



Request for Proposal (RFP)

Consultancy for Human Resource Review for the APEC Policy Support Unit

Introduction

- A The APEC Secretariat is seeking proposals for the provision of the Services described in *RFP Schedule 1 – Statement of Requirement*.
- B Each Bidder to this RFP is expected to:
- (i) fully inform themselves on all aspects of the work required to be performed;
 - (ii) submit its proposal on the template provided at *RFP Schedule 2 – Proposal*, including the signed Declaration by Bidder at the end of *Schedule 2*; and
 - (iii) submit its proposal in accordance with *RFP Schedule 1 – Statement of Requirement* and with due note of *RFP Schedule 5 – Evaluation Criteria*.
- C Each Bidder, by submitting its proposal, agrees that the proposal is subject to the RFP Schedule 4 – Standard Conditions of Proposal, and agrees to comply with those conditions. Acceptance of a proposal will occur only when a contract is executed. Any Contract will incorporate the APEC policies and guidelines identified in RFP Schedule 3 - Special Conditions of Proposal and the contract at RFP Schedule 6 - Standard Contract Conditions.
- D Bids from contractors based in non-member economies and bids from international organisations may be considered. However, priority is given to suitably qualified tenders from member economies.

Structure of the RFP

The RFP has six parts:

- **Schedule 1: Statement of Requirement**
- **Schedule 2: Proposal Template**
- **Schedule 3: Special Conditions of Project Proposal**
- **Schedule 4: Standard Conditions of Request for Proposal**
- **Schedule 5: Evaluation Criteria**
- **Schedule 6: APEC Standard Contract Conditions**

RFP Schedule 1 – Statement of Requirement

Key Dates and Details

Event	Dates
Closing Time for submission of Proposals	Monday, 29 March 2021 at 11:59 pm, Singapore time
Method to Submit Proposal	Proposals must be submitted in electronic copy, indicating the project title. The Proposal (in PDF format) is to be submitted in the <u>same email message</u> to the Contact Officer (indicated below) by the closing time specified above: Ms Aveline Low, Policy Support Unit (PSU) Email: albh@apec.org Ms Esther Magalingam, Policy Support Unit (PSU) Email: enm@apec.org Proposals lodged in any manner other than as detailed in this paragraph, or are submitted after the deadline shall be deemed to be invalid and may be excluded from consideration.
Contact Officer	Ms Aveline Low Policy Support Unit (PSU) APEC Secretariat, 35 Heng Mui Keng Terrace, Singapore 119616 Email: albh@apec.org
Expected execution date of Contract	26 – 30 April 2021
Date Services are to be completed	The Services are required to be completed on or before 31 October 2021.

The Services

The APEC Secretariat is seeking proposals for the **Consultancy for Human Resource Review for the APEC Policy Support Unit**.

1. Background

In September 2007, APEC Ministers agreed to establish a Policy Support Unit (PSU) attached to the APEC Secretariat. The unit, to be funded by voluntary contributions, was to provide analytical capacity, policy support and assistance in coordinating related capacity building for APEC's trade, investment and economic reform agenda and related economic and technical cooperation activities¹. The underlying aim was to offer the potential for APEC fora to elevate the quality of their deliberations with access to tailor-made analytical work and provide for greater follow-up of initiatives intersessionally.

Implementing the Ministers' agreement to establish the PSU, APEC Senior Officials in March 2008 approved a paper setting out the PSU Governance Arrangements². The governance arrangements provide the foundations for the PSU and set out its structure, functions and processes. Governed by the PSU Board, the PSU commenced operations in August 2008 with the appointment of the first PSU Director. Among the first tasks was to recruit staff for the unit and prepare its first work program. As it began to grow and take on more work, the PSU engaged a consultancy to develop a staff management framework to guide the PSU's staff management policies. Completed in February 2009, it provided a recommended framework to recruit, manage, remunerate and develop staff in the unit³. The framework consists of these five elements: 1) a structure for the PSU, 2) a remuneration framework, 3) a capability profile outlining the key characteristics required of the PSU staff, 4) a set of work level descriptions outlining the key requirements of work in the PSU, and 5) a performance management approach.

Operationalizing the PSU with the 2007 APEC Ministers' Statement and PSU Governance Arrangements as the basis mean that the setup of the PSU is unique from the APEC Secretariat. Unlike the Secretariat, the PSU is funded by voluntary financial contributions from APEC economies. The PSU is governed by the PSU Board made up of immediate past, current and incoming APEC host economies, and APEC economies who provided contributions to the PSU. The PSU used to operate with a renewable mandate but as of 1 January 2018 it is granted an ongoing mandate on the premise it has the financial resources to continue operations. The PSU Governance Arrangements also spell out the staffing and terms of employment for the PSU, specifically the following:

- [45] The PSU's staff will be based at the APEC Secretariat in Singapore and will be employed for fixed terms under professional employment contracts (i.e. not employed permanently).
- [46] Staff will be hired at internationally competitive rates.
- [48] Candidates will be citizens of APEC member economies. The objective of the recruitment process will be to employ the best person for the vacancies available, regardless of nationality. There is no need to have a quota system.
- [49] Government, IFI and academic experience will be highly regarded.

In line with the Governance Arrangements, the PSU recruits professional staff with specialized research and technical expertise, international exposure, and without government affiliations to ensure that it is able to fulfil its core function of providing analytical capacity and policy support to APEC economies without prejudice and objectively. In fact, APEC groups identified ensuring objectivity and neutrality as the top operational priority for the PSU in a survey conducted during the mid-term review in 2017, followed by maintaining the quality and accuracy of research, and building and retaining staff capability⁴.

