



FFA

25 September 2023

RFP No.: CP05_2324

TO: SUITABLY QUALIFIED AND EXPERIENCED INDEPENDENT CONSULTANTS OR RECRUITMENT AGENCIES

FROM: DR MANUMATAVAI TUPOU-ROOSEN, DIRECTOR-GENERAL

SUBJECT: REQUEST FOR PROPOSALS (RFP) FOR APPOINTMENT OF AN INDEPENDENT AGENCY (INDEPENDENT CONSULTANT OR RECRUITMENT AGENCY) TO SHORTLIST APPLICATIONS FOR THE FFA'S DIRECTOR GENERAL'S POSITION

Submissions are invited from interested parties to submit a proposal to be the Independent Agency appointed to draw up a shortlist of applications for the FFA's Director General position in accordance with the FFA Rules of Procedures for Executive Appointments.

The deadline for submission of these Request for Proposals is **13th October 2023**.

Should you have any questions, please contact:

Ms. Penny Matautia
Manager Human Resources
penny.matautia@ffa.int

Otherwise we appreciate your assistance in disseminating this to interested parties/persons.

This request is not to be construed in any way as an offer to contract any specific party.

Dr Manumatavai Tupou-Roosen
DIRECTOR-GENERAL

REQUEST FOR PROPOSAL

(RFP No. CP05_2324)

Background

The Pacific Islands Forum Fisheries Agency (FFA) is a regional intergovernmental organisation responsible for assisting its 17 national members to develop and implement sustainable tuna fishery management policies within the regional fishery. This fishery is now one of the largest and most sustainable in the World. Additional information on FFA can be found on website www.ffa.int.

FFA is also a member of CROP (Council of Regional Organisations of the Pacific) which includes:

- Pacific Islands Forum Secretariat (PIFS)
- Secretariat of the Pacific Community (SPC)
- Secretariat of the Pacific Regional Environment Programme (SPREP)
- University of the South Pacific (USP)
- Pacific Aviation Safety Office
- Pacific Power Association
- Pacific Tourism Organisation
- Pacific Islands Development Programme

The FFA's governing body is the Forum Fisheries Committee (FFC). The Agency's Secretariat, has a current establishment of one hundred and eighteen positions. The Secretariat is led by an executive management unit headed by the Director-General, who is appointed by the Membership.

At its 126th Annual Meeting in May 2023, the FFC noted that the incumbent Director General will complete her maximum six years appointment on the latter half of 2024. In accordance with the provisions of the FFA Rules and Procedures of Executive Appointment, the FFC instructed officials to commence the process for the recruitment and selection of the next FFA Director General.

Request for Proposal (RFP)

The Pacific Island Forum Fisheries Agency (FFA) invites proposals from Individual Consultants or Recruitment Agencies to be the Independent Agency to review applications for the Director General position and draw up a short-list of not more than five candidates for consideration by FFC. The independent agency will from the FFC Chair shortlist candidates for the Director General position.

Terms of Reference

1. Background

The FFA's governing body is the Forum Fisheries Committee (FFC). The Agency's Secretariat, has a current establishment of one hundred and eighteen positions. The Secretariat is led by an executive management unit headed by the Director-General, who is appointed by the Membership.

At its 126th Annual Meeting in May 2023, the FFC noted that the incumbent Director General will complete her maximum six years appointment on the latter half of 2024. In accordance with the provisions of the FFA Rules and Procedures of Executive Appointment, the FFC instructed officials to commence the process for the recruitment and selection of the next FFA Director General.

The Secretariat is now seeking proposals from suitably qualified consultants or recruitment agencies firms to assist with shortlisting applications. The Specific functions of the independent agency as outlined in the relevant sections of the FFA Rules and Procedures of Executive Appointments is attached as Appendix A.

2. Objective

Review the applications received from the Chairman and to draw up a shortlist of not more than five candidates for consideration. The independent agency shall not rank the shortlist.

3. Scope of services

The independent agency may comprise of independent consultants or recruitment agencies as deemed appropriate by the Forum Fisheries Committee. Such independent agency shall have experience in the work of human resource management and either have or acquire a satisfactory understanding of the work of FFA and of the importance of the fisheries sector to the Pacific Islands countries.

