



GOVERNMENT OF SAMOA RECRUITMENT OF DEBT MANAGEMENT EXPERT



The Government of Samoa is seeking to recruit a Debt Management Expert to provide short-term intermittent technical support (30 working days) to the Ministry of Finance under Phase 2 of the Public Finance Management Reform Programme with financial support from AusAID (Performance Linked Aid).

The purpose of the assignment is to assist the Aid Coordination and Debt Management Division in establishing a new and appropriately structured Debt Management Unit within the Division including training to develop staff capacity, review and development of systems for the unit and identification of performance measures to monitor progress.

Detailed Terms of Reference and information on the application procedure are available from the following web site (ref: PFMR2/2011/05): www.mof.gov.ws under Services/Procurement. The deadline for submissions is 10.00 local Samoan time on Monday 19th September 2011. Applications must be submitted to: Secretary Tender's Board, 4th Floor, Central Bank Building, Ministry of Finance, Private Bag, Apia, Samoa. For clarification or further information contact: Noumea Simi – email: noumea.simi@mof.gov.ws Tel: +685 34349



GOVERNMENT OF THE INDEPENDENT STATE OF SAMOA

MINISTRY OF FINANCE

**RECRUITMENT OF DEBT MANAGEMENT EXPERT FOR
THE PUBLIC FINANCE MANAGEMENT REFORM
PROGRAMME PHASE 2**

REQUEST FOR QUOTATION

RFQ Reference: PFMR2/2011/05

AUGUST 2011

Letter of Invitation

1. Request for Quotations

The Ministry of Finance, hereinafter the Procuring Entity, intends to apply funds from AusAID's Performance Linked Aid for the recruitment of a Debt Management Expert to provide short-term intermittent technical support (30 working days) for the implementation of the Public Finance Management Reform Plan Phase 2 in the Ministry of Finance.

2. Eligibility of Consultants.

The individual consultant must not have been convicted within the last year of, or currently under indictment for, a criminal offence involving corruption or other misconduct reflecting a lack of suitability to participate in procurement.

3. Terms of Reference

The Procuring Entity herewith invites quotations (COVER LETTER + CV + Cost Estimate) for the services described in Annex 1 of this RFQ.

4. Curriculum Vitae

You are hereby invited to submit your Curriculum Vitae (CV) and a covering letter highlighting relevant areas of expertise. Please find below in Annex 2 a sample form of a CV to be utilized when submitting your quotation.

5. Cost Estimate of Services

You should also provide a Financial Quotation. Please find below in Annex 3 a sample form "Cost Estimate of Services and Schedule of Rates". **Please note that the following exchange rates will be used for the evaluation of financial offers: 1 AUD =2.43 Samoan Tala; 1 NZD = 1.91 Samoan Tala.**

6. Preparation and Submission of Quotations

Quotations must be delivered with one original and two copies. The cover letter and CV shall be placed in a sealed envelope clearly marked "Curriculum Vitae" followed by the RFQ Number and the name of the assignment, as indicated above in the present letter.

Similarly, the Financial Quotation shall be placed in a separate sealed envelope clearly marked "Financial Quotation" followed by the RFQ Number and the name of the assignment as indicated above in the present letter and with a warning "Do Not Open With the Curriculum Vitae." The envelopes containing, respectively, the CV and the Financial Quotation shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address, RFQ number, name of the assignment, submission deadline and offer validity, and be clearly marked "Do Not Open, except during the proposal opening session." The address for submission is as follows:

**Secretary Tender's Board
4th Floor, Central Bank Building,
Beach Road
Ministry of Finance,
Private bag
Apia, Samoa.**

Submission must be by hand delivery, mail or courier. Email or fax submissions will not be accepted.

The Procuring Entity shall not be responsible for misplacement, loss or premature opening if the outer envelope is not sealed and/or marked as stipulated. This circumstance may cause the rejection of the quotation. If the Financial Quotation is not submitted in a separate sealed envelope duly marked as indicated above, this will constitute grounds for rejecting the Proposal. **The CV shall not include any financial information which may totally or partially disclose the quoted price.** A CV containing such financial information shall be rejected.

7. Information on tax in Samoa

This Contract is subject to taxation in Samoa, namely VAGST and withholding tax. However, the Principal is responsible for forwarding the value of the tax charged by the Consultant on the Consultancy Fee direct to the Ministry of Revenue. This means that the value of the tax charged by the Consultant on the Consultancy Fee will not be included in payments made to the Consultant under the Contract. Withholding tax is not payable if the consultant is paying income tax in his country of residence. The Consultant must quote fee rates excluding any taxes payable in Samoa.

