



The Commonwealth

COMMONWEALTH SECRETARIAT  
MARLBOROUGH HOUSE, PALL MALL, LONDON SW1Y 5HX

*IN STRICT COMMERCIAL CONFIDENCE*

Request for Quotations (RFQ) for [For the provision of Technical Assistance to Cameroon:  
Development of Cameroon National Youth Policy and Action Plan.

01 December 2024 - 30 June 2025

Secretariat Reference Number: SGO/SPD/YTH/014/24-25

Return Date: Return Date - Noon on 14 October 2024

Estimated Contract Award: 01 December 2024

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## 1. Introduction

The Commonwealth Secretariat (The Secretariat) is an international organisation established by Agreed Memorandum, which is given privileges and immunities under the domestic law of the United Kingdom by the Commonwealth Secretariat Act 1966 (as amended by the International Organisations Act 2005). Under this legislation, the Secretariat is not subject to UK jurisdiction and enforcement.

This status has an impact on some of our standard terms and conditions. In particular, we draw your attention to our dispute resolution clause, which refers disputes to the exclusive jurisdiction of the Commonwealth Secretariat Arbitration Tribunal (CSAT). The 8 members of the Tribunal are selected by the Board of Governors and come from Commonwealth member countries. Information about CSAT, including its governing statute and procedure are available on its website at <http://thecommonwealth.org/tribunal>.

The Secretariat implements decisions agreed by 56 Heads of Government and Ministers through advocacy, consensus-building, information sharing, analysis, technical assistance, capacity-building, and advice on policy development.

## 2. Purpose

The purpose of this request for a quote (RFQ) is to find and appoint a suitable consultant for the provision of Technical Assistance to Cameroon: Development of Cameroon National Youth Policy and Action Plan TAP to the Commonwealth Secretariat. The appointed consultant shall be awarded a contract that will be effective for up to seven months.

See Terms of Reference in Section 7 for details on the services required.

## 3. Instructions to Bidders

This is a one stage RFQ process with a written submission to this RFQ followed by bidder clarifications, if required. Bidders will be scored following the first stage and if required bidders may be asked to attend a clarification of their Quote meeting.

Bidders must submit all documents as set out in Part1 - Part 5 'Quote' no later than the return date of: 11:59 PM GMT on 14 October 2024. The quote documents are to be returned to the following email address: [Youth@commonwealth.int](mailto:Youth@commonwealth.int)

Following all stages of the Quote process, the quote received that is deemed as offering best overall value to the Commonwealth Secretariat, shall be awarded the contract based on the notified evaluation weightings:

## 4. Evaluation Weightings

**Quality 80%**

**Price 20%**

The lowest price bid shall be awarded the full points, all other bids shall be awarded a percentage from the benchmark. E.g. (lowest price/other bid)\*weighting = Score.

## 5. Quote Timeline

Please note, that the following timeline is an **estimate** and may change at short notice.

| Activity                                                                                               | Date                                                 |
|--------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| Request for quote (RFQ) issued                                                                         | 01/10/2024                                           |
| Clarification questions to be submitted by bidders by                                                  | 08/10/2024                                           |
| Secretariat's response to (anonymised) clarification questions will be circulated to all in writing by | 10/10/2024                                           |
| Quotes submission closing date                                                                         | 11:59 PM GMT/<br>14/10/2024                          |
| Evaluation process duration (including any clarification meetings)                                     | Submissions:<br>14/10/2024<br>Interviews: 01/11/2024 |
| Contract Start Date                                                                                    | 01/12/2024                                           |

## 6. Information for Bidders

- Unless indicated otherwise, all prices should be quoted in Pounds Sterling. Prices quoted for Technical Assistance Consultancy should include all travel, per diem and taxes and should be submitted on an all inclusive fixed basis, providing a breakdown of day rates per named Consultant mapped against the Secretariat's TAP Consultants: Corporate Fee Band Table (annexed to this RFQ)
- The bidder must ensure that they have all the information required for the preparation of the Quote submission and that they are satisfied about the correct interpretation of terminology used in this documentation. The bidder must also ensure that they are fully conversant with the nature and extent of the obligations should the Quote be accepted.
- Quotes are to be valid for a minimum of **[60] days** from the closing date for the submission of the Quotes.
- The Commonwealth Secretariat reserves the right to cancel the RFQ at any time during the process and not to award a contract as a result of this procurement.
- Bidders shall bear all costs in completing a quotation submission.
- Bidders shall not disclose details of the RFQ to third parties without prior agreement from an authorised officer of the Commonwealth Secretariat.
- All clarification queries must be submitted by [5PM GMT and 8 October 2024] and only to [youth@commonwealth.int](mailto:youth@commonwealth.int)
- Bidders are required to submit transparent pricing with no hidden costs or charges.
- The Secretariat will carry out an evaluation of the quotes using the weighted criteria method as described. Following the evaluation stage(s) the Secretariat will select a preferred bidder which will be taken forward to contract award. The Secretariat reserves the right to appoint a reserve preferred bidder which the Secretariat could then take forward to contract award if any contract negotiations with the preferred bidder are unsuccessful.