In carrying out its function, the independent agency shall:

- (a) Consider each application individually having regard to the core competencies as set out in the Duty Statement (attached as Appendix B); and
- (b) Prepare a report on each of the shortlisted candidates which will be circulated by the FFC Chair to member countries

4. Expected Outputs

The required output of this assignment is a report to the Chair of the FFC six weeks after the closing date of the applications. The report should contain a shortlist of not more than five candidates, including commentary on each of the shortlisted applicants.

5. Institutional Arrangements

- i. The consultant shall be responsible to the Official FFC Chair throughout the period of the consultancy. Administrative support to the Chair will be provided by the FFA Secretariat.
- ii. The independent agency will be appointed at the FFC meeting in October/November 2023 and a contract awarded thereafter. On closing of the Director General Application

date, the Chairperson will then forward the applications to the independent agency for short-listing.

- iii. The independent agency will provide the Chair of the FFC its short-listing report six weeks after closing date of the applications. Advertisement of the Director-General position will be for a period of three months from the 1 September to 30 November 2023.

6. Duration of Consultancy

A maximum period of six weeks is available in which the short-listing can be undertaken. This will be after the closing of the advertisement for the Director General position in 30 November 2023.

Term of assignment: 1 December 2023 – 14 January 2024.

Evaluation and Assessment of RFP

All bids shall be evaluated using a two stage procedure with evaluation of the technical proposal being completed prior to any financial proposal being reviewed and compared.

The overall evaluation weighting shall be 70% Technical and 30% Financial.

Bidders are required to submit their financial and technical proposal as two separate documents.

Technical Proposal

A brief proposal detailing each of competency requirements, experience and proposed methodology shall be submitted by the bidder as technical proposal. The technical proposal will be evaluated using the following criteria:

Evaluation criteria, competency requirements	Score weight (%)	Points obtainable
Experience in strategic human resource management and managing recruitment processes for executive positions and Head of multinational organisations. Should have knowledge and understanding of the work of FFA and CROP agencies, as well as the importance of tuna fisheries sector to the Pacific Island countries. Experience in managing recruitment processes for organizations similar to FFA (minimum five (5) years). Please provide details of major assignments undertaken and the organisations worked for.	30	210

<p>Methodology proposed demonstrating good understanding of the requirements of the assignment. Ability of the bidder's proposed team to demonstrate that:</p> <ul style="list-style-type: none"> • Having a clear and structured approach to meet the requirements of the Terms of Reference. • Overall work plan presentation & methodology, project plan to include timeframes, deliverables, milestones manpower requirements • A clear understanding of FFA structure and organisational requirements with regards to recruitment process for Director General's position. 	30	210
<p>Key personnel assigned to FFA for the consultancy have the appropriate competencies, qualification and certifications.</p> <p>Please provide details of key personnel who will be assigned to the consultancy.</p>	20	140
<p>Other non-listed competencies to support application such as cultural sensitivity, interpersonal skills, commitment to participatory values and experience working in the region.</p>	20	140
Total score	100%	700
Qualification score	70%	49

Financial Proposal

In the second stage of the evaluation process, the financial proposal will be evaluated for those bidders who have attained a minimum of 70% score in the technical evaluation.

The Financial proposal shall provide details of the types of services/tasks which will be expected to be carried out for the consultancy, the level of personnel who will be assigned, the approx. number of hours of work involved and rates for the assigned personnel.

Price may be quoted in United States Dollars (USD).

References

All submissions are required to provide evidence of professional or technical capacity and details of experience on similar projects undertaken in the past. Reference or project reports on past engagement may be include in the submission. The bidder shall also provide evidence of professional indemnity insurance.