¹ 2007 APEC Ministerial Meeting Statement, available at: https://www.apec.org/Meeting-Papers/Annual-Ministerial-Meetings/2007/2007_amm

² PSU Governance Arrangements, available at: <https://www.apec.org/-/media/Files/AboutUs/PolicySupportUnit/PSU-Governance-Arrangements-adopted-SOMI-2018.pdf>

³ Report on Staff Management Framework for APEC Policy Support Unit, 16 February 2009

⁴ Final Report on Mid-term Review of the APEC Policy Support Unit (10 May 2017)

The PSU currently has 12 staff in 7 positions, namely: Director (1), Senior Analyst (2), Analyst (2), Researcher (4), Policy Advisor (1), Administrative Executive (1), and Administrative Assistant (1). Its core output is research and policy products, with collaboration with international/regional organizations and dissemination as the enabling outputs. The products are in the form of: research reports; periodic reports, policy briefs and issues papers; assessment of progress in the implementation of APEC initiatives; and technical assistance or support. In 2019 the PSU produced 20 reports, policy briefs and other publications, and it exceeded that number in 2020 especially since it has stepped up work in response to the COVID-19 pandemic. The PSU has also been requested to provide technical support in various APEC initiatives. With increasing demands from APEC groups and resource limitations, the PSU in recent years has started to look into prioritizing its work program.

The PSU has evolved over the years – it has become more established as a unit, more entrenched in the APEC process, and was granted an ongoing mandate in recognition of its role in the APEC process. It is hence timely to review the human resource (HR) framework that was developed as part of the Staff Management Framework in 2009 as well as the PSU staff performance policy. The review was requested by the PSU Board whose role is to provide effective guidance and direction to the PSU.

2. Objectives of the Project

The aim of the review is to ensure that the PSU's policies and processes in the area of HR, including remuneration and performance appraisal, are robust and transparent, in line with market practices. This will help to uphold the PSU by attracting and retaining a team of professional staff and promote organizational effectiveness. As the majority of the staff contracts are issued by the APEC Secretariat, its policies should where applicable and appropriate be aligned with the Secretariat. This supports the vision of the PSU being recognized as an integral part of the APEC architecture and a highly respected source of policy research and analysis.

The objectives are to benchmark the PSU's remuneration package against equivalent international/regional organizations that have functions of economic policy research and analysis; analyze the PSU's current remuneration framework; and provide recommendations for the PSU's remuneration framework and remuneration package to ensure they remain competitive. The related human resource policy frameworks such as PSU staff performance and staff development policy will also be reviewed.

3. Scope of Services

3.1 Description of Services

The Consultant must adopt a transparent, inclusive, and participatory approach to the review, and will be required to:

1. Review and analyze the following HR policies and processes to ensure alignment with PSU's vision, mission, objectives and operating context: (i) job descriptions and scope of the positions in the PSU; (ii) remuneration package for international and local positions (salary, bonus, benefits); (iii) mechanism of remuneration framework (including but not limited to salary scale and range; criteria for awarding bonus, annual increment and promotion); and (iv) staff performance policy as it relates to the award of bonus and annual increment as well as the link to staff development.
2. Suggest international/regional organizations of equivalent size to the PSU to be referenced as comparator organizations in the HR review. If larger entities are referred to, then their relevant research offices could be considered. Some examples of such organizations with departments for economic policy and research functions include⁵: (smaller scale with 50 or less staff) Asian Development Bank Institute (ADBI), ASEAN+3 Macroeconomic Research Office (AMRO), Economic Research Institute for ASEAN and East Asia (ERIA); and (bigger scale) ASEAN Secretariat, Asian Development Bank (ADB), Organisation for Economic Co-operation and Development (OECD), Inter-American Development Bank (IDB), World Bank, World Trade Organization (WTO) and the United Nations (UN). The list shall be subject to approval by the PSU Board.

⁵ These examples are taken from the document on "Background Note on Funding Models of Other Economic Research Entities" that was prepared for the 30th PSU Board Meeting, Port Moresby, 20 May 2018 (2018/SOM2/PSU/BM30/003).

3. Collect the following HR policies and processes from the comparator organizations: (i) job descriptions of the positions for the purpose of matching those in the PSU; (ii) remuneration framework and package of the positions, including salary scale; (iii) performance appraisal and staff development; and (iv) other relevant information as required; and assess PSU's current remuneration framework and package against the comparator organizations.
4. Propose recommendations for the PSU's HR policies and processes, including remuneration package and the related human resource policy frameworks such as staff performance and staff development to ensure they remain competitive and promote organizational effectiveness consistent with the vision, mission and objectives of the PSU.

In the course of fulfilling the above, the Consultant will be expected to:

1. Undertake consultations with key stakeholders including but not limited to the PSU Board, PSU, and APEC Secretariat, and ensuring integrity, impartiality and inclusiveness throughout the process.
2. Conduct a desk based analysis of key documentation (see section 3.5 on additional requirements) and available secondary information.
3. Conduct a review, survey or interviews with comparator organizations for purposes of reviewing the PSU's current HR policies and processes, including remuneration framework and package, and matching job descriptions to facilitate accurate determination of salary levels for various positions.
4. Ensure that multiple credible data sources are used and that data are properly aggregated or weighted in salary benchmarking.
5. Prepare a report documenting the review process, findings, and recommendations.
6. Brief or present to various stakeholders during the key stages of the review, either virtually or in person.

In relation to the tasks outlined above, the Consultant will be required to clearly indicate how they plan to conduct the review in their proposal, including job evaluation, data sources, methodology, and approach to obtain information from comparator organizations.

3.2 Expected Outputs and Timelines

The Consultant will be required to produce the following outputs:

1. Inception Report – containing information on the approach, data sources, and methodology to conduct the review, including a list of suggested international/regional organizations to be referenced as comparator organizations in the HR review; steps to ensure integrity, impartiality and inclusiveness of the review process; a work plan with the proposed timeline; and a proposed structure of the final report.
2. Draft Report – incorporating findings and analysis from the desk based analysis and outcomes of review, survey or interviews with comparator organizations and consultations with various stakeholders, including proposed recommendations.
3. Final Report – incorporating comments and feedback on the draft report from the PSU Board, PSU and other reviewers. The Final Report will contain sections on executive summary, methodology, findings, and recommendations.
4. Presentations – presenting the approach, methodology and work plan, progress, findings, and recommendations to various stakeholders during the key stages of the review, either virtually or in person. Presentations at up to three virtual APEC meetings can be expected. This does not include consultations or briefings the Consultant may propose to ensure a transparent, inclusive, and participatory approach to the review. The time involved in preparing for and making such presentations will be considered part of the Consultant's commitment to the project and will not be separately compensated.