By taking part in this request for quotes all bidders commit to the following:

- Bidders confirm that by submitting a quote they agree to abide by the Secretariat's Code of Ethics and relevant Corporate policies as published from time to time on the following web page:  
<https://thecommonwealth.org/corporate-policies>
- Bidders certify that they have not canvassed or solicited any officer or employee of the Secretariat in connection with this Quote submission and that no person employed or acting on behalf of the bidder has done any such act.
- The CSAT shall have exclusive jurisdiction to settle any dispute or claim that arises out of or in connection with this Procurement (including non-contractual disputes or claims).

- **Compliance with policies:** The Secretariat has a zero-tolerance approach towards sexual exploitation, abuse and harassment. The bidder must familiarise itself with the Secretariat's policies available at <https://thecommonwealth.org/corporate-policies>. Particularly with reference to the Anti- Bribery and the Safeguarding Policy, the bidder must understand the obligations imposed on Suppliers/Consultants and their personnel and sub-contractors including having robust procedures to detect and report any wrongdoing or concerns. Adherence to the Secretariat policies is mandatory and if awarded a contract, the Supplier/Consultant will be required to ensure continued compliance with the policies for the duration of the contract.

## 7. Terms of reference (ToR)

### Technical Assistance to Cameroon: Development of Cameroon National Youth Policy and Action Plan

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**Job Title:** Consultant  
**Duration:** 6 months  
**Project Location:** Cameroon/Remote  
**Period:** 01 December 2024 - 30 June 2025

#### Background

The Government of Cameroon, through the Ministry of Youth and Civic Education, has requested Commonwealth Youth Programme for technical assistance to facilitate the development of a new National Youth Policy and Implementation Plan for Cameroon. In addition, the Ministry has also indicated its interest in developing a national youth development index, capacity building training for its youth development officers and training of youth workers in Cameroon.

Cameroon acknowledges the pivotal role of its youth in shaping the nation's future. To effectively address the evolving needs, aspirations, and challenges of its young population, there is a pressing need to develop a new National Youth Policy that is both fit-for-purpose and evidence-based. This policy will serve as a comprehensive framework to empower, support, and promote the well-being of Cameroon's youth, ensuring their active participation in national development.

The current National Youth Policy was enacted over seven years ago and requires updating to make it more responsive to the contemporary needs and aspirations of youth, taking into account the contemporary challenges facing young people in Cameroon, the changes in the socio-economic and political landscape of the country and recent developments at the regional and international level. In addition, persistent challenges including youth unemployment, gender inequality and access to health care remain a serious impediment to youth development.

To meet the aspirations of young people in Cameroon and enable them to make their full contribution to national development, a new, innovative, and holistic approach in youth policy development and implementation are required. The development of a new policy should enhance the status of young people, empowering them to build on their competencies and capabilities for life, focusing on the following five domains of youth development: Education, Health and Well-being, Political and civic participation, and Employment and opportunity.

## Project Purpose

The primary objective of developing a new National Youth Policy for Cameroon is to create a dynamic and evidence-based framework that addresses the multifaceted needs of youth, fosters their socio-economic empowerment, and promotes their meaningful engagement in decision-making processes. The project aims to develop a new National Youth Policy and Action Plan that is evidence based and is fit for purpose for Cameroon in 2024 and beyond.

The successful implementation of the project will create a strategic environment that enables the Ministry of Youth and Civic Education to effectively mainstream youth policy across the entire spectrum of the government's policies, programs, and initiatives. It is also expected that there will be an Action Plan with clear strategies for implementation of the new National Youth Policy with identifiable and measurable targets that can be tracked. Through a revised national youth policy and an action plan for implementation, the project mandates to allow young people to reach their full potential and contribute meaningfully to the development of the country.

## Project Scope and Methodology

Key components of the project will be:

- **Evidence Gathering and Analysis:** Conduct thorough research and data collection to understand the current socio-economic status, aspirations, and challenges faced by youth in Cameroon.
- **Stakeholder Engagement:** Engage with diverse stakeholders, including youth representatives, government agencies, civil society organizations, academia, and international partners, to gather input, insights, and perspectives.
- **Policy Formulation:** Utilize evidence and stakeholder input to develop a comprehensive National Youth Policy that reflects the priorities and needs of young Cameroonians.
- **Implementation Strategy:** Develop a clear and actionable implementation plan, outlining specific strategies, programs, and initiatives to achieve the objectives of the National Youth Policy.
- **Monitoring and Evaluation:** Establish robust monitoring and evaluation mechanisms to track the implementation progress, measure outcomes, and make evidence-based adjustments as necessary.

The development of the new National Youth Policy will follow a systematic and evidence-based approach, including:

- Comprehensive literature review and data analysis to understand youth demographics, socio-economic indicators, and prevailing challenges.
- Stakeholder consultations through workshops, focus group discussions, surveys, and interviews to gather diverse perspectives and insights.
- Formulation of policy recommendations based on evidence, best practices, and stakeholder input.
- Validation workshops and review sessions to refine and finalize the policy document.
- Necessary legislative/Political approval.