Request for further information

For additional information regarding the tender please contact:

Penny Matautia
 Manager, Human Resources
penny.matautia@ffa.int

Closing date of proposal

Tenders must be received by 5.00pm, Solomon Island time (GMT +11) on the 13th October 2023.
Tenders should be addressed to:

Director General
FFA Tender Committee
Forum Fisheries Agency (FFA)
TENDER REFERENCE NUMBER AND NAME
PO Box 629
Honiara

Must be submitted to Email : procurement@ffa.int please note in the subject line:

TENDER REFERENCE AND NAME
Submission of RFP

All RFPs should be submitted together with all relevant documents and shall be in English.

Award of Contract

FFA reserves the right to accept any RFP, and to annul the solicitation process and reject all proposals at any time prior to award of any contract, without thereby incurring any liability to the affected Bidder(s) or any obligation to inform the affected bidder(s) of the grounds for such action.

Notification

The names of winning bidders shall be advertised on the FFA website:
www.ffa.int/employment/tenders/tender_results

APPENDIX A

RELEVANT SECTIONS OF THE FFA “RULES AND PROCEDURES FOR EXECUTIVE APPOINTMENTS

Preliminary

Only nationals of FFA member countries shall be eligible for appointment as Director-General or Deputy Director-General.

Short-listing of candidates for the Director-General position

At a session of the Committee, an independent agency shall be appointed. The independent agency may comprise of independent consultants or recruitment agencies as deemed appropriate by the Committee. Such independent agency shall have experience in the work of human resource management and knowledge in the work of FFA and CROP agencies.

The function of the appointed independent agency shall be to review the applications received from the Chairman and to draw up a short-list of not more than five candidates for consideration by the Committee. The independent agency shall not rank the candidates in the short-list.

In carrying out its function, the independent agency shall:

- (a) consider each application individually having regard to the core competencies as set out in the Duty Statement; and
- (a) prepare a report for circulation to member countries on each of the shortlisted candidates.

The report of the independent agency shall be sent to the Chairman six weeks after the closing date for applications. The Chairman shall forward a copy of the same to each member country. Member countries may submit to the Chairman comments on the short-list or on the report of the independent agency.

APPENDIX B

FFA DIRECTOR GENERAL DUTY-STATEMENT

Job Title:	Director General
Work Unit:	Executive
Responsible to:	Forum Fisheries Committee through the Chair FFC
Job Purpose:	The Director-General (DG) serves as the leader of the FFA Secretariat and is responsible for its overall performance and management. The DG reports to the Forum Fisheries Committee (FFC) and Forum Leaders. The DG is accountable for ensuring that the Agency fulfils its mission efficiently and effectively. The DG works proactively to facilitate the ongoing and future success of fisheries management and sector to the long-term benefit of the membership.
Updated:	July 2023

FFA Vision and Mission

Vision of the Members of the Pacific Islands Forum Fisheries Agency

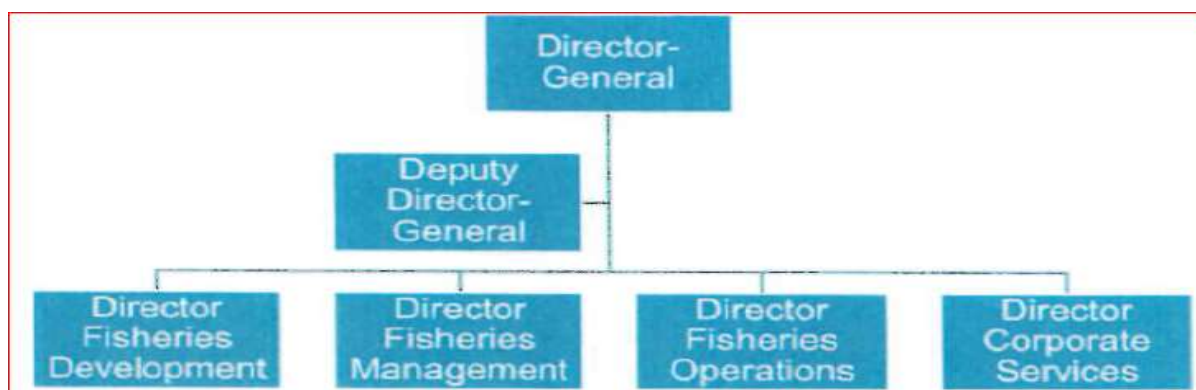
Our people enjoying the greatest possible social and economic benefits from the sustainable use of offshore fisheries resources.