The timeline for the deliverables is as follows:

Tasks	Delivery Date
Commencement of project	3 - 7 May 2021
Submission of Inception Report	17 - 21 May 2021
Submission of Draft Report	16 – 20 August 2021
Submission of Final Report	20 – 24 September 2021
Presentation at APEC meetings	To be advised
Note: The above schedule is indicative. The timeline may be adjusted subject to discussion with the PSU.	

3.3 Expected Milestone Payments Schedule

#	Services	Format	Quantity	Means of Verification	Due Date	Payment Due (in SGD, inclusive of taxes)
1	Submission of Inception Report	Electronic copy in MS Word	One electronic copy	Written acceptance from PSU Project Lead for submission of Inception Report	17 - 21 May 2021	20%
2	Submission of Draft Report	Electronic copy in MS Word	One electronic copy	Written acceptance from PSU Project Lead for submission of Draft Report	16 – 20 August 2021	50%
3	Submission of Final Report	Electronic copy in MS Word	One electronic copy	Written acceptance from PSU Project Lead for submission of Final Report	20 – 24 September 2021	30%
4	Presentations at APEC meetings	Electronic copies in MS Powerpoint and presentations	Electronic copies	Written acknowledgement from PSU Project Lead for presentations	Dates to be advised	-

The Consultant is required to prepare a detailed itemized budget in submitting their proposal, including a specification of:

- Consultancy fees, with unit cost and the number of days proposed to be devoted to the review
- Administrative support charges.

Proposal costs are to be presented in Singapore Dollars and should not exceed SGD 60,000. Proposals above this amount which can provide a detailed justification for a higher cost approach and evidence to demonstrate value for money will not be excluded.

Proposals should also clearly indicate how the Consultant is planning to conduct the review, including job evaluation, data sources, methodology, and approach to obtain information from comparator organizations.

Responses to the Request for Proposal (RFP) will be considered on the basis of the quality of the proposal submitted as measured by the likelihood of it meeting the objectives and that the projected cost and quality of output represent value for money.

3.4 Qualifications of Bidder

The Consultant will need to provide evidence of the ability and experience to undertake the specified scope of work in this RFP, including possessing:

- Proven experience in leading and conducting HR review, and developing effective HR policies and processes, including remuneration and benefits, performance appraisal and staff development systems for international/regional organizations

- Proven experience in leading and conducting reviews of HR policies and practices, organizational development, and management and governance effectiveness at an international level will be an advantage
- Experience working with international/regional organizations and international financial institutions
- Familiar with international best practices for HR policies in international/regional organizations and international financial institutions
- Strong ethics and commitment to integrity and independence
- Good interviewing and interpersonal skills
- Excellent writing and analytical skills with fluency in written and spoken English
- Ability and commitment to deliver the expected results on time and within budget.

[Please also refer to RFP Schedule 5 – Evaluation Criteria]

3.5 Additional Requirements

Reference documents to the project include, but are not limited to the following documents:

1. PSU Governance Arrangements
http://www.apec.org/~media/Files/AboutUs/PolicySupportUnit/PSUGovernanceArrangements_SOM1_2013.doc
2. PSU Annual Reports, annually from 2008 to 2019
<http://www.apec.org/About-Us/Policy-Support-Unit/PSU-Governance.aspx>
3. PSU Research Outcomes (2008 – 2019) and PSU Work Program (2019 – 2020)
<https://www.apec.org/About-Us/Policy-Support-Unit/PSU-Research-Focus>
4. Final Report on PSU Mid-term Review of the PSU (10 May 2017) (available when contracted)
5. PSU Assessment, annually from 2013 to 2020 (available when contracted)
6. PSU Research Plan (available when contracted)
7. Report on Staff Management Framework for PSU (16 February 2009) (available when contracted)
8. APEC Secretariat Training Needs Analysis (November 2019) (available when contracted)
9. APEC Secretariat Human Resources Review (2020) (available when contracted)
10. Other documents and data relevant to the consultancy including the APEC Secretariat Staff Handbook (available when contracted)

3.6 Reports

Reports must be prepared in accordance with the Guidebook on APEC Projects, APEC Publication Guidelines, and APEC Branding Manual. Reports submitted to the APEC Secretariat must not require any further copy-editing and will be presented in a level of English fit for publication. Reports must be certified by the PSU Project Lead and endorsed by the relevant APEC Working Group or Steering Committee.

3.7 Reporting and Coordination Arrangements

The PSU will issue the tender and select the Consultant in consultation with the Chair of the PSU Board for the Board's approval. The Consultant will be engaged on the basis of this RFP and terms and conditions negotiated, as approved by the PSU Board. The PSU Board will provide management and have oversight over the review process with the PSU providing management support to the process.

The Consultant is expected to work independently; be transparent and accountable in determining the HR policies and processes, salary benchmarking process including the data sources and methodology; demonstrate objectivity in arriving at the findings and recommendations; and demonstrate integrity, impartiality and inclusiveness throughout the review process.

It is expected that the Consultant will liaise with a range of stakeholders in the course of conducting the review, including APEC stakeholders (e.g., the PSU Board, PSU, and APEC Secretariat) and non-APEC stakeholders (e.g., external organizations). The PSU will provide coordination support for communications with APEC stakeholders.

4. Payment

- 4.1 Subject to the satisfactory completion of the Services, the APEC Secretariat shall pay the selected Contractor **up to SGD 60,000 (Singapore Dollars Sixty Thousand)** according to the Milestone Payments Schedule identified above at Clause 3.3. Any payment is inclusive of any Goods and Services Tax (GST) and bank charges levied by the selected Contractor's agent and/or beneficiary banks for remittances made to the selected Contractor's bank account. The Bidder is required to prepare a detailed itemised budget in submitting their proposal, including consultancy fees and administrative support charges, with unit cost and the number of hours/days proposed to be devoted to the project.
- 4.2 The APEC Secretariat shall make payment on Contractor Fee according to the Milestone Payments Schedule identified above at Clause 3.3 and/or as soon as practicable after approving the Milestone and receiving the appropriate invoices and accompanying supporting documentation from the selected Contractor. The selected Contractor must complete the Services by **31 October 2021**.