7. Evaluation Procedure

a) Evaluation of CVs

The Evaluation Committee shall evaluate the CVs on the basis of their compliance with the requirements of the TOR, experience and qualifications of the Consultant, suitability to the assignment, language, and knowledge of local conditions. Each acceptable CV will be given a technical score (St). A CV shall be rejected at this stage if it fails to achieve the minimum technical score of 70 points.

CVs will be evaluated in accordance to the following criteria:

Criteria	Maximum score
Qualifications	15
Relevant experience establishing or running a Debt Management Unit and undertaking debt sustainability analysis	40
Experience in training and capacity building	30
Experience in Developing countries and/or Pacific islands	15
TOTAL	100

b) Evaluation of the Financial Quotation

The lowest quote will be noted 100 points. **Please note that the following exchange rates will be used for the evaluation of financial offers: 1 AUD =2.43 Samoan Tala; 1 NZD = 1.91 Samoan Tala.** The formula for determining the financial score Sf is the following:

$$Sf = 100 \times Pi/Pm, \text{ where}$$

Sf is the point given to the quotation
Pi is the lowest quote
Pm is the price of the evaluated quotation

c) Global evaluation of the Quotation

The CV is given a weight of 70% and the financial quotation 30%. The global score is determined as follows: $S = 70\% St + 30\% Sf$

Where:

S is the global score
St is the score of the technical proposal
Sf is the score of the financial proposal

The quotation achieving the highest combined technical and financial score will be selected.

8. Date for Submission

You are requested to provide your quotation at the latest by **10am (local Samoan time) on Monday 19th September 2011.**

9. Validity of Quotation

The quotation shall remain valid for a period not less than 60 days after the deadline date specified for submission.

10. Please note that the cost of preparing a quotation and of negotiating a contract is not reimbursable as a direct cost of the assignment.

11. The following documents are attached to this Letter of Invitation:

- | | |
|-------------------------------------------------------------|---------|
| I. Terms of Reference | Annex 1 |
| II. Sample Format of Curriculum Vitae (CV) | Annex 2 |
| III. Sample Cost Estimate of Services and Schedule of Rates | Annex 3 |

12. If you require further information on the assignment and the local conditions, you may contact Noumea Simi at the following phone number and address: noumea.simi@mof.gov.ws Tel: +685 34349, Assistant Chief Executive Officer, Aid Coordination and Debt Management Division, Ministry of Finance, Level 3, CBS Building, Private Bag, Apia, Samoa.

13. The Client is not bound to accept any of the quotations submitted.

Yours sincerely,

Tupaimatuna Iulai Lavea
CHIEF EXECUTIVE OFFICER
MINISTRY OF FINANCE

Annex 1

TERMS OF REFERENCE

Phase 2 of the Public Finance Management Reform Plan

Debt Management Expert

1. Background

The Ministry of Finance in Samoa is seeking to recruit a Debt Management expert as part of its Public Finance Management (PFM) Reform Plan Phase 2. The initial phase of the PFM reform programme included intermittent technical support in 2009 to assist with an analysis of the debt situation in Samoa and the development of a Debt Management Policy. In addition, the World Bank arranged a Debt Management Performance Assessment in early 2010. On the basis of the outputs from this first period of technical support the Government drafted a Medium Term Debt Management Strategy, which was formally approved by Cabinet in December 2010. One of the key components of this strategy is the establishment of a new Debt Management Unit within the Aid Coordination Division. In the past this Division has been responsible for the monitoring of external loans, which forms the major component of Government Debt. The role of the Debt Management Unit will be to monitor all Government Debt including domestic debt and any guarantees and risks facing Government as a result of debt from State Owned Enterprises (SOEs). The Unit will initially be staffed by one Principal Debt Management Officer supported by one senior officer. The Unit will be responsible for ensuring that up to date data is maintained on all debt both external and domestic. There is already a team in place in the Aid Division, who are responsible for recording and managing external loans and monitoring loan finance programs/projects. The Unit will also be responsible for undertaking annual debt sustainability analyses and advising Government on appropriate targets relating to debt as part of the annual budget and fiscal strategy. The Debt Management Strategy includes a requirement for Government to agree on an annual borrowing plan as well as targets for debt levels. The Debt Management Unit will be required to report on performance in achieving the agreed targets to be presented as part of the budget process.