Mission for the Pacific Islands Forum Fisheries Agency

Empowering FFA Members to take collective and national action for the sustainable use of offshore fisheries resources.

FFA Strategic Plan 2020 - 2025

Organisational Context



ACCOUNTABILITIES:

<i>Jobholder is accountable for:</i>	<i>Jobholder is successful when:</i>
<p>KRA 1 - Strategic Leadership and management of the Agency</p> <ol style="list-style-type: none"> a. Maintain the reputation and effectiveness of the FFA, in terms of both regional and international fisheries and related policy sectors b. Provide timely and ethical strategic leadership and direction for the Secretariat c. Lead the Executive Management team in providing effective management and oversight of organisational planning, programme design, work programme and budget implementation, performance monitoring and evaluation and building partnerships to ensure the ongoing success of the Agency. d. Provide guidance and obtain endorsement from the Forum Fisheries Committee, CROP partners and Forum Leaders as required on key strategic issues for the effective and efficient operation and management of the Secretariat e. Welcoming and facilitation independent reviews of the performance of the agency in accordance with instructions from Members. 	<ul style="list-style-type: none"> ● There is effective delivery of agreed Secretariat programs and services within approved budget parameters. ● The Agency responds to current and emerging priorities in the regional and international fisheries sectors, with the Director General harnessing and deploying the Agency’s resources in a timely and effective fashion. ● The strategic direction and leadership of the FFA Secretariat reflects the regional priorities and Leaders’ directives, such as embodied in the Fisheries Taskforce and the Roadmap for Sustainable Pacific Fisheries. ● The work of the Agency meets the expectations of FFC membership including individual member priorities identified within Country Partnership Agreements ● There is clear evident of relevant and effective collaboration with other CROP and sub-regional partners ● The Secretariats financial and administrative processes comply with approved governance procedures and standards and are subject to a process of continuous reform and improvement.
<p>KRA 2 - Strategic Organisational Management and Planning</p> <ol style="list-style-type: none"> a. Provide leadership and management of the medium term and long-term planning as embodied within the Strategic Plan, Business Plan, Annual Work Program and Budget, and implicit within that, the effective management of Staff and Assets; b. Ensure the Agency’s work is structured and delivered to 	<ul style="list-style-type: none"> ● Strategic Plan is referenced and reviewed with Members satisfied with the progress of implementation ● The Business Plan and Annual Work Program and Budget are of high quality and reflect known regional and Member priorities ● All key Corporate Governance policies and publications are delivered in a timely fashion through a process of effective

<p>meet key national requirements identified by Members</p> <ul style="list-style-type: none"> c. Keep up to date with knowledge of strategic management and organisational issues and identify implications and opportunities for the Agency d. Corporate performance management and oversight e. Maintaining the security and integrity of the Agency's and Members data and information resources in accordance with the FFA Information Security Management Scheme. 	<p>consultation and agreement where required</p> <ul style="list-style-type: none"> ● Environmental scans and Member consultations are conducted to inform the development and implementation of medium-term planning and priority-setting ● The work of the Agency ensures that the interests of FFA Members in the regional and international arenas are protected and enhanced ● The Performance of the Agency is efficiently and effectively evaluated, through fit-for-purpose monitoring and evaluation processes. ● Data and information is fit-for-purpose, held securely and accessed efficiently and in accordance with the agreed permission framework
<p>KRA 3 - FFC Meetings and Tuna Fisheries Advocacy</p> <ul style="list-style-type: none"> a. Lead the Agency at FFC and other key fisheries meetings such as within the WCPFC to ensure the effective advancement of key fisheries management issues. b. Advocate strongly for the sustainable management of offshore tuna fisheries resources in all relevant forums c. Represent the Secretariat at other high level regional and international meetings 	<ul style="list-style-type: none"> ● The role of the FFA as a key fisheries management provider is respected and enhanced ● Key regional fisheries management regimes are enhanced through effective FFA participation and/or collaboration with other parties ● Clear and concise policy and technical advice provided to Members individually or collectively ● Members have been briefed to enable their effective participation in deliberations such as the WCPFC, with evidence of success in priority measure agreed within these bodies; ● Members are provided timely advice and management services relating to the operation of the US Tuna Treaty ● Measures to more effectively address IUU are identified, promoted and advanced