## Technical Assistance

It is expected that this assistance will require the work of one short-term Youth Policy Consultant for a period of 6 - 8 months, depending on the extent of current data and co-

ordination frameworks. The Commonwealth Secretariat's Youth Division will facilitate the technical assistance to the Government of Cameroon through the engagement of a short-term consultant, who will serve as the focal point and project lead. The Consultant will in collaboration with the technical Committee on the Review of National Youth Policy established by the Ministry of Youth and Civic Education and the Commonwealth, coordinate and conduct a review of the existing National Youth Policy that includes an analysis and consultations on all relevant issues and the identification of appropriate strategies, frameworks and capacities that will be necessary to implement the policy over the short and medium term. The work will also include a review of both the Ministry of Youth and Civic Education's capacity, identification of gaps and the establishment of necessary frameworks, systems, and processes.

The Cameroon Ministry of Youth and Civic Education and the Commonwealth Secretariat's Youth Division will provide the strategic leadership and guidance to the project.

### **Scope of Work and Key Responsibilities**

Consultant(s) responsibilities will be:

- Conduct a comprehensive review of existing data, research studies, and policy documents related to youth in Cameroon.
- Design and implement a robust methodology for stakeholder consultations, ensuring representation from diverse sectors and regions.
- Analyse findings from research and stakeholder consultations to identify key priorities, challenges, and opportunities for youth development.
- Develop evidence-based policy recommendations and strategic interventions aligned with national development priorities.
- Draft a National Youth Policy document, incorporating evidence, stakeholder input, and best practices.
- Develop an implementation framework with clear objectives, targets, indicators, and timelines.
- Design monitoring and evaluation mechanisms to assess the effectiveness and impact of policy implementation.

### **Deliverables, Timelines & Remuneration**

- An inception Report outlining the proposed methodology, work plan, and timeline.
- Research Report summarizing findings from the literature review and data analysis.
- Stakeholder Consultation Report detailing key insights, recommendations, and feedback from consultations.
- Draft National Youth Policy document incorporating evidence-based recommendations and stakeholder input.
- Implementation Plan outlining strategies, programs, and initiatives to achieve policy objectives.
- Monitoring and Evaluation Framework outlining indicators, data sources, and evaluation methodologies.

The consultant will be expected to work closely with and provide regular updates and feedback to the Commonwealth Secretariat on the progress of the analysis.

The consultant will be paid maximum total of £14,000 (VAT inclusive) for the consultancy. Furthermore, the Commonwealth Secretariat will cover any additional costs for travel, meetings, or workshops necessary for the consultancy, up to the value of £4,000, (VAT inclusive), subject to the prior approval from Secretariat team and the provision of receipts. The duration of the project will be from 01 December 2024 - 30 June 2025.

| Deliverable                                                       | Detail                                                       | Due Date   | Remuneration      |
|-------------------------------------------------------------------|--------------------------------------------------------------|------------|-------------------|
| <b>Inception Report</b>                                           | Concise report detailing the scope of work to be undertaken. | 20/12/2024 | £3,500            |
| <b>Research and stakeholder consultation Report</b>               | Concise Research and stakeholder consultation Report         | 28/02/2025 | £3,500            |
| <b>Draft National Youth Policy, including implementation plan</b> | Draft National Youth Policy, including implementation plan   | 10/05/2025 | £3,500            |
| <b>Final National Youth Policy, including implementation plan</b> | Final National Youth Policy, including implementation plan   | 30/06/2025 | £3,500            |
| <b>Total</b>                                                      |                                                              |            | £14,000<br>(100%) |

## Reporting

The Consultant will be reporting to Sushil Ram, Advisor Youth Development, Social Policy Development Section of the Commonwealth Secretariat.

## Required Experience and Qualification (Consultant)

The successful candidate should possess the following experience and qualifications to be considered for this consultancy:

- Post-graduate degree in public policy or other relevant social sciences.
- Minimum 10 years' experience in policy development at national level, especially youth policy.
- Demonstrated experience in youth development, policy analysis, and evidence-based policymaking or policy reviews.
- Strong research and analytical skills, with experience in data collection, analysis, and interpretation.
- Proven track record in conducting stakeholder consultations and facilitating participatory processes.
- Excellent writing and communication skills, with the ability to synthesize complex information into clear and actionable policy recommendations.
- Fluency in French and English.
- Familiarity with the socio-economic and political context of Cameroon is desirable.
- Knowledge, Skills and Abilities.
- National policy analysis and development, youth development.
- Communication skills in French and English, report writing.
- Research, analysis, stakeholder relationship management.
- Regional/ Commonwealth experience.
- Demonstrated knowledge and experience in national youth policy development.
- Strong analytical and communications skills with the ability to identify problems and appropriate solutions.
- Demonstrated skills and experience in report writing, developing policy and facilitating consultations with stakeholders.

## **Project Timeline**

It's expected that the project will commence on 01 December 2024 and be completed by 30 June 2025.

## **Conflicts of interest**

The consultant shall establish and maintain appropriate business standards, procedures and controls including those necessary to avoid any real or apparent impropriety or to prevent any action or conditions which could result in conflict with the Secretariat's best interests.

If either Party becomes aware of any actual or possible conflict between the interests of the Secretariat and the Consultant, it shall notify the other Party as soon as reasonably possible and the Parties shall meet to discuss the Conflict and shall: (i) use all reasonable endeavours to find ways to eliminate or minimise the risk of the Conflict; and (ii) take such steps as may be agreed to remove or avoid the cause of the Conflict.