RFP Schedule 2 – Proposal Template (to insert company logo)

Instructions to assist Bidders to complete their proposal have been included as white text on a black background.

Instruction to Bidders:

Ensure your response covers off on the evaluation criteria identified in Schedule 5 - Evaluation Criteria.

Bidder's Details

Full legal name and postal address:

Business registration number (if applicable):

Contact Officer

For all matters relating to this RFP, the Bidder's Contact Officer will be:

Name/position title:

Telephone

Mobile:

Email:

Contract Manager

Instruction to Bidders:

Bidders should provide the requested details of the person who is the Bidder's proposed Contract Manager, responsible for general liaison and accepting and issuing any written notices under the contract, if a contract is awarded.

Name/position title:

Telephone:

Mobile:

Email:

Bidder's Proposal

Instruction to Bidders:

Bidders should describe how they will meet the requirements set out in Schedule 1. Include Method and Workplan.

Proven Capacity

Statement of Skills and Experience

Instruction to Bidders:

Bidders should provide evidence of their skills and experience in providing the Services. Give evidence of why you/your company/your team members are most capable to deliver the Services. Ensure this responds to the requirements of this project, identified in Schedule 1 "the Services".

Specified Personnel

Instruction to Bidders:

List who will do what. Attach CVs where appropriate. Note that any fees shown in this table form part of the pricing itemised budget below – they are not additional. If no Specified Personnel insert “Not applicable”.

Name	Position/Role	Rate (\$SGD, inclusive of taxes)	Anticipated Time	Total for Person
Total (inclusive of tax)				\$SGD

Subcontractors

Instruction to Bidders:

Bidders must provide (in the form of the table below) details of any subcontractors that the Bidder proposes to engage to deliver the Services and an explanation for using subcontractors. If no subcontractors will be used insert “Not applicable”.

Proposed subcontractor (full legal name)	Scope of services to be subcontracted and technical significance	Fees and associated expenses (inclusive of tax)

Pricing

1. Itemised budget (all pricing must be inclusive of taxes)

Instruction to Bidders:

Prepare a detailed itemised budget in your proposal, including specification of:

- Consultancy fees and administrative support charges, with unit cost and the number of hours/days proposed to be devoted to the project;

If there are reimbursable items in your proposal (if stated in the RFP Schedule 1), refer to the Guidebook on APEC Projects that sets out guidelines for reimbursable items.

Conflict of Interest

Instruction to Bidders:

This is a mandatory field, a response is required. If there is no conflict of interest then state that. If a real or perceived conflict of interest exists with the submission of a proposal, or would exist if the Bidder entered into a contract with the APEC Secretariat for the Services in this proposal, full details should be included here. Detail a plan to manage the conflict of interest.

Standards and Best Practice

Instruction to Bidders:

If there was a requirement in Schedule 1, you must respond here.

Bidders must complete and sign a Declaration in the form presented below.

Declaration by Bidder

The Bidder proposes to provide the Services described in *Schedule 1* to the RFP (*Statement of Requirement*) on the following terms:

- the RFP Schedule 1 - Statement of Requirement;
- the proposal is submitted according to Schedule 2 – Proposal Template;
- the RFP Schedule 3 – Special Conditions of Proposal;
- the RFP Schedule 4 - Standard Conditions of Request for Proposal; and
- the APEC Standard Contract Conditions described at RFP Schedule 6.

These documents collectively comprise the Bidder's **"Proposal"**.

The Proposal

The Bidder agrees to enter into a contract to provide the Services in accordance with its Proposal in the form of the *Standard Contract* at Schedule 6 of this RFP which incorporates by reference APEC Terms and Conditions of Contract, and in accordance with APEC Guidelines referenced in RFP Schedule 3.

The Bidder agrees that the APEC Secretariat may accept or decline the Bidder's Proposal at its discretion. No commitment or contract exists until a contract in the form of the *Standard Contract* is executed by both parties.

The Bidder agrees that participation in any stage of the RFP process is at the Bidder's sole risk and cost.

Conflict of Interest

At the time of submitting a proposal, the Bidder agrees there is no conflict of interest (real or perceived) unless specifically and clearly identified in their proposal (see Schedule 2, under heading Additional Information) with a recommended plan to manage the conflict of interest.

The Bidder agrees to notify the APEC Secretariat immediately if an actual or potential conflict of interest arises.

..... Signatory's printed name:	 Signatory's signature:
..... Signatory's Position	 Date
..... Signatory's Phone Number	 Signatory's Email Address

RFP Schedule 3 – Special Conditions of Proposal

1. APEC POLICIES

Bidders should familiarise themselves with APEC Policies, Guidebooks and Guidelines as they are all applicable to the management and delivery of APEC projects:

- (a) Guidebook on APEC Projects;
- (b) APEC Branding Manual; and
- (c) APEC Publications Guidelines.

These Policies describe APEC's approach to contracting activities, expectations of team members and contractors, and state specific requirements for use of APEC logo, branding and APEC nomenclature and other publishing requirements. Bidders are encouraged to access and inform themselves of this set of guidelines which are available on APEC's internet site at <http://www.apec.org/en/About-Us/About-APEC/Policies-and-Procedures.aspx>.

RFP Schedule 4 – Standard Conditions of Request for Proposal

1. GENERAL

Bidders should submit proposals in the format provided at RFP Schedule 2 - Proposal Template, in response to the requirements stated in RFP Schedule 1. Proposals must be provided in English and with prices quoted in Singapore Dollars.

2. APEC SECRETARIAT'S RIGHT TO DECLINE

The APEC Secretariat, at its discretion, may discontinue the RFP; decline to accept any proposal; decline to issue any contract; or satisfy its requirement separately from the RFP process.

3. CHANGES TO REQUEST FOR PROPOSALS

The APEC Secretariat may, at its discretion, vary the Request for Proposals before the Closing Time. Changes will be posted on the APEC website as a Revision, beside the original RFP. The Bidder is encouraged to regularly monitor the APEC website to ensure they access any Revisions that may be released.