<p>KRA 4 - Donor Liaison, Networking and Regional Cooperation</p> <ol style="list-style-type: none"> a. Develop and maintain effective relationships through networking and interaction with other regional organisations, donors and stakeholders b. Lead and oversee donor and country liaison including negotiation and acquisition of funding and Members support for the Secretariats work c. Increase communication of FFA activities in Member countries to both Members and partners 	<ul style="list-style-type: none"> ● Constructive relationships with Members, donors and partners results in increased and/or continuous funding and support ● Effective partnerships are established with relevant national and multilateral funding organisations ● Funding is secured for Secretariat program activities and operations ● FFA activities are effectively communicated to all stakeholders, including through proactive outreach and advocacy and by embracing appropriate IT platforms and processes
<p>KRA 5 - Financial Management of the Organisation</p> <ol style="list-style-type: none"> a. Responsible for the overall financial management of the Secretariat. b. Delivery of the Annual Work Program and Budget, the financial management and related operational activities and asset management c. Setting accounting policies, practices and procedures for all financial management practices required by the FFA Financial Regulations in accordance with generally accepted principles and practice: and d. Preparation of periodic and annual financial statements for the Secretariat 	<ul style="list-style-type: none"> ● Proposed Annual Work Program and Budget document is clearly articulated, accurate and delivered in a timely fashion ● Periodic and annual financial statements reflect the true nature of FFA financial and other assets and meet all internal and external auditing and accounting requirements ● There is clear evidence of program evaluation and matching of available resources to AWPB priorities ● The supervision of FFA finances, assets and liabilities ensures timely and accurate accounting is made to FFC and donors of all transactions involving donor and public moneys or assets/
<p>KRA 6 - Human Resources Management of the Organisation</p> <ol style="list-style-type: none"> a. Individual performance management and oversight, particularly focused on senior managers with effective delegation b. Maintenance of up-to-date HR management practices, Staff Regulations and procedures c. Timely identification and recruitment of key Agency 	<ul style="list-style-type: none"> ● Individual performance management processes are agreed and implemented, with evidence of effective management and delegation to senior managers ● HR policies regulations and processes are up-to-date, regularly reviewed and communicated transparently to all staff ● High calibre staff retained and recruited in a timely fashion

<p>positions and personnel</p> <p>d. An effective training, leadership and skills enhancement regime</p> <p>e. Both Internationally and locally recruited staff work under good conditions, including in respect of OH and S considerations</p>	<ul style="list-style-type: none"> ● Staff have access to and utilise an effective training, leadership and skills enhancement regime ● Evidence of high-performing, motivated and properly remunerated staff with clear understanding of their roles
<p>KRA 7 - Equity and Diversity</p> <p>a. Implementing the FFA’s Gender Equity Framework</p> <p>b. Providing clear leadership and a demonstrated commitment in terms of removing barriers to the effective participation by women in all aspects of the regional tuna fisheries</p> <p>c. Ensuring the FFA’s internal process and procedures do not discriminate against women</p> <p>d. Working with CROP and regional partners to advance gender issues regionally</p> <p>e. Recognising diversity and disability as appropriate within FFA work processes, practices and facilities operations</p>	<ul style="list-style-type: none"> ● Measurable success in the implementation of gender policies both internally and within the membership and industry is evident ● The FFA is assessed to be an equal opportunity employer ● FFA’s gender policies both lead and align to those of counterpart CROP agencies ● All staff express a high degree of confidence in the commitment of the Agency to gender, diversity and broader EEO considerations.