## **Contract Management**

The successful consultant will report to the Secretariat's Contract Manager Susil Ram, Adviser Youth, [s.ram@commonwealth.int](mailto:s.ram@commonwealth.int) and adhere to the specific arrangements for contract management through regular emails and progress meetings as deemed necessary by the Secretariat team.

## **Monitoring/ Reporting requirements**

The successful consultant's progress and interim deadlines for the report will need to be approved by the contract manager for the stipulated payment schedule to be adhered to. The payment schedules will be tied to the deliverables stipulated within the TOR and as deemed appropriate by the contract manager. The consultant will incorporate feedback into all stages of the report writing along with the final review of the full draft report, before the final submission on or by 30 June 2025.

## **Methodology**

The successful consultant should provide a plan that clearly states the methodology for the report and incorporate the feedback of the Secretariat team.

This consultancy assignment is expected to require a Consultant at Band C of the Secretariat's Technical Assistance Consultants: Corporate Fee Band Table (see Annex 1 Below).

## **Evaluation criteria**

The Technical Questionnaire Quotes will be assessed based on the evaluation criteria set forth in this document (see skills and experience required and the weightings apportioned to quality/price above in this Terms of reference/RFQ).

Part 1 Bidder's details is for information only.

Part 2 - Suitability Assessment Questions -will be assessed on a Pass/Fail basis

## **Payments**

Payments will be made in line with the schedule of deliverables outlined above and upon successful completion of the milestones, upon receipt of the Secretariat's written approval of all agreed deliverables and upon submission of a compliant invoice and any other supporting documents as may be required by the Secretariat from time to time. All invoices to be sent to contract manager [s.ram@commonwealth.int](mailto:s.ram@commonwealth.int) and supporting team comprising [a.afsar@commonwealth.int](mailto:a.afsar@commonwealth.int).

## **Quote Submission Documents (SGO/SPD/YTH/014/24-25)**

*Note - Bidders must complete and return all Quote submission documents below:*

**Part 1 - Bidder Details**

**Part 2 - Suitability Assessment Questions**

**Part 3 - Technical Questionnaire**

**Part 4 - Pricing**

### **Part 1 - Bidder Details (for information)**

Please provide details relating to your registered offices, legal status and date of incorporation.

|                                                            |  |                                                             |  |
|------------------------------------------------------------|--|-------------------------------------------------------------|--|
| <i>Individual/<br/>Company<br/>and/or<br/>Trading Name</i> |  | <i>Company/ Sole<br/>Trader<br/>Registration<br/>Number</i> |  |
| <i>Company<br/>Address</i>                                 |  | <i>Date of<br/>incorporation</i>                            |  |
| <i>Post Code</i>                                           |  |                                                             |  |

|                     |  |                      |  |
|---------------------|--|----------------------|--|
| <i>Contact Name</i> |  | <i>Job<br/>Title</i> |  |
| <i>Telephone</i>    |  | <i>Email</i>         |  |

In the event of utilising a third party, on your behalf for any part of the services, please provide the full details of the secondary consultant/supplier:

|                            |  |                                                  |  |
|----------------------------|--|--------------------------------------------------|--|
| <i>Company<br/>Name</i>    |  | <i>Duration of<br/>working<br/>relationship,</i> |  |
| <i>Company<br/>Address</i> |  | <i>Reason for<br/>use</i>                        |  |
| <i>Post Code</i>           |  |                                                  |  |

In line with the Secretariat's Procurement Code of Ethics<sup>1</sup>, the Secretariat works towards encouraging SMEs to apply for relevant tenders and is committed to monitoring the environmental awareness of our consultants, suppliers and partners with a view (where relevant to the subject matter of the contract) to only doing business with ISO 14001 Environmental Management or ISO 50001 Energy Management accredited organisations.

|                                                                                                         |               |
|---------------------------------------------------------------------------------------------------------|---------------|
| <b>Is the Consultant/supplier classified as a Micro or Small Medium Enterprise (SME)?</b>               | <b>Yes/No</b> |
| <b>Is the Consultant/supplier an ISO14001 or ISO 50001 (Energy Management) accredited organisation?</b> | <b>Yes/No</b> |

### **UK VAT Declaration**

For UK Registered consultant/suppliers: Is the bidder registered for Value Added Tax (VAT)? [Y/N]

If Yes, please include VAT registration number [insert] and provide a copy of your VAT registration certificate as part of your response.

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<sup>1</sup> <https://thecommonwealth.org/corporate-policies>

**Annual Turnover check:**

In line with the Secretariat's Procurement Code of Ethics<sup>2</sup>, the Secretariat expects for its consultant/suppliers to have a turnover that is, as a minimum, twice the value of the contract they are applying for. Please state the following:

| Annual    | Previous Year | Year 2 |
|-----------|---------------|--------|
| Turnover: | £             | £      |

Or

For individual consultants, please confirm that your annual turnover is twice the value of the Contract you are applying for:

YES

☐

Please note, the successful bidder (if a company and not an Individual) may also be checked for their Equifax Financial Credit Score. Should the bidder (if a company) fail the commercial credit score check, the Secretariat will be entitled to commence negotiations with the second preferred bidder subject to that bidder (if a Company) having passed the Equifax Credit Score and so forth.

