRORS OF FORM

If an unintentional error of form in a Bidder’s response is identified prior to award of a contract, Abt Associates may in its absolute discretion allow correction of that error by the Bidder by the submission of a correction, variation or additional information.

An unintentional error of form is an error that Abt Associates is satisfied in its absolute discretion:

a. represents incomplete information not consistent with the Bidder’s intentions and, if relevant, capabilities at the time the submission was lodged; and

b. does not materially affect the competitiveness of the Bidder’s response.

3.9. OWNERSHIP OF RESPONSE MATERIAL

All material submitted in response to this RFP becomes the property of Abt Associates. By submitting a Proposal, the Bidder allows Abt Associates to copy and do anything necessary to material, including the Bidder’s intellectual property contained in the response, for the purpose of evaluating the Bidder’s response and negotiating a Contract if the Bidder proceeds to that phase of the process.

3.10. CONFLICT OF INTEREST

During the RFP process, the Bidder must immediately advise Abt Associates in writing of any circumstances or relationships constituting an actual, potential or perceived Conflict of Interest in respect to its Offer, or the Bidder’s obligations under the Contract if the Bidder is awarded the Contract. Abt Associates may in its absolute discretion:

a. enter into discussions to seek to address such Conflict of Interest;

b. exclude the Bidder from the process and further evaluation; or

c. take any other action it considers appropriate.

3.11. HEALTH, SAFETY AND SECURITY

The Bidder, if appointed, must at all times, identify, comply with and exercise all necessary, duties and precautions for the health, safety and security of all persons including the Bidder’s employees, subcontractors, subcontractor’s employees, employees of Abt Associates and other persons who may be affected by the delivery of the contract work.

The Bidder will inform itself of all workplace health, safety and safety duties, codes of practice, policies, procedures or measures applicable to the Location detailed in 1.5 RFP Details. The Bidder will comply with all such duties, codes of practice, policies, procedures or measures; and in the event of any inconsistency, will comply with such duties, codes of practice, policies, procedures or measures that produce the highest level of health, safety and security. The Bidder must comply with any and all directions by or on behalf of Abt Associates relating to safety and security.

3.12. INSURANCE

All potential Bidders must have appropriate insurance cover as a condition of submitting a Proposal and, at a minimum, the insurance requirements specified in Part 6 - Draft Contract. If the Bidder is not
yet covered by any of these insurances, Abt Associates requires the Bidder to provide a certification that it is willing to get coverage of these insurances once selected as the successful Bidder.

3.13. ETHICAL DEALING, FINANCIAL AND PROBITY CHECKS

Abt Associates’ policy is to engage in the highest standards of ethical behaviour and fair dealing throughout the Offer process. Abt Associates requires the same standards from those with whom it deals. Bidders must compile responses without improper assistance of employees or former employees of Abt Associates and without the use of information improperly obtained or in breach of an obligation of confidentiality. Bidders should not:

- engage in misleading or deceptive conduct in relation to the procurement process;
- engage in any collusive submissions, anti-competitive conduct, or any other unlawful or unethical conduct with any other Bidder, or any other person in connection with the procurement process; or
- attempt to influence improperly any officer, employee or agent of Abt Associates, or violate any applicable laws or Abt Associates policies regarding the offering of inducements in connection with the procurement process.

Abt Associates may exclude from consideration any Proposal lodged by a Bidder which, in Abt Associates’ reasonable opinion, has engaged in any behaviour contrary to this section in relation to the procurement process.

Abt Associates (or its agents) may perform such security, probity, and financial investigations and procedures as Abt Associates may determine are necessary in relation to any Bidder, its employees, officers, partners, associates, sub-contractors or related entities including consortium members and their officers, employees and sub-contractors.

Bidders should promptly provide Abt Associates with such information or documentation that Abt Associates requires in order to undertake such investigation. A Proposal may be rejected by Abt Associates if the Bidder does not promptly provide, at its own cost, all reasonable assistance to Abt Associates in this regard or based on the outcomes of the investigations or procedures.

Abt Associates may also make independent enquiries about any matters that may be relevant to the evaluation of a Proposal.

3.14. CHILD PROTECTION

The successful Bidder must have appropriate child protection policies in place and/or be willing to comply with Abt Associates and DFAT’s latest Child Protection Policy. DFAT’s Child Protection Policy is available on its website and Abt Associate’s policy is attached to the Draft Contract at Part 6. The successful Bidder will be required to participate in a Child Protection Risk Context Tool and work with Abt Associates to implement any necessary Child Protection Implementation Plan for medium and high-risk activities.

3.15. ALTERNATIVE PROPOSALS

Abt Associates may, at its discretion, consider a Proposal that does not comply fully with RFP only if the Bidder:

- also provides a Proposal that fully conforms to the requirements in Part 2 – Specifications;
- proposes a solution that satisfies the functional requirements of the Specifications;
- is otherwise a complete Proposal;
d. fully describes the advantages, disadvantages, limitations and risks of the alternative approach; and  
e. includes sufficient information to enable a comparison of the Alternative Proposal with Proposals that comply with the Specifications.

3.16. RIGHT NOT TO PROCEED

Abt Associates is not bound contractually, or in any other way to the Bidders who respond to this RFP. Abt Associates reserves the right not to proceed with this RFP or any part of it, and to suspend or vary the RFP and/or its requirements at any stage.

3.17. COSTS BORNE BY SUPPLIER

All costs and expenses incurred by Bidders in any way associated with the development, preparation and submission of the Proposal, including but not limited to attendance at meetings, site visits, discussions, presentations and providing any additional material required by Abt Associates, will be borne exclusively by the Bidders.