4. CONTRACT

If the Proposal of the Bidder is accepted by the APEC Secretariat, the Bidder shall execute a contract in a standard form ("the Contract") within the time period specified by the APEC Secretariat. See Standard Contract Conditions at RFP Schedule 6, which will form part of the Contract.

5. LODGEMENT

5.1 All documentation submitted as part of the Proposal must be in English.

5.2 Bidders are required to include all information specified in this RFP in their Proposal. Bidders accept that their failure to provide all information required, in the format specified may result in their Proposal being considered as a non-conforming Proposal and liable to rejection.

6. EVALUATION OF PROPOSALS

6.1 The evaluation panel will evaluate proposals to determine best value for money outcome. The panel will consist of members appointed at the APEC Secretariat's discretion.

6.2 The criteria for evaluation will be assessed according to the criteria outlined at Schedule 5 - Evaluation Criteria.

7. FINANCIAL INFORMATION

If requested by APEC Secretariat, the Bidder must be able to demonstrate its financial stability and its ability to remain viable as a provider of the Services over the term of any agreement.

8. REFERENCES

As part of the evaluation of proposal process, the APEC Secretariat, at its discretion, may request from the Bidder information on past projects/experience claimed in the Bidder's proposal, including contact details for referees.

9. NO CONTRACT OR UNDERTAKING

Nothing in this RFP will be construed to create any binding contract (express or implied) between APEC Secretariat and any Bidder until a written Contract, if any, is entered into by the parties.

10. BIDDERS ACKNOWLEDGEMENT

10.1 The Bidder acknowledges by lodging a Proposal that it accepts the terms of this RFP Standard Conditions of Request for Proposal, the Special Conditions of Proposal and the APEC Standard Contract Conditions.

10.2 A Proposal is submitted on the basis that the Bidder:

- (a) has examined this RFP and any other documents referenced or referred to herein, and any other information made available in writing by APEC Secretariat to Bidders for the purposes of submitting a Proposal; and
- (b) has sought and examined all necessary information which is obtainable by making reasonable enquiries relevant to the risks, contingencies and other circumstances having effect on its Proposal.

11. CONFLICT OF INTEREST

11.1 Conflict of interest can be defined as any situation in which an individual or organisation is in a position to exploit his/her professional or official capacity in some way for personal or corporate benefit.

11.2 Bidders must identify in their Declaration by Bidder:

- (a) any actual or potential conflict of interest; and
- (b) the procedures they intend to implement for dealing with, any actual or potential conflicts of interest, which may arise in connection with the submission of their Proposal or the conduct of the Services in a Contract, as described in this RFP. Bidders should include details of any known circumstances that may give rise to either an actual or potential conflict of interest in relation to the project.

11.3 Bidders must notify the APEC Secretariat immediately if any actual, potential or perceived conflict of interest arises after submission of a proposal (a perceived conflict of interest is one in which a reasonable person would think that the person's judgement and/or actions are likely to be compromised).

11.4 If any actual or potential conflicts of interest arise for a Bidder, the APEC Secretariat may:

- (a) enter into discussions to seek to resolve such conflict of interest;
- (b) disregard the Proposal submitted by such a Bidder; or
- (c) take any other action that APEC considers appropriate.

12. INSURANCE

The Bidder must ensure that it and its subcontractors maintain insurance policies relevant to the delivery of Services identified in this RFP, in the event that the Bidder is awarded the contract.

13. CLARIFICATION

APEC reserves the right to seek clarification or additional information from any Bidder related to their proposal.

RFP Schedule 5 – Evaluation Criteria

EVALUATION CRITERIA

1. The Evaluation Criteria detailed in this clause apply to this Proposal, and the Bidder's response to them:

(a) **THE ORGANISATION OR CONSULTANT:**

- Demonstrated experience in undertaking similar consultancy or work as described in the Services in RFP Schedule 1.
- Demonstrated ability and experience as described in section 3.4 on qualifications of bidder.
- Demonstrated ability to provide adequate management and support to deliver the Services.
- Evidence of the capacity to deliver high quality projects on time and within budget.

(b) **APPROACH TO THE SERVICES:**

- Demonstrated appreciation of the key issues and risks to achieve the objectives as outlined in the RFP.
- Appropriate methodology and work plan to fulfil the objectives of the Services in the specified timeframes.

(c) **SKILLS:**

- Proven analytical, interviewing and interpersonal skills in past projects.
- Proven report writing skills in English for non-technical audience.

(d) **EXPERIENCE WITH APEC ECONOMIES AND INTERNATIONAL / REGIONAL ORGANIZATIONS:**

Demonstrated experience working with APEC member economies. Experience working with or familiarity with international best practices for HR policies in international/regional organizations and international financial institutions.

(e) **PROPOSAL COST:**

Appropriate qualifications, experience and skills of personnel and team balance to implement the Services.

RFP Schedule 6 – APEC Standard Contract Conditions

THE APEC SECRETARIAT AND THE CONTRACTOR AGREE TO THE FOLLOWING:

SPECIAL CONDITIONS

1. Scope of Services

1.1 Description of Services
(Hereinafter referred to as “the Services”)

1.2 Expected Outputs and Timelines

Milestone Payments Schedule

#	Services	Format	Quantity	Means of Verification	Due Date	Payment Due (in SGD, inclusive of taxes)
1	<i>E.g. Submission of workshop final Report for publication</i>	<i>E.g. electronic/hard copy in MS Word; publication-ready</i>	<i>E.g. One electronic copy</i>	<i>E.g. Written acceptance and certification from PSU Project Lead for submission of report.</i>		
2	<i>E.g. Completion of Pre-Workshop Survey</i>		<i>E.g. One survey per member economy</i>	<i>E.g. Written acceptance and certification from PSU Project Lead for completion of pre-workshop survey.</i>		

1.3 Reports must be prepared in accordance with the Guidebook on APEC Projects, APEC Publication Guidelines, and APEC Branding Manual. Reports submitted to the APEC Secretariat must not require any further copy-editing and will be presented in a level of English fit for publication. Reports must be certified by the PSU Project Lead and endorsed by the relevant APEC Working Group or Steering Committee.