Please provide the contact details of two reference clients. A minimum of two references will be collected from previous clients (excluding the Secretariat) from projects carried out in (max) last 18 months. Please provide references from similar international organisations or public sector bodies or equivalent if possible. One of the references should relate to the most recent contract you/your company has fulfilled. If possible, additionally, **supply a list of potential references from which the Secretariat can select the referees they wish to contact<sup>3</sup>**. The referees will not be contacted until the final stage of the Quote process.

|                   | Reference 1 | Reference 2 |
|-------------------|-------------|-------------|
| Company Name      |             |             |
| Company Address   |             |             |
| Post Code         |             |             |
| Referees name     |             |             |
| Referee Telephone |             |             |
| Referee Email     |             |             |

**Part 2 - Suitability Assessment Questions (pass/fail)****Grounds for Exclusion**

You will be excluded from the Quote process if there is evidence of convictions relating to specific criminal offences including, but not limited to, bribery, corruption, conspiracy, terrorism, fraud and money laundering, or if you have been the subject of a binding legal decision which found a breach of legal obligations to pay tax or social security obligations.

1. Within the past five years, have you or your organisation (or any member of your proposed consortium, if applicable)- if you are trading as a company - Directors or Partner or any other person who has powers of representation, decision or control been convicted of any of the following offences? Individual Consultants - please complete the table to the best of your knowledge.

<sup>2</sup> <https://thecommonwealth.org/corporate-policies>

<sup>3</sup> This will go some way to mitigate against bidders selecting the references that are likely to be more favorable and will assist in providing a more realistic reflection of performance.

| Please Mark 'X' In the Relevant Box |                                                                                                                                                                          | Yes | No |
|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| (a)                                 | Conspiracy as defined by the legislative or judicial bodies in your jurisdiction.                                                                                        |     |    |
| (b)                                 | Corruption as defined by the legislative or judicial bodies in your jurisdiction.                                                                                        |     |    |
| (c)                                 | Bribery as defined by the legislative or judicial bodies in your jurisdiction.                                                                                           |     |    |
| (d)                                 | The offence of cheating the Revenue as defined by the legislative or judicial bodies in your jurisdiction.                                                               |     |    |
| (e)                                 | The offence of conspiracy to defraud as defined by the legislative or judicial bodies in your jurisdiction.                                                              |     |    |
| (f)                                 | Fraud as defined by the legislative or judicial bodies in your jurisdiction.                                                                                             |     |    |
| (g)                                 | Theft as defined by the legislative or judicial bodies in your jurisdiction.                                                                                             |     |    |
| (h)                                 | Fraudulent trading as defined by the legislative or judicial bodies in your jurisdiction.                                                                                |     |    |
| (i)                                 | Fraudulent evasion as defined by the legislative or judicial bodies in your jurisdiction.                                                                                |     |    |
| (j)                                 | Destroying, defacing or concealing of documents or procuring the execution of a valuable security as defined by the legislative or judicial bodies in your jurisdiction. |     |    |
| (k)                                 | The possession of articles for use in frauds as defined by the legislative or judicial bodies in your jurisdiction.                                                      |     |    |
| (l)                                 | Any offence considered to be Counter Terrorism as defined by the legislative or judicial bodies in your jurisdiction.                                                    |     |    |
| (m)                                 | Money laundering as defined by the legislative or judicial bodies in your jurisdiction.                                                                                  |     |    |
| (n)                                 | Any Sexual Offences as defined by the legislative or judicial bodies in your jurisdiction.                                                                               |     |    |
| (o)                                 | Drug trafficking as defined by the legislative or judicial bodies in your jurisdiction.                                                                                  |     |    |

2. Within the past three years, please indicate if any of the following situations have applied, or currently apply, to you (if an Individual Consultant) or your organisation.

| Please Mark 'X' In the Relevant Box |                                                                                                                                                                                                                                                                                                                                                                                     | Yes | No |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| (a)                                 | You/your organisation is bankrupt or is the subject of insolvency or winding-up proceedings, where your assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended, or it is in any analogous situation arising from a similar procedure under the laws and regulations of any State; |     |    |
| (b)                                 | You/your organisation is guilty of grave professional misconduct, which renders its integrity questionable;                                                                                                                                                                                                                                                                         |     |    |
| (c)                                 | You/your organisation has entered into agreements with other economic operators aimed at distorting competition;                                                                                                                                                                                                                                                                    |     |    |
| (d)                                 | the prior involvement of you/your organisation in the preparation of the procurement procedure has resulted in a distortion of competition;                                                                                                                                                                                                                                         |     |    |
| (e)                                 | you/your organisation has shown significant or persistent deficiencies in the performance of a substantive requirement under a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions.                                                                              |     |    |

### 3. Employment and Human Rights

For organisations working outside of the UK please refer to equivalent legislation in the country that you are located. Please delete 'Yes' / 'No' as applicable.

