



The Commonwealth

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

IN STRICT COMMERCIAL CONFIDENCE

Request for Quotations (RFQ)

For the provision of consultancy services to carry out an Assessment of Blue Economy Development across six OECS Member States

May 2026

Return Date:

Return Date - Noon on 24 May 2026

Estimated Contract Award:

June 2026

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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 **services to carry out an Assessment of Blue Economy Development across six OECS Member States** to the Commonwealth Secretariat. The appointed consultant shall be awarded a contract that will be effective for up to 3 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: **11:59pm GMT on 24 May 2026**. The quote documents are to be returned to the following email address: bluecharter@commonwealth.int attention to o.kaisamy@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 70 %

Price 30%

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	11 May 2026
Clarification questions to be submitted by bidders by	19 May 2026
Secretariat's response to (anonymised) clarification questions will be circulated to all in writing by	21 May 2026
Quotes submission closing date	24 May 2026
Evaluation process duration (including any clarification meetings)	25-29 May 2026
Contract Start Date	1 June 2026

6. Information for Bidders

- Unless indicated otherwise, all prices should be quoted in Pounds Sterling.
- 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 **30 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 19.05.2026 and only to email address bluecharter@commonwealth.int and attention to o.kaisamy@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)

Commonwealth Blue Charter

Request for proposals for consultancy services to carry out an Assessment of Blue Economy Development across six OECS Member States *for the Commonwealth Blue Charter*

TERMS OF REFERENCE

Overview

The Commonwealth Secretariat seeks to engage a consultant to evaluate how effectively national and regional institutions support blue economy development and identify ways to strengthen ocean governance, policy coordination, and investment readiness while ensuring effective marine ecosystem conservation.

Background

The Commonwealth Secretariat (the Secretariat) through its Ocean Division, assists Member countries in advancing sustainable ocean management. The Secretariat is partnering with the Organisation of Eastern Caribbean States (OECS) to commission a consultancy service to carry out an assessment of blue economy development across six OECS member states: **Antigua and Barbuda, Dominica, Grenada, Saint Lucia, Saint Vincent and the Grenadines, and Saint Kitts and Nevis.**

The six OECS member states have significant potential to advance their blue economy sectors yet continue to face challenges in fully realising the economic benefits of their marine resources. Governance structures are not yet fully aligned with Blue Economy principles, and together with fragmented regulatory frameworks, are undermining effective marine resource management and enforcement. Limited financial and technical resources, coupled with environmental and ecological challenges, threaten the very ecosystems on which the blue economy depends.

The six OECS member countries have positioned the concept of blue economy development at the centre of the Eastern Caribbean Regional Ocean Policy (ECROP). Recognizing the vast potential of their marine spaces, these OECS member states are pursuing integrated ocean governance, ecosystem-based management, sustainable fisheries management, climate-resilient coastal infrastructure, marine renewable energy, research and innovation and expanded marine tourism. Through regional cooperation, the OECS member states aim to strengthen maritime security, enhance ocean-based livelihoods, and attract investment blue economy sectors.

Scope of the Requirement

Purpose

The consultancy will evaluate how effectively national and regional institutions support blue economy development and identify ways to strengthen ocean governance, policy coordination, and investment readiness while ensuring effective marine ecosystem conservation.

Key Objectives

The objectives of conducting the assessment of blue economy development across OECS member states are to:

1. Governance and Coordination

- Strengthen national coordination mechanisms for blue economy development.
- Strengthen/develop national ocean governance coordination mechanisms to enable cross-sectoral planning, policy alignment, and stakeholder engagement that foster sustainable ocean-based economic development in OECS member states.
- Strengthen the OECS regional ocean governance coordination mechanism.

2. Policy, Legislative, and Regulatory Frameworks

- Identify policy, legislative, and regulatory frameworks gaps through examining of existing national policies, laws, and regulations relevant to the blue economy.
- Propose practical, actionable policy reforms and regulatory amendments to strengthen governance, enhance investment readiness, and promote sustainable use of marine resources. Recommendations should be tailored to the national context and aligned with regional frameworks such as ECROP and ACOD, as well as relevant international ocean governance commitments.

3. Capacity Building and Leadership

- Build institutional and technical capacity of the regional coordinating mechanism (OECS OGT (Ocean Governance Team)) to effectively support national-level ocean policy implementation, promote regional policy coherence, and drive blue economy development and investment opportunities across the six OECS member states.
- Establish a network of blue economy champions across the six countries.

4. Stakeholder Engagement and Knowledge Sharing

- Promote and foster inclusive, transparent, and participatory decision-making in ocean governance and blue economy planning.
- Improve information sharing, data use, best practices, and evidence-based decision-making to enable collective actions that contribute to blue economy growth

3. Scope of Work and Deliverables

The Commonwealth Secretariat is seeking a suitably qualified consultant [or consortia?] to undertake the following key activities:

Activity 1: Conduct national institutional reviews on Blue Economy Development in six countries, Antigua and Barbuda, Dominica, Grenada, Saint Lucia, Saint Vincent and the Grenadines, and Saint Kitts and Nevis

- Conduct a comprehensive assessment of national institutions responsible for blue economy development.
- Examine mandates, legal frameworks, inter-agency coordination, technical and human resource capacities, and organizational structures.
- Identify functional overlaps, coordination gaps, and opportunities for vertical and horizontal alignment across ministries such as Fisheries, Environment, Blue Economy, Planning, Tourism, Maritime Affairs, Economic Planning, and Finance.