3.18. SUPPLIER ACKNOWLEDGEMENTS

Bidders are considered to have:

a. examined this RFP, any documents referenced in this RFP and any other information made available by Abt Associates to Bidders for the purpose of responding;  
b. examined all further information which is obtainable by the making of reasonable enquiries relevant to the risks, contingencies, and other circumstances having an effect on their Proposal;  
c. undertaken their own professional advice in respect of this RFP, any other information provided to Bidders and the procurement process generally, as appropriate;  
d. satisfied themselves as to the correctness and sufficiency of their Proposal response including submitted prices; and  
e. satisfied themselves as to the terms and conditions of the Draft Contract and its ability to comply with the Draft Contract.

Responses are submitted on the basis that Bidders acknowledge:

a. they do not rely on any representation, letter, document or arrangement, whether oral or in writing, or other conduct as adding to or amending these conditions other than addenda; and  
b. they do not rely upon any warranty or representation made by or on behalf of Abt Associates, except as are expressly provided for in this RFP, but they have relied entirely upon their own inquiries and inspection in respect of the subject of their Proposal.

3.19. RIGHTS OF ABT ASSOCIATES

Without limiting any other rights contained in this RFP, Abt Associates may do any or all of the following at any time:

a. not proceed with the procurement activity;  
b. suspend, defer or change the structure and timing of the procurement activity;  
c. determine at any time a short list of Bidders;
d. seek amended Proposals or call a new request for Proposal;

e. forward any clarification about this RFP to all known Bidders on a non-attributable basis and without disclosing any confidential information of a Bidder;

f. allow or not allow another legal entity to take over a Proposal in substitution for the original Bidder where an event occurs that has the effect of substantially altering the composition or control of the Bidder or the business of the Bidder;

g. negotiate with one or more persons who have not submitted Proposal responses or enter into a contract or other binding relationship for similar Specifications outside of this procurement process; and/or

h. terminate any negotiations being conducted at any time with the Bidders.
4. PART 4 – EVALUATION PROCESS

4.1. RFP RESPONSE

The Bidder is to provide a written response to the RFP requirements in accordance with the requirements set out in Part 1.5 – Proposal Details and Part 5 – RFP Response Schedules.

The proposal will be assessed by an Evaluation Committee (EC) comprising of Government of Papua New Guinea Department of Personnel Management, Government of Australia and PSLR members.

The Bidder’s written Proposal to the requirements set out in Part 2 – Specifications will be used by the Evaluation Panel to evaluate Proposals against the evaluation criteria.

The Evaluation Panel may also use any relevant information obtained in relation to the RFP (whether from the Bidder as part of clarification, reference checks, negotiations, presentations or by any other independent inquiry) in the evaluation of Proposals.

4.2. EVALUATION PROCESS

The purpose of the evaluation process is to identify and select the Bidder that represents the best value for money to Abt Associates, consistent with the Commonwealth Procurement Rules and Abt Associates procurement standards and procedures.

Proposals will be assessed in accordance with the evaluation criteria to determine which Bidder provides the best value for money. In evaluating each Proposal, Abt Associates will have regard to:

a. Each of the specific evaluation criteria identified in Part 1.5 - Proposal Details; and

b. The overall value for money proposition presented in the Proposal.

In this context, value for money is a measurement of benefits represented by a Bidder’s submission, including:

a. The quality of goods and/or services;

b. Fitness for purpose;

c. Relevant experience and performance history;

d. Innovation and adaptability over the life-cycle;

e. Environmental sustainability of the proposed goods and services;

f. Risk and compliance; and

g. Whole of life costs.

Bidders should ensure that they provide all required information in their Proposals to fulfil each evaluation criteria by submitting all requirements set out in Part 1.5 - Proposal Details and Part 5 – RFP Response Schedules.

The Proposal evaluation process will be divided into the following phases:

a. Receipt and registration of Proposals;

b. Screening of Proposals for compliance with RFP requirements and conditions of participation;

c. Technical proposal assessment;

d. Financial proposal assessment;

e. Due diligence checks;
f. Evaluation of value for money and risk; and

g. Evaluation Report.

As part of, and in addition to the evaluation process, Abt Associates may:

a. Require clarifications and/or presentations from Bidders at any time during the evaluation process. Should such presentations be required, dates, times and venues for presentations will be notified to all Bidders participating in the evaluation or the shortlisted Bidders from the evaluation process. A list of areas and issues for Bidders to address will be provided prior to the presentations; and

b. Conduct reference checks (including site visits, if relevant) on Bidders. Reference checks may be conducted with any referee proposed by the Bidder in its Proposal response or with any other organisation selected by Abt Associates at its discretion. Abt Associates may also request further information from Bidders during the evaluation process.

4.3. NEGOTIATIONS WITH BIDDERS

Abt Associates may engage in discussion with one or more Bidder for the purpose of clarifying its Proposal response. Where information of a material nature is provided to one Bidder, it will also be provided concurrently to all other Bidders who are currently participating in the evaluation process.

Abt Associates reserves the right to, at any time conduct post-Proposal negotiations with any or all of the Bidders on any aspect of their RFP. This may involve conducting parallel negotiations with several Bidders. These post-RFP negotiations may result in changes to the terms of the Draft Contract.

4.4. DEBRIEFING

Bidders may request a debriefing following the award of a contract. Bidders requiring a debriefing should contact the Abt Associates Contact Officer.