|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |        |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| (a) | In the last three years, has any finding of unlawful discrimination been made against you/your organisation by an Employment Tribunal, an Employment Appeal Tribunal or any other court (or in comparable proceedings in any jurisdiction other than the UK)?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Yes/No |
| (b) | <p>In the last three years, have you or has your organisation had a complaint upheld following an investigation by the Equality and Human Rights Commission or its predecessors (or a comparable body in any jurisdiction other than the UK), on grounds or alleged unlawful discrimination?</p> <p><i>If you have answered "yes" to one or both of the questions, please provide, as a separate Appendix, a summary of the nature of the investigation and an explanation of the outcome of the investigation to date.</i></p> <p><i>If the investigation upheld the complaint against your organisation, please use the Appendix to explain what action (if any) you have taken to prevent unlawful discrimination from reoccurring. You may be excluded if you are unable to demonstrate to The Secretariat's satisfaction that appropriate</i></p> | Yes/No |

|     |                                                                                                                                                |           |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
|     | <i>remedial action has been taken to prevent similar unlawful discrimination reoccurring.</i>                                                  |           |
| (c) | If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations? | Yes/No/NA |

#### 4. Environmental Legislation

For organisations working outside of the UK please refer to equivalent legislation in the country that you are located. Please delete 'Yes' / 'No' as applicable.

|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |           |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| (a) | Have you or your organisation been convicted of breaching environmental legislation, or had any notice served upon it, in the last three years by any environmental regulator or authority (including local authority)?<br><br><i>If your answer to this question is "Yes", please provide details in a separate Appendix of the conviction or notice and details of any remedial action or changes you have made as a result of conviction or notices served. The Secretariat will not select bidders that have been prosecuted or served notice under environmental legislation in the last 3 years, unless The Commonwealth is satisfied that appropriate remedial action has been taken to prevent future occurrences/breaches.</i> | Yes/No    |
| (b) | If you use sub-contractors, do you have processes in place to check whether any of these organisations have been convicted or had a notice served upon them for infringement of environmental legislation?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Yes/No/NA |

#### 5. Health and Safety legislation

For individuals/organisations working outside of the UK please refer to equivalent legislation in the country that you are registered in and/or located. Please delete 'Yes' / 'No' as applicable.

|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                      |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| (a) | Please self-certify that your organisation has a Health and Safety Policy that complies with current legislative requirements.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Yes/No/NA<br>(individual consultant) |
| (b) | Has your organisation or any of its directors or Executive Officers been in receipt of enforcement/remedial orders in relation to the Health and Safety Executive (or equivalent body) in the last 3 years?<br><br><i>If your answer to this question was "Yes", please provide details in a separate Appendix of any enforcement/remedial orders served and give details of any remedial action or changes to procedures you have made as a result. The Secretariat will exclude bidder(s) that have been in receipt of enforcement/remedial action orders unless the bidder(s) can demonstrate to The Secretariat's satisfaction that appropriate remedial action has been taken to prevent future occurrences or breaches.</i> | Yes/No/NA<br>(individual consultant) |
| (c) | If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Yes/No/NA<br>(individual consultant) |

## 6. Insurance requirements (for information)

Does the Consultant/supplier (whether an Individual or Company) have insurances (as may be necessary or relevant by the subject matter of the contract specified in the ToR in this RFQ), currently in place, for the business activities they are proposing to carry out?

YES

☐

NO

☐

If Yes, please state the type of insurance and level of insurance held:

| Area                                                                                                                                                   | Does the Consultant/supplier have insurances in place? | Level of cover expected | Level of cover currently held |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-------------------------|-------------------------------|
| <i>e.g. public liability</i>                                                                                                                           | <i>Yes/No/NA</i>                                       | <i>£10m</i>             |                               |
| <i>e.g. Employer's liability</i>                                                                                                                       | <i>Yes/No/NA</i>                                       | <i>£5m</i>              |                               |
| <i>e.g. Professional Indemnity</i>                                                                                                                     | <i>Yes/No/NA</i>                                       | <i>£1m</i>              |                               |
| e.g. Data Protection Liability (for relevant projects only, where the supplier will be handling/processing personal data on behalf of the Secretariat) | Yes/No/NA                                              | See below <sup>4</sup>  |                               |

Please note that the **Individual Consultant** will not be excluded from the tender process if the answer is 'No'. However, it is industry best practice for consultants to ensure they have suitable insurances in place for the work they are proposing to undertake.

Please note that the insurance cover detailed above should be in place before activities commence in pursuance of the services required (if successful) and will not be considered as part of the costs under the contract between the Secretariat and the selected consultant.

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<sup>4</sup> Where contracts involve significant data processing, data protection cap needs to be determined on a case-by-case basis. For low-cost contracts that involve little (emails only) or no data processing, the liability is capped at 1.5 times of the contract value.

## 7. Terms and Conditions/Code of Ethics/Corporate Policies

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Please delete 'Yes' / 'No' as applicable. (a) | <p>Please confirm that you (if an Individual Consultant)/your organisation agrees to the Commonwealth Secretariat's:</p> <ol style="list-style-type: none"> <li>1. Secretariat's standard terms and conditions for below £30,000 total contract value can be found at: <a href="https://thecommonwealth.org/terms-and-conditions">https://thecommonwealth.org/terms-and-conditions</a></li> <li>2. Secretariat's Code of Ethics and Safeguarding Policy at: <a href="https://thecommonwealth.org/corporate-policies">https://thecommonwealth.org/corporate-policies</a> and</li> <li>3. Secretariat's Corporate policies applicable to Consultant/suppliers and as published from time to time on the following web page: <a href="https://thecommonwealth.org/corporate-policies">https://thecommonwealth.org/corporate-policies</a></li> </ol> <p>.....</p> <p>If you do not agree to abide by the above, please state reasons and/or changes requested as part of your bid:</p> | Yes/No |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|