The PFM Reform Plan is a comprehensive framework for strengthening Samoa's public finance management systems with components led by Ministry of Finance, Ministry for Revenue and the Chief Auditor. Phase II of the Reform Plan covers the period 2011-13 and aims to build on the achievements of Phase 1 with the following key objectives:

- The development of improved Sector Plans across all Government sectors with linkages to the budget and the Strategy for Development of Samoa and related performance monitoring
- A strengthened budget process through integration of development partner funding in budget estimates, improved performance measures linked to the SDS and sector plans, and increased stakeholder consultation on budget priorities.
- Increased responsibility and capacity of line Ministries to manage their accounting functions and ensure the accuracy of data in the Finance One computerised system.
- The establishment of a Systems Support Unit to ensure the effective management of Finance One and training of officials to use the system.

- The introduction of a new government policy with deadlines for payments to suppliers and monitoring of arrears.
- The establishment of a Procurement Unit in Ministry of Finance to assist the Tenders Board and strengthen the quality of procurement systems across government through standardisation and improved transparency.
- The introduction and implementation of the approved Debt Management Strategy and Aid Cooperation Policy
- Improved income tax administration including customer service, monitoring of arrears, debt collection and tax payer education and information services
- The development of a strategic plan to strengthen the internal audit function across Government with the focus on risk analysis and systems audits.
- Increased coverage and improved quality of external audits by the Chief Audit Office including the implementation of IT and performance audits

The PFM Reform Plan is managed through a higher level Advisory Committee with participation from the Ministry of Finance, the Ministry for Revenue, Office of the Prime Minister and Cabinet, the Chief Auditor, the Central Bank and the Bureau of Statistics. Within the Ministry of Finance a Task Force has been established chaired by the Deputy CEO to manage and monitor the PFM Reform activities. Annual reviews are organised in November - December each year to report progress to stakeholders including development partners. PEFA assessments are undertaken every three years to monitor progress.

2. PURPOSE

The purpose of the assignment is to assist the Aid Coordination and Debt Management Division in establishing a new Debt Management Unit within the Division including training to develop staff capacity, development of systems for the unit and identification of performance measures to monitor progress.

3. DETAILED TASKS

- a) Identify the core roles and systems for the establishment of the Debt Management Unit in consultation with the key stakeholders. Make recommendations regarding the staff and role of the Debt Management unit and how it relates to the existing staff in the Division.
- b) Review and make suggestions for improvements to the Medium Term Debt Strategy
- c) Assist the Debt Management Unit in preparing an annual workplan including performance measures and targets for the unit as a whole and for the individual staff.
- d) Define the job performance requirements for the staff and develop a capacity building programme to meet these requirements. The training programme should include formal training sessions and on-the-job training support for the staff by the TA as well as proposals for additional training through study tours, attachments or seminars to be considered under separate financing.
- e) Specifically providing training and on-the-job-support to undertake a debt sustainability analysis including identification and assessment of key risks. Establish mechanisms for monitoring the risk identified and develop capacity for taking action to mitigate risks. The consultant should develop templates and systems to facilitate the

- extraction of data from the Debt Management database for the purposes of debt sustainability analysis and risk assessment
- f) Assist in arrangements for the implementation of capacity actions agreed for financing such as study tours, attachments and further training
 - g) Assist in setting up the systems and procedures that need to be established for an effective Debt Management Unit. This may include institutional linkages, reports, approval procedures for guarantees or loans, formats for annual updates of the medium Term Debt Strategy, processes for agreeing on and following an annual borrowing program, etc.
 - h) Advise on the need for the introduction of a Treasury Bills programme and, if agreed, advise on the arrangements and systems to be established for the design and management of such a programme.
 - i) Provide specific on-the-job support for drafting inputs into the fiscal strategy for the 2012/13 budget.

4. METHODOLOGY

The expert will work under the overall guidance of the DCEO, Operations with day-to-day supervision by the ACEO Aid Coordination and Debt Management Division. The consultant will use the first visit to Samoa to review the work undertaken to date on debt management and the progress in establishing the new Unit. The expert will develop a workplan for achievement of the key support components in the ToR for the whole period of the assignment to be agreed in close consultation with the ACEO before the end of the first mission. This will include a training plan and recommendations relating to the effective establishment of the Debt Management unit within the Division. The consultant will be expected to provide on-the-job-support as well as formal training for all related staff. The consultant will be required to liaise with the ACEO EPPD with regard to the Fiscal Strategy and with other institutions such as Central Bank and SOEMD with regard to debt management functions.

5. LOCATION AND TIMEFRAME

The consultant will be based in Apia, Samoa, and will provide 30 working days input in the period to 30 June 2012. The technical support will be provided through a series of two visits to Samoa, each for approximately three weeks. The timing of these visits will be agreed in advance with the ACEO Aid Coordination and Debt Management. The technical support may be extended for a further 40 days depending on the progress and performance of the consultant and the need for additional support.