1.4 Additional Requirements

In signing this Contract, both parties acknowledge that the annual APEC calendar of events will be impacted by economy-level and international responses to the COVID-19 pandemic. Such impacts may include, but are not restricted to, the possible deferment or cancellation of APEC face-to-face, virtual or remote-accessed meetings, possible limited attendance at APEC events, and the reprioritization of resources towards COVID-19 programs in some economies. These measures may impact on the timeline of the project and may necessitate alterations to the Due Dates in associated contracts, such as this one. As such, both parties acknowledge that variations to the Milestone Payments Schedule, Duration and Phasing and other timelines in the Contract may be required in order to ensure full and complete delivery of the Scope of Services.

2. Payment

2.1 Subject to the satisfactory completion of the Services, the APEC Secretariat shall pay the Contractor up to SGD [Insert amount] [Singapore Dollars (Insert amount in words)] according to the Milestone Payments Schedule identified above at Clause 1.2. Any payment is inclusive of any Goods and Services Tax (GST) and bank charges levied by the Contractor's agent and/or beneficiary banks for remittances made to the Contractor's bank account.

- 2.2 The APEC Secretariat shall make payment on Contractor Fee according to the Milestone Payment Schedule identified above at Clause 1.2 and/or as soon as practicable after approving the Milestone and receiving the appropriate invoices and accompanying supporting documentation from the Contractor. The Contractor must complete the Services by [Insert Date].
- 2.3 Without prejudice to Clause 31, the point of contact for the APEC Secretariat for this Contract shall be [insert name of PSU Project Lead in charge.]

STANDARD CONDITIONS

3. PARTIES

- 3.1 The Parties to this contract are the APEC Secretariat and the Contractor.

4. INVOICES

- 4.1 The Contractor shall submit certified invoices to the APEC Secretariat to claim payment for Milestones and approved Reimbursement cost items. Original or electronic copies of the invoices may be submitted. The invoices must be accompanied by all supporting documentation as set forth in the Guidebook on APEC Projects (the Guidebook) as varied from time to time.
- 4.2 Invoices shall include the following information:
- 4.2.1 full name and number of project;
 - 4.2.2 name of Contractor;
 - 4.2.3 invoice date and invoice number;
 - 4.2.4 description of services provided and associated dates;
 - 4.2.5 charges and payments for previous invoices;
 - 4.2.6 charges for billing period;
 - 4.2.7 detailed banking instruction which includes the bank name, branch name, bank SWIFT code, account holder's name and number;
 - 4.2.8 billing by company/organisation rather than individual requires the official letter head of the company/organisation;
 - 4.2.9 a signed statement by the Contractor that the services have been performed in accordance with the terms and conditions of this Contract, and the costs being billed are true and correct and have not been previously paid; and
 - 4.2.10 the invoice should be accompanied by an endorsement by the PSU Project Lead that the services have been satisfactorily completed.
- 4.3 Requirements for seeking reimbursement of approved reimbursable items include:
- 4.3.1 Providing the APEC Secretariat with airfare invoice and e-ticket receipt.
 - 4.3.2 Per Diems do not need to be acquitted however the Contractor shall only claim per diem in accordance with the rules set out in the Guidebook, and the claim must be accompanied by written confirmation from the PSU Project Lead. To claim reimbursement for workshop expert's or participant's travel and per diem, confirmation that each claimant attended the event each day and is therefore eligible for daily per diem is required. An attendance sheet signed by each claimant is recommended.

5 APEC SPECIFIC POLICIES AND PROCEDURES

- 5.1 The Contractor shall complete the Services in accordance with the requirements of the APEC Publication Guidelines, APEC Branding Manual and the Guidebook on APEC Projects, as found in the Policies and Procedures section on the APEC website.

6 EXAMINATION OF RECORDS

- 6.1 Upon request, the Contractor shall provide the APEC Secretariat or its designated entities/persons with access to any materials relevant to the Contract, including the following:
- 6.1.1 electronic documents;
 - 6.1.2 financial books;
 - 6.1.3 documents;
 - 6.1.4 papers; and
 - 6.1.5 other records which document transactions related to the Contract.
- 6.2 The Contractor's obligation to provide access commences from the date on which the Contract is made and continues for a period of three (3) years following the completion of the Services.

7 ASSIGNMENT

- 7.1 The Contract is intended to cover a relationship between the Parties only. The Contractor shall not assign, delegate, sub-contract, mortgage, charge or otherwise transfer the Contract or any interest or benefit arising out of, or in connection with, the Contract to a third party without the prior written approval of the APEC Secretariat.

8 CHANGES TO CONTRACT

- 8.1 The APEC Secretariat and the Contractor may change the terms of the Contract by written agreement only.

9 CONTRACTOR LIABILITY FOR PERSONAL INJURY AND/OR PROPERTY DAMAGE

- 9.1 If the Contractor, its employees, agents or contractors directly or indirectly causes any loss or damage to person or property during the performance of the Contract, the Contractor will bear all liability on behalf of the APEC Secretariat. If someone makes a claim against the APEC Secretariat (whether during or after the completion and/or termination of the Contract) for any loss or damage to person or property directly or indirectly caused by the Contractor, its employees, agents or contractors during the performance of the Contract, the Contractor must indemnify and hold the APEC Secretariat harmless from and against any and all loss, damage or liability, whether criminal or civil, suffered by the APEC Secretariat in connection therewith and reimburse the APEC Secretariat for any costs it has incurred in connection therewith (including actual legal costs on a full indemnity basis) whether during or after the completion and/or termination of the Contract.
- 9.2 For the purpose of Clause 9.1, "claim" shall mean all demands, claims and liabilities (whether criminal or civil, in contract, tort or otherwise) for losses, damages, legal costs and other expenses of any nature whatsoever and all costs and expenses (including without limitation legal costs) incurred in connection therewith.