## 8. Legal comments table

By submitting a response, the bidder is agreeing to be bound by the terms of this RFQ and the Contract save as in relation to those areas of the Contract specifically highlighted below. As such, if the terms & conditions of the Commonwealth Secretariat [Terms and Conditions | Commonwealth \(thecommonwealth.org\)](https://thecommonwealth.org/terms-and-conditions) renders proposals in the bidder's response unworkable, the bidder must submit full details of the unworkable/unacceptable provisions within the relevant Standard Terms and Conditions (Consultancy) by completing the Legal Comments Table below.

| Clause/Paragraph /Schedule | Summary of Issue | Suggested Revisions |
|----------------------------|------------------|---------------------|
|                            |                  |                     |
|                            |                  |                     |
|                            |                  |                     |
|                            |                  |                     |
|                            |                  |                     |
|                            |                  |                     |
|                            |                  |                     |
|                            |                  |                     |
|                            |                  |                     |

### Part 3 - Technical Questionnaire

The following scoring mechanism will be used to score each question in this section:

| Using a 0 - 5 scoring system: |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0                             | <b>Unacceptable Response</b><br>No information provided, or response does not address the requirement.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 1                             | <b>Poor response</b><br>The response contains material omissions and / or is supported by limited evidence / examples. Concerns that the organisation does not have the potential to deliver / that they have failed to meet a reasonable standard.                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 2                             | <b>Fair response</b><br>There is adequate detail / supporting examples giving a reasonable level of confidence in the Tenderer's experience and ability. The Tenderer appears to have the potential to deliver as required / has met a reasonable standard and there are only minor concerns about the Tenderer's experience                                                                                                                                                                                                                                                                                                                                                   |
| 3                             | <b>Good Response</b><br>The level of detail / supporting examples gives a high level of confidence in the Tenderer's experience and ability. The Tenderer clearly has the potential to deliver and / or has clearly met an acceptable standard.                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 4                             | <b>Excellent Response</b><br>A comprehensive well evidenced submission, clearly demonstrating expertise and knowledge incorporating some value-added benefits attributes & other points of innovation. The bid is deemed to offer little risk and fully captures the understanding of the steps involved to deliver aspects of the service which can be related to the question posed, giving a high level of confidence in the Tenderer's experience and ability.                                                                                                                                                                                                             |
| 5                             | <b>Exceptional Response</b><br>A comprehensive and exceptionally evidenced submission that substantially exceeds the expectations of the requirement and offers significant additional benefits. Submission clearly demonstrates exceptional expertise and knowledge incorporating value added benefits/ & other points of innovation. The bid is deemed to offer well identified risks and a mitigation of these put forward and fully captures the understanding of the steps involved to deliver all the aspects of the service and is directly relatable to the question posed, giving an exceptionally high level of confidence in the Tenderer's experience and ability. |

- The technical questions below are worth **80%** of the total score. The individual question weightings are set out in the weighting column.
- The following formula will be applied for each question:
  - $\text{Points Scored} \div \text{Points Available} \times \% \text{ weighting}$
  - The scores for each of the questions will be added to give a total Technical/Quality Score
- Unanswered questions or sections that are left blank shall be awarded a 0.

Please answer all questions in the spaces provided  
**Please do not attach documents or appendices.**

| Question No.                            | Question                      | Weighting |
|-----------------------------------------|-------------------------------|-----------|
| 1                                       | Understanding the requirement | 10%       |
| <a href="#">Insert your answer here</a> |                               |           |

|                         |                  |     |
|-------------------------|------------------|-----|
|                         |                  |     |
| 2                       | Methodology      | 20% |
| Insert your answer here |                  |     |
| 3                       | Experience:      | 30% |
| Insert your answer here |                  |     |
| 4                       | Practical skills | 20% |
| Insert your answer here |                  |     |

#### Part 4 - Pricing

Transparent pricing must be submitted with no hidden costs. Pricing and cost must be broken down to the different elements of the services and any other costs.

Please complete the Pricing Schedule [and submit as a separate document]. Please refer to Instructions to bidders which states that unless indicated otherwise, all prices should be quoted in Pounds Sterling.

Consultant/suppliers are expected (within their financial proposal) to provide a full breakdown of the number of experts/number of days (total and per expert) needed to complete the assignment.

[For TAP Consultancy contracts include:] Consultants are to give an indication as to which Band each Consultant's fee falls within in the Secretariat's **Technical Assistance Consultants: Corporate Fee Band Table (see Annex 1)**. Include CVs of all staff proposed. Please note that the maximum daily fee rates can not normally exceed £700.

| [For TAP Consultancy:<br>Consultant's<br>Name/Role/Band - <i>refer to<br/>Annex 1 Technical<br/>Assistance Consultants:<br/>Corporate Fee Band<br/>Table</i> ]<br><i>Experts name/role</i> | Day Rate<br>(including<br>all taxes) | No of<br>Days | Total (including all taxes)<br>GBP |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------|------------------------------------|
|                                                                                                                                                                                            |                                      | 7 months      | £14,000                            |
|                                                                                                                                                                                            |                                      |               |                                    |
|                                                                                                                                                                                            |                                      |               |                                    |
|                                                                                                                                                                                            |                                      |               |                                    |
|                                                                                                                                                                                            |                                      |               |                                    |
|                                                                                                                                                                                            |                                      |               |                                    |
|                                                                                                                                                                                            |                                      |               |                                    |
| <b>Total</b>                                                                                                                                                                               |                                      |               |                                    |