6. EXPERTS PROFILE

A Debt Management expert is required with experience in setting up and/or running a debt management unit. The consultant must have experience in undertaking debt sustainability analysis and undertaking risk assessments relating to debt. The consultant should have experience in training and capacity building preferably in a developing country context. The expert must have a relevant degree with 10 years of work experience. The expert must be fluent in English with excellent skills in Microsoft Office. Experience in Samoa and other Pacific island nations would be preferred.

7. REPORTS AND OUTPUTS

The consultant will be required to produce the following outputs:

- An Inception Report after the first visit including a review of the progress achieved during the first mission and a detailed workplan for the full period of the TA support. The report will also include a detailed capacity building plan for the Debt Management Unit
- A Final Report is required at the end of the assignment with a report on all the work undertaken, any constraints or problems and recommendations for future actions and technical support required. The Final Report must include a procedures manual for the unit and related templates and tools/ systems for the activities of the Unit. The final report must also include a proposed workplan for the Unit for the first year and with medium term objectives with performance measures. The report must also include a full debt sustainability analysis for Samoa along with information on the templates and tools that have been developed to ensure that the analysis can be repeated on an annual basis.

8. ADMINISTRATIVE INFORMATION

The expert will work under the overall supervision of the Deputy CEO Operations with day-to-day supervision from the ACEO Aid Coordination and Debt Management Division. The expert will also be required to work with Economic Policy and Planning Divisions and to consult with various stakeholders in Central Bank and other related Divisions.

Reports will be submitted to the Deputy CEO and the ACEO with copies to the members of the PFM Reform Task Force.

The consultant will be provided with the necessary office space and facilities as required. The expert is required to provide his/her own laptop computer.

9. PAYMENT PROCEDURE

Per diem and airfares will be paid on arrival after submission of an invoice, and evidence of the number of days to be spent in Samoa as well as a receipt for the airfare. Fees will be

payable on approval of each mission report. The Final payment after the last mission will be arranged after approval of the consultant's Final Report.

Annex 2

Sample Format of Curriculum Vitae (CV)

Name: _____ (insert as appropriate)
Profession: ____ (insert as appropriate)
Date of Birth: _ (insert as appropriate)
Nationality: ____ (insert as appropriate)
Membership in Professional Societies: __ (insert as appropriate)
Key Qualifications:

(Give an outline of experience and training most pertinent to tasks on assignment. Describe degree of responsibility held on relevant previous assignments and give dates and locations. Use about half a page.)

Education: (Summarize college/university and other specialized education, giving names of institution, dates attended, and degrees obtained. Use about one quarter of a page.)

Employment Record: (Starting with present position, list in reverse order every employment held. List all positions held since graduation, giving dates, names of employing organizations, titles of positions held, and locations of assignments. For experience in last ten years, also give types of activities performed and client references, where appropriate. Use about two pages.)

Languages:

(For each language indicate proficiency: excellent, good, fair, or poor in speaking, reading, and writing.)

Names and contact details (phone and email) for 2 references.

Certification: I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience.

Signed: _____

Date: _____ (insert as appropriate)

Day/Month/Year

Note Alternative CV formats which include all the above information will be accepted

Annex 3 Financial Quotation

Cost Estimate of Services and Schedule of Rates

(1) **Remuneration**

<i>Name</i>	<i>Rate (Samoan Tala or AUD or NZD as applicable)* (per working day)</i>	<i>Time spent (number of working days)</i>	<i>Total (Samoan Tala or AUD or NZD as applicable)*</i>
_____ (insert as appropriate)	_____ (insert number)	30	_____ (insert number)
Sub-Total (1)			

NOTE: The daily fee rate must be **inclusive of all costs**, medical insurance, etc, but excluding VAGST/withholding tax payable in Samoa and return airfares for the expert for each mission foreseen within the contract. **The fee rates will be based on 5 working days per week.** A separate per diem will be paid for each night spent in Samoa. No fees or per diems will be paid for travel days. The expert will be expected to provide his own laptop computer. Separate funds will be available for training events. **Fees and per diem must be quoted in Samoan Tala or Australian Dollars (AUD) or New Zealand Dollars (NZD)**

(2) **Reimbursables**

	<i>Rate(Samoan Tala or AUD or NZD as applicable) for return flight</i>	<i>Number</i>	<i>Total (Samoan Tala, or AUD or NZD as applicable)</i>
(a) International Travel (economy class refundable only)	_____ (insert number)	2 return flights	_____ (insert number)
(b) Per diem (payable for each night spent in Samoa)		38	
Sub-total (2)			

TOTAL COST (Samoan Tala /AUD/NZD as applicable)* _____ (insert number)

* Currency applicable must be clearly indicated.

Signed:

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