10 DEFAULT

- 10.1 A Default is anything the APEC Secretariat considers to be a significant breach of the Contract including:
- 10.1.1 failure to perform an obligation under the Contract within the agreed time; or
 - 10.1.2 failure to deliver outputs of satisfactory capability, quality or reliability.
- 10.2 In the event of a Default by the Contractor, the APEC Secretariat shall write to the Contractor setting out the Default and the time by when the Contractor must fix it. If the Contractor fails to fix the Default within the time specified, the APEC Secretariat may immediately terminate the Contract by issuing a written Notice of Termination to the Contractor.
- 10.3 Termination under this clause does not affect the rights and/or remedies either party may have accumulated up to the date of termination including the rights and/or remedies the APEC Secretariat may have in relation to the Default.

11 RIGHTS IN DATA

- 11.1 If intellectual property or confidential information is required to enable the Contractor to provide the Services, the Contractor shall be solely responsible for obtaining approvals for the use of any intellectual property and/or confidential information that belongs to anyone else (i.e. third parties).
- 11.2 The APEC Secretariat shall own all intellectual property and confidential information that it creates in relation to the Services. The APEC Secretariat shall own all intellectual property and confidential information that the Contractor creates as a result of performing the Services. In particular, the APEC Secretariat shall own the following:
- 11.2.1 all data resulting from performance of the Contract, regardless of its form, format, or media;
 - 11.2.2 all data (other than that owned by third parties) used in performing the Contract regardless of its form, format, or media;

- 11.2.3 all data delivered under the Contract making up manuals or instructional and training materials;
 - 11.2.4 all processes provided for use under the Contract; and
 - 11.2.5 all any other data delivered under the Contract.
- 11.3 If the Contractor wishes to use the intellectual property and/or confidential information (mentioned in Clause 11.2 above) for purposes that are not in relation to the performance of the Services, it must obtain prior written consent from the APEC Secretariat.
- 11.4 The Contractor consents to the APEC Secretariat's use of the Contractor's own intellectual property and/or confidential information if the APEC Secretariat requires the Contractor's own intellectual property and/or confidential information to use the Services.
- 11.5 The Contractor shall protect all intellectual property and/or confidential information belonging to the APEC Secretariat vigorously to the extent permissible by law. If the Contractor has a reasonable suspicion that there has been any event that infringes the rights of the APEC Secretariat in relation to its intellectual property and/or confidential information, it will inform the APEC Secretariat immediately in writing.

12 CONFLICT OF INTEREST

- 12.1 The Contractor warrants, agrees and undertakes that neither it nor its employees, servants and/or agents has any arrangement, interest, activity, or relationship that could impair the Contractor's ability to act impartially and effectively in the delivery of the Services as required by this Contract.
- 12.2 The Contractor shall exercise its responsibility in the best interests of the APEC Secretariat and shall not engage in any activities that would conflict with this Contract.
- 12.3 If the Contractor becomes aware of any actual or potential conflict of interest as defined in Clause 12.1 and 12.2 above, the Contractor shall immediately notify the APEC Secretariat in writing of (i) any such actual or potential conflict of interest and (ii) the procedures it intends to implement to resolve any such actual or potential conflict of interest.
- 12.4 The APEC Secretariat may suspend the Services, terminate the Contract or take any other actions that the APEC Secretariat considers as appropriate in its sole discretion, if any actual or potential conflict of interest as defined in 12.1 and 12.2 above arises. If the APEC Secretariat directs the Contractor to take action(s) to resolve that conflict, the Contractor shall comply with any such direction(s).

13 CONFIDENTIALITY

- 13.1 The Contractor shall not, either during the term of the Contract or after the termination of the Contract, disclose to a third party any information that it may acquire in consequence of this Contract relating to the Services, this Contract or the APEC Secretariat's operations without the prior written consent of the APEC Secretariat.
- 13.2 The Contractor's obligations in Clause 13.1 shall not apply to any information which:
- 13.2.1 is publicly available or becomes publicly available other than by reason of the Contractor's default;
 - 13.2.2 the Contractor is required to disclose by order of a court of competent jurisdiction.
- 13.3 The Contractor shall ensure that its employees, servants and/or agents comply with the provisions of this Clause 13.

14 INSURANCE

- 14.1 The Contractor shall maintain and pay all premiums in respect of an insurance policy or policies relevant to the delivery of the Services with policy limits and provisions conforming to such requirements as the APEC Secretariat may from time to time prescribe and shall ensure that the APEC Secretariat shall be entitled to the benefit of such insurance.

15 SUSPENSION OF SERVICES

- 15.1 The APEC Secretariat may, at any time, give a written order to the Contractor, suspending all, or part, of the Services. The APEC Secretariat has full and sole discretion to decide the length of the suspension. Upon receiving the order, the Contractor must immediately comply with its terms and take all steps necessary to minimize any and all costs resulting from the suspension. The APEC Secretariat and the Contractor shall negotiate any adjustment to the price and/or schedule for completing the Services, which may result from the suspension.

16 TERMINATION BY THE APEC SECRETARIAT

- 16.1 The APEC Secretariat may terminate this Contract, in whole or in part, by issuing a written Notice of Termination. The APEC Secretariat may terminate this Contract without giving any reasons. If this Contract is terminated, the APEC Secretariat and the Contractor shall negotiate the rights, duties, and obligations of the Parties, including but not limited to compensation to the Contractor and/or the APEC Secretariat. Any compensation to the Contractor must not exceed the total value of the Contract, which is set out in Clause 2.1, "Payment" in Special Conditions.
- 16.2 Upon receiving a Notice of Termination, the Contractor shall immediately stop work as specified in the notice, except if directed otherwise by the APEC Secretariat.
- 16.3 Upon receiving a Notice of Termination, the Contractor shall submit a final termination settlement proposal to the APEC Secretariat. The settlement proposal must include a certification from the PSU Project Lead of the actual costs the Contractor has incurred.
- 16.4 If the Contractor fails to submit the termination settlement proposal within seven (7) days from the date of the Notice of Termination, the APEC Secretariat may in its sole discretion determine the amount, if any, due to the Contractor following the termination.
- 16.5 Upon termination of the Contract, subject as provided in this clause and except in respect of any accrued rights, neither Party shall be under any further obligation to the other.
- 16.6 Termination under this clause does not affect the rights and/or remedies which either Party may have accrued or accumulated up to the date of termination of the Contract.

