



GOVERNMENT OF SAMOA
RECRUITMENT OF PUBLIC BODIES
CORPORATE GOVERNANCE &
PERFORMANCE MONITORING
EXPERT



The Government of Samoa is seeking to recruit a Public Bodies Corporate Governance and Performance Monitoring Expert to provide intermittent technical support to the Ministry of Finance under Phase II of the Public Finance Management Reform Programme.

The purpose of the assignment is to assist the State Owned Enterprise (SOE) monitoring Division in strengthening the Governance arrangements and performance monitoring systems of public bodies.

Detailed Terms of Reference and information on the application procedure are available from the following web site (ref: PFMR2/2011/06): www.mof.gov.ws under Services/ Procurement. The deadline for submission is 10:00am local Samoan time on Monday 19th September 2009. Applications must be submitted to: Secretary Tender's Board, 4th Floor, Central Bank Building, Ministry of Finance, Apia, Samoa. For clarification or further information contact: Elita Tooala – email: elita.tooala@mof.gov.ws Tel: +685 34321



GOVERNMENT OF THE INDEPENDENT STATE OF SAMOA

MINISTRY OF FINANCE

**PROCUREMENT OF TECHNICAL ASSISTANCE FOR
PUBLIC BODIES CORPORATE GOVERNANCE AND
PERFORMANCE MONITORING FOR THE PUBLIC FINANCE
MANAGEMENT REFORM PROGRAMME PHASE 2**

REQUEST FOR QUOTATION

RFQ Reference: PFMR2/2011/06

AUGUST 2011

Letter of Invitation

Dear Sir,

1. Request for Quotations

The Ministry of Finance, hereinafter the Procuring Entity, intends to apply funds from the Public Sector Improved Facility for the Procurement of a Corporate Governance and Performance Monitoring expert to provide technical support 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, losing 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 strengthening corporate governance of public bodies including , selection of Directors, the establishment of Boards and monitoring performance. Experience in the private sector and in financial analysis | 45 |
| Experience in designing training programmes and capacity building support | 30 |
| Experience in developing countries and Pacific islands | 10 |
| 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 Elita Tooala at the following phone number and address: elita.tooala@mof.gov.ws Tel: +685 34321, SOE Monitoring 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

Corporate Governance and Performance Monitoring Expert

1. Background

The Ministry of Finance in Samoa is seeking to recruit a Corporate Governance and Performance Monitoring expert as part of its Public Finance Management (PFM) Reform Plan. The initial phase of the PFM reform programme has focused on strengthening Government's financial management systems with limited consideration of the performance of State Owned Enterprises (SOEs). There have been concerns with regards to the performance of SOEs and their capacity to operate as commercial entities and generate revenue.

State Owned Enterprise Monitoring Division (SOEMD) is a division within the Ministry of Finance (MOF), primarily to monitor the performance of Public Bodies (formerly known as State Owned Enterprises) and implement the privatisation programme of Government. Its operations are mandated by the Public Bodies (Performance and Accountability) Act 2001, the Public Finance Management Act 2001 and Regulations. SOEMD plays an important role in contributing to the achievement of national goals stated in the Strategy for the Development of Samoa. In particular, strengthening the private sector through increased investment to create employment opportunities. Firstly, through the improvement of the performance of its public bodies, especially its public utilities. Secondly, through the privatisation of Public Bodies approved by Cabinet, with the objective of introducing and enhancing competition, as well as improving the quality of products and services for consumers.

There are 27 Public Bodies governed by these legislations of which 15 are Public Trading Bodies, 4 Mutual Bodies and 8 Public Beneficial Bodies.

The Cabinet under the Public Bodies (Performance and Accountability) Act 2001 duly appointed the Independent Selection Committee for the role to select and appoint Directors of Public Bodies. The selection process involves advertising, screening, interviewing and recommending to Cabinet candidates for the Board memberships. The Board is appointed on a 3 years term.

The SOEMD are also tasked with secretariat to the Independent Selection Committee (ISC) that leads the implementation of the Board Reforms of the Government of Samoa. The removal of Minister ex officio (Government officials) from Boards, which is now being enforced, will allow private sector to participate effectively on the Boards and to bring an enhanced commercial and performance based orientation to these entities. There will also be clear demarcation of duties and responsibilities of the Executive and the Boards thus strengthening the monitoring role of SOEMD on the performance of SOEs and their respective Boards. The ISC together with the SOEMD has developed a Policy Paper for the Appointment of SOE Directors.

Technical support is being financed from under the Public Finance Management Reform project to provide a number of short and medium term experts to the Ministry of Finance for capacity building support and training for implementation of the PFM Reform plan.

2. PURPOSE

The purpose of the assignment is to assist the SOEMD in strengthening the Governance arrangements and performance monitoring systems of public bodies. This will include assistance with the procedures for selection, appointment and induction training of Directors to serve on SOE boards in accordance with the 2001 Public Bodies Act; as well as arrangements for monitoring performance of Boards and CEOs of Public Bodies.