WORK COMPLEXITY

Most challenging duties typically undertaken:

- Leadership and advocacy within complex and contentious policy areas at regional and high-level international fisheries meetings
- Chairing and participation in key regional and internal meetings including the PIF, CROP and other regional processes
- Promoting regional solidarity and collaboration to progress fisheries management and development issues internationally including the WCPFC
- Resolving complex issues where Members have differing views.
- Oversight of a complex program of work with effective delegation to the DDG and Senior Managers
- Leadership of the Executive Management Team
- Consulting with donors and securing long-term resources for the Agency
- Promoting new business models and processes promoting the long term sustainability of the Agency
- Identifying and promoting enhanced governance and accountability for the Agencies operations
- High-level consultation and cooperation with QUADs and other strategic partners
- Overseeing Human Resources management processes and promoting gender equity with the work and internal management of the Agency
- Managing staff security and welfare in a hardship location

FUNCTIONAL RELATIONSHIPS

Key internal and/or external contacts	Nature of the contact most typical
<p><i>External</i></p> <ul style="list-style-type: none"> ● Leaders of Member countries ● Ministers within Member countries ● CROP Executives ● FFC Meeting ● Donor/Partners, including agency heads ● Professional/Scientific organisations ● Regional/International organisations 	<ul style="list-style-type: none"> ● Advice and assistance ● Consultations ● Technical discussions and support ● Collaborative discussions and financial and technical support ● Reporting
<p><i>Internal</i></p> <ul style="list-style-type: none"> ● Executive Management ● Employees in posts advertised internationally ● Employees in posts advertised locally 	<ul style="list-style-type: none"> ● Management and leadership ● Supervision and delegation ● Advice and support

LEVELS OF AUTHORITY

The Jobholder;

- Has decision-making and delegation authority
- After FFC approval of AWPB - Incur commitments and make payments for the purposes for which the expenditure was approved and up to the amounts so approved
- Can sign all Secretariat communication including Funding Agreements with Donors, Circulars to Members, Annual Reports and Employment contracts etc.
- Leads negotiations on behalf of the Secretariat
- Manages and Annual Budget in the order of US\$30million with a permanent staff approaching 100 consisting of both Internationally and Locally recruited staff

PERSON SPECIFICATION

Qualifications

1. Tertiary or post graduate qualification and demonstrated high level expertise and experience in an area of fisheries or others relevant natural resource management, business management, law, government, international relations or another relevant discipline.
2. Only nationals of FFA Member countries shall be eligible for appointment as Director-General. Applicants must receive the endorsement of their Governments. Applications that do not have the endorsement of their Government will not be considered.

Knowledge and experience

3. Demonstrated strategic leadership and extensive management experience at the senior executive level in national or regional Government.
4. Demonstrated ability to successfully undertake similar duties described in the Terms of Reference with substantial relevant experiences in a similar environment.
5. Extensive experience and proven ability to liaise with Government Ministers, high level officials and senior private sector representatives and to advocate effectively on behalf of Member interests.
6. Extensive high level experience and competency in dealing with regional and international institutions and good understanding of the processes and protocols involved
7. The ability to negotiate with donors and development agencies and a sound understanding of donor principles, policies and processes.
8. Excellent written and verbal communication, and a good ability to use relevant Information Technology to do so.

9. Demonstrated understanding of the FFA's strategic environment and the ability to define and articulate a clear vision for the Agency's program of work.

10. Demonstrated commitment to gender and equal employment opportunity, staff development, workplace occupational health and safety, and an unequivocal commitment to ethical business and good governance.

11. Ability and willingness to travel as required

KEY ATTRIBUTES AND SKILLS

The following attributes and skills are required:

- Strategic Leadership
- Strategic Management
- Effective Communication and Consultation
- Diplomacy
- Vision
- Work program planning, budgeting and implementation
- Negotiation and the provision of strategic advice
- Cultural awareness of diverse member representation
- Fisheries Management and Development Principles
- Effective HR management skills

Key Behaviours

Senior employees are measured against the following Key Behaviours as part of Performance Development;

- Leadership
- Commitment/Personal Accountability
- Professional/Technical Expertise
- Teamwork and Delegation
- Customer Focus
- Effective Communications and Relationships