17 LANGUAGE AND NOMENCLATURE

- 17.1 All of the Services, including any drawings, documents, information, correspondence, test reports and similar items must:
- 17.1.1 be in the English language; and
 - 17.1.2 comply with the nomenclature requirements set out in the APEC Publication Guidelines as found in the Policies and Procedures section on the APEC website.

18 INTERPRETATION

- 18.1 Should a dispute about the meaning of any term in the Contract arise, the APEC Secretariat may make a written determination as to the term's meaning. A written determination made under this clause shall be final and conclusive between the Parties.

19 LAW & JURISDICTION

The laws of the Republic of Singapore govern this Contract. The Parties to the Contract agree to submit to the non-exclusive jurisdiction of the Courts of the Republic of Singapore.

20 COMMUNICATIONS

- 20.1 All communications relating to this Contract shall be in writing and may be delivered:
- 20.1.1 personally;
 - 20.1.2 by prepaid registered post with recorded delivery to one of the addresses listed at the beginning of this Contract (as relevant); or
 - 20.1.3 by email.

21 ENTIRE AGREEMENT

- 21.1 This Contract is the entire agreement between the APEC Secretariat and the Contractor in relation to the matters set out in this Contract. No other terms and conditions may be included or implied. Any warranty, representation, guarantee or other term or condition not contained in this Contract has no effect.

22 ILLEGALITY AND SEVERABILITY

- 22.1 If any provisions of this Contract are held unenforceable or invalid for any reason, the remaining provisions of this Contract will continue to be in full force and effect.

23 WAIVER

- 23.1 A Party's failure, delay or relaxation in exercising any power or right it has under this Contract does not mean that the Party has given up (i.e. waived) that power or right.
- 23.2 A Party exercising a power or right does not stop it from:
- 23.2.1 further exercising that power or right; or
 - 23.2.2 exercising any other power or right under this Contract.

24 REASONABLENESS

- 24.1 The Contractor confirms it has had the opportunity to receive independent legal advice relating to all the matters relating to this Contract.
- 24.2 The Contractor agrees that, having considered the terms of this Contract as a whole, the terms of this Contract are fair and reasonable.

25 PARTNERSHIP

- 25.1 This Contract does not create a partnership between the APEC Secretariat and the Contractor.

26 FORCE MAJEURE

- 26.1 A Force Majeure Event is any event which is beyond the reasonable control of the Contractor or the APEC Secretariat and which makes it impossible to perform an obligation under this Contract, including the following:
- 26.1.1 acts of God, lightning strikes, earthquakes, volcano eruptions, floods, storms, explosions, fires, pandemics and any natural disaster;
 - 26.1.2 acts of war (whether declared or not), invasion, acts of foreign enemies, mobilisation, requisition, or embargo;
 - 26.1.3 acts of public enemies, terrorism, riots, civil commotion, malicious damage, sabotage, rebellion, insurrection, revolution, military usurped power, or civil war; or
 - 26.1.4 contamination by radio-activity from any nuclear fuel, or from any nuclear waste from the combustion of nuclear fuel, radio-active toxic explosion, or other hazardous properties of any explosive nuclear assembly or nuclear component of such assembly.
- 26.2 A Party that does not perform an obligation under this Contract shall not be in breach to the extent that a Force Majeure Event caused the non-performance.
- 26.3 Where the Contractor thinks there is likely to be a delay in performing an obligation under this Contract because of a Force Majeure Event the Contractor shall:
- 26.3.1 immediately notify the APEC Secretariat in writing of:
 - 26.3.1.1 the likely delay and how long the Contractor thinks it will last; and
 - 26.3.1.2 details of the likely effect on the Services and the Contractor's ability to perform the Contract;
 - 26.3.2 take all reasonable steps to lessen (i.e. mitigate) the effects of any delay; and
 - 26.3.3 use its best efforts to continue to perform its obligations under the Contract.

- 26.4 The APEC Secretariat and the Contractor shall, as soon as practicable after receiving the notification, discuss whether the Contract can continue. If, following that discussion, the APEC Secretariat and the Contractor agree that the Contract can continue they may:
- 26.4.1 continue the Contract unchanged; or
 - 26.4.2 change the Contract using the process in Clause 8.

- 26.5 Nothing in this clause limits the APEC Secretariat's ability to suspend or terminate the Contract under Clause 15 or Clause 16.

27 CONTRACTS (RIGHTS OF THIRD PARTIES) ACT - SINGAPORE

- 27.1 A person who is not a party to this Contract has no right under the Contracts (Rights of Third Parties) Act Chapter 53B and/or any re-enactment thereof to enforce any terms of this Contract, the application of which legislation is hereby expressly excluded.

28 COSTS AND EXPENSES FOR PREPARATION AND EXECUTION OF CONTRACT

- 28.1 Except as otherwise provided for in the Contract, the Parties shall bear their own costs of and incidental to the preparation and execution (i.e. signing) of the Contract.

29 PROVISION OF SERVICES

- 29.1 The Contractor shall provide the Services to the APEC Secretariat on the delivery dates identified in the Contract. The Contractor shall immediately notify the APEC Secretariat in writing if the Contractor becomes aware that it will be unable to provide all or part of the Services by the relevant delivery date and advise the APEC Secretariat as to when it will be able to do so.
- 29.2 The Services must be provided to the standard that would be expected of an experienced and professional supplier of similar Services and any other standard specified in the Contract.
- 29.3 The Contractor and its staff or sub-contractors shall not by virtue of this Contract be, or for any purpose be deemed to be, and must not represent itself as being, an employee, partner or agent of the APEC Secretariat.

30 REPORTING AND COORDINATION ARRANGEMENTS

- 30.1 The Contractor shall liaise closely and work in collaboration with a PSU Project Lead in performing the Services in the Contract. The Contractor shall keep the PSU Project Lead informed of progress of the Services, timelines and budget. The PSU Project Lead shall be assigned by the PSU Director for this project.

31 AUTHORIZED REPRESENTATIVE

- 31.1 The APEC Secretariat may authorize representative(s) and/or a third party to instruct and provide clarification to the Contractor in performing the Services.