3. DETAILED TASKS

- i. The consultant will undertake a review of the selection and appointment procedures for the Boards of SOEs including assessment of progress to date. This will include a review and provision of advice on the current Policy paper for Appointment of Directors developed by the Independent Selection Committee (ISC) and SOEMD and a review of the role of SOEMD as Secretariat to the ISC. In addition the consultant will review information on performance measures and targets for SOEs and the monitoring systems for follow up on performance. The consultant will also review the Public Bodies Act and related regulations.
- ii. The expert is required to develop a performance framework for SOE Boards and a 2 year plan for the Governance Unit of SOEMD.
- iii. The expert will provide training and on-the-job support to develop the capacity of the new Governance Unit under SOEMD including establishment of monitoring systems, tools and formats; and performance measures.
- iv. The consultant will undertake a training needs analysis to identify the common requirements for new Directors of Boards.
- v. The expert will provide assistance in the design of an induction training programme for new SOE Board members and provide advice and support in the design further training to facilitate the effective role of the Boards depending on the needs identified. This will include liaison with the Institute of Directors and proposed mechanisms for financing training.
- vi. The consultant will assist in developing standard checklists and guidelines on the role of Directors and the Boards as well as training toolkits and information sheets on the Public Bodies Act and related regulations.
- vii. The expert will carry out a specific review on the quality of both financial and non-financial performance measures and targets for each of the Public Bodies and will prepare recommendations as to how these performance measures should be improved overtime. In this context the expert should undertake a check on the alignment of the performance measures with corporate plan objectives as well as with sector plans and the SDS.
- viii. The consultant will advise on the introduction or strengthening of performance contracts for CEOs of Public Bodies with clear objectives, performance measures and targets.
- ix. The Expert will advise on ways to improve transparency through publication of SOE performance data on the MoF web site and through printed reports available to the public, Cabinet and Parliament.
- x. On the final visit the expert is required to identify areas for further capacity building for SOEMD in the area of governance and performance monitoring and preparation a capability plan in line with identified areas, including identifying of potential overseas institutions and companies for work attachment and study tours for work experience (including the establishment of contact with these institutions and companies for SOEMD to pursue these training opportunities).

4. LOCATION AND TIMEFRAME

The consultant will be based in Apia, Samoa, for a series of three inputs. The first inception mission will be approximately 4 weeks (20 working days) with two further missions of approximately 3 weeks (15 working days) each bringing the total to 50 working days. The timing of each mission will be agreed in advance between the consultant, ACEO SOEMD and the Finance Sector Coordinator. The work should be completed by June 2012. Consideration will be given to extension of the timeframe of this contract for a further period of 50 days depending on the performance of the consultant.

5. EXPERTS PROFILE

The expert must have extensive experience in building capacity for improved governance and performance monitoring of State Owned Enterprises and Public Bodies. Experience working within the private sector is preferred along with expertise in analysis of financial reports. The consultant is expected to have a relevant degree to Masters level with at least 10 years of relevant work experience. Experience of working at Board level and designing performance monitoring systems is essential. The consultant must be able to demonstrate experience in training and capacity building preferably in a developing country context. Experience in developing countries and in Pacific Island countries is preferred. Must be fluent in English and have excellent writing skills.

6. REPORTS AND OUTPUTS

The consultant will be required to produce an Inception Report report after the first visit, a progress report after the second visit and a final Report following the final visit with an overall summary of progress achieved, information on constraints and recommendations for future actions and areas for further technical support. Each visit should start and end with a briefing and debriefing session including details of the agreed future work programme and achievements to date.

7. ADMINISTRATIVE INFORMATION

The expert will work under the overall supervision of the Deputy CEO Policy with day-to-day supervision from the ACEO SOEMD and the Finance Sector Coordinator.

Reports will be submitted to the Deputy CEO and the ACEO with copies to the CEO and 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 own laptop computer.

8. 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 obtaining 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, NZD as applicable)* (per working day)</i> | <i>Time spent (number of working days)</i> | <i>Total (Samoan Tala, AUD or NZD applicable)*</i> |
|-------------------------------|--|--|--|
| _____ (insert as appropriate) | _____ (insert number) | 50 | _____ (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/her own laptop computer. Separate funds will be available for training events. **Fees and per diem must be quoted in Samoan Tala, Australian Dollars (AUD) or New Zealand Dollars (NZD)**

(2) **Reimbursables**

| | <i>Rate(Samoan Tala, AUD or NZD as applicable) for return flight</i> | <i>Number</i> | <i>Total (Samoan Tala, AUD or NZD as applicable)</i> |
|--|--|------------------------|--|
| (a) International Travel (economy class only will be reimbursed) | _____ (insert number) | 3 return flights | _____ (insert number) |
| (b) Per diem (payable for each night spent in Samoa) | _____ (insert number) | 68 | _____ (insert number) |
| Sub-total (2) | | | |

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

* Currency applicable must be clearly indicated.

Signed:

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