If expenses are applicable for this assignment, insert the following table:

|                                                                                   |                                                                                                                   |  |  |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--|--|
| <b>Expenses:</b>                                                                  | £4,000 (any pre-approved additional costs including travel, meeting/workshop costs necessary for the consultancy) |  |  |
| Per diem (to be in line with Secretariat's policies on travel and per diem rates) |                                                                                                                   |  |  |
| Travel (to be in line with Secretariat's travel policies)                         |                                                                                                                   |  |  |
| Other (please list)                                                               |                                                                                                                   |  |  |
| <b>Total in GBP</b>                                                               | <b>£4,000</b>                                                                                                     |  |  |

**For Consultancy:** The following scoring mechanism may be used to score the Pricing Section in the Evaluation Matrix to reflect the Fee band (Annex 1) in addition to the Fixed cost score of the project

|          | Using 1-3 Scoring system for Fee Band Requirement |
|----------|---------------------------------------------------|
| <b>1</b> | <b>Does not meet the fee band requirement</b>     |
| <b>2</b> | <b>Partially meets the fee band requirement</b>   |
| <b>3</b> | <b>Fully meets the the fee band requirement</b>   |

Payments will be made upon successful completion of the milestones described in the terms of reference, upon receipt of the Secretariat's written approval of all agreed deliverables and upon submission of a compliant invoice. If there is a VAT element - for UK VAT registered consultant/suppliers only - this must be itemised in the total quote received/agreed by the Secretariat and the consultant/supplier must submit a UK VAT registration certificate to the Secretariat when invoicing. All invoices will be sent to contract manager  
S.Ram@commonwealth.int

**[Annex 1 is to be included only for TAP Consultancy]**

**Annex 1 - Secretariat's Technical Assistance Consultants:  
Corporate Fee Band Table**

The consultancy fee rate range associated with a particular level of assignment may be based on the following:

- Knowledge, qualifications, experience, and skills required.
- Level of work in terms of responsibilities and complexity of the assignment.
- Degree of specialization required by the assignment.

| Band | Per Day (GBP) | Comments and Guidelines                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A*   | 700+          | <ol style="list-style-type: none"> <li>1. Extensive achievement in their specialist field, in which they are nationally or internationally renowned. Extensive experience of leading or directing major, complex and business-critical projects, bringing genuine strategic insight, understanding the range of services to be delivered. In depth knowledge of the international sector/specialist field and of current policy and political issues affecting it.</li> <li>2. Contributions to the accomplishment of a crucial programme or service or functional area of a broad scope, involving high complexity and impact.</li> <li>3. Providing functional leadership and expert advice.</li> <li>4. Preparing intricate and complex technical papers to working groups.</li> <li>5. Undertaking the drafting of reports or proposals for projects of a large scale or a broad scope.</li> <li>6. Large-scale programmatic and operational activities involving large commitments of staff and funds.</li> <li>7. Rare specialization</li> <li>8. Industry equivalent level: Partner/Managing Director</li> </ol> |
| B    | 500-699       | <ol style="list-style-type: none"> <li>1. Substantial experience in their specialist field and operating multiple major consultancy assignments achieving specific revenue and income objectives to agreed outcomes.</li> <li>2. Within this category the person is expected to have significant, proven, industry recognised experience.</li> <li>3. Expected to develop new approaches, techniques, or policies and/or design guidelines, standard operating procedures.</li> <li>4. Providing technical support; leading group dynamics; and undertaking report drafting or project-wide proposals.</li> <li>5. Industry equivalent level: Principal/Senior Consultant</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| C    | 350 - 499     | <ol style="list-style-type: none"> <li>1. Demonstrable experience and relevant exposure in a range of projects in a specialist field.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

|   |             |                                                                                                                                                                                                                                                                                                                                       |
|---|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |             | <ul style="list-style-type: none"> <li>2. Evidence of client facing experience and relationship management.</li> <li>3. Support for planning and monitoring budgets and services to wider consultancy projects; and experience of proposal preparation.</li> <li>4. Industry equivalent level: Consultant</li> </ul>                  |
| D | 300-349     | <ul style="list-style-type: none"> <li>1. Specialized degree or training and</li> <li>2. Several years of relevant experience</li> <li>3. Industry equivalent level: Junior Consultant</li> </ul>                                                                                                                                     |
| E | £100 - £299 | <ul style="list-style-type: none"> <li>1. This level is established for the engagement of support services not available in the Secretariat related to projects or technical tasks of a narrow scope for which limited technical skills or experience are required.</li> <li>2. Industry equivalent level: Project Support</li> </ul> |

\*Rates above Band A must include appropriate justification in respect of the tasks involved, complexity of the assignment, number of workdays involved, duration/period and specific task deliverables and must, internally within the Secretariat, be referred to the DSG, ASG or Senior Director for review and approval ahead of any contract being awarded.