- Provide actionable recommendations on regional and national policies, legislation, and regulatory frameworks that could be revised or introduced to enhance investment, foster economic growth, and support sustainable development of the blue economy.
- Assess institutional culture, leadership, and attitudes toward cross-sector collaboration and innovation.
- Assess alignment of national policies with international and regional frameworks (ACOD, ECROP) and identify gaps and opportunities for harmonization.

Deliverable 1: Evidence-based reports highlighting institutional gaps, structural weaknesses, and recommendations for strengthening coordination and identifying national blue economy champions.

Activity 2: Assess the effectiveness of the OECS Regional Coordinating Mechanism

- Evaluate the effectiveness, structure, and functionality of the OECS Ocean Governance Team (OGT).
- Identify strengths, gaps, and opportunities to improve regional coordination, policy coherence, and alignment with national efforts.
- Assess the OGT's role in facilitating collaboration among Member States, supporting investment promotion, value-chain development, and sustainable resource use.
- Provide recommendations to strengthen the OGT's role as a driver of cohesive regional ocean governance and blue economy growth.

Deliverable 2: Assessment report on the effectiveness, structure, and functionality of the OECS Ocean Governance Team, including findings, strengths, gaps, and actionable recommendations

Activity 3: Facilitate Stakeholder Engagement and Consultation

- Organize national multi-stakeholder meetings and workshops, following the institutional reviews, to validate the findings and collect feedback from stakeholders. Most of these meetings are expected to be conducted virtually.
- Ensure alignment of findings with stakeholder priorities and on-the-ground realities.
- Engage participants from government, civil society, academia, the private sector, and community-based organizations.
- During meetings, promote inclusive dialogue on governance reforms and economic opportunities.
- Identify entry points for private sector engagement, investment partnerships, and innovation in blue economy sectors

Deliverable 3: A consultation report summarizing key findings, priorities, and recommendations for coordinated action.

Activity 4: Review Policy Alignment and Develop Institutional Strengthening Roadmaps

- Develop a tailored roadmap to improve operational effectiveness, strengthen regional coordination capacity, and enhance the OGT's role in supporting ocean and blue economy champions

- Develop individualised roadmaps for at least two Member State based on findings of ‘Activity 1: Conduct national institutional reviews on Blue Economy Development’ to clarify institutional roles and mandates, mobilize and empower ocean and blue economy champions, enhance inter-agency coordination and governance mechanisms, and reform legal and policy frameworks to support sustainable blue growth

Deliverable 4: Tailored institutional strengthening roadmaps for the OECS Ocean Governance Team and for two Member State, with actionable recommendations to enhance governance, coordination, and sustainable blue economy development

Activity 5: Design Capacity training program

- Design a training for government staff and institutions on ocean governance, blue economy planning, data management, and investment facilitation.

Deliverable 5: Training materials for government staff and institutions.

4. Expected Outcomes

- An established and coordinated network of blue economy champions capable of leading and advocating for ocean-based growth.
- Strengthened national ocean governance coordination mechanisms and clarified institutional roles.
- Aligned national policies and strategies with regional frameworks (ECROP) and international commitments.
- Enhanced stakeholder engagement, inclusivity, and transparency in ocean governance.
- Improved strategic investment, resource mobilization, and partnerships for sustainable blue economy growth.
- Strengthened technical and institutional capacity to manage ocean governance processes, implement policies, and attract investment.
- OECS Member States positioned to engage effectively in regional and global ocean initiatives.

6. Governance and Reporting

- The consultant will report to the CBC Blue Secretariat and OECS Commission.
- Regular monthly progress updates will be provided to ensure transparency, accountability, and alignment with the CBC priorities and OECS.

7. Duration, Timeframe and Payment Schedule

Deliverable	Final Due Date	Payment
Inception Meeting and Inception Report	Monday 8 th June 2026	20%
Inception Meeting		£6,000

<ul style="list-style-type: none"> • Clarify the roles and responsibilities of partner organisations and consultants • Expectations, deliverables, and timelines • Communication protocols and coordination mechanisms • Identify risks, constraints, and resource considerations <p>Inception Report</p> <ul style="list-style-type: none"> • Scope and Objectives, Methodology, Workplan • Outline of all deliverables and reporting back frameworks • Stakeholder mapping and engagement strategy • Data Collection and Baseline Information • Risk Assessment and Mitigation • Risk assessment and mitigation strategies 	
<p>Deliverable 1 Governance and Institutional Assessment Report National Institutional Review</p> <ul style="list-style-type: none"> • Analysis of institutional arrangements in each of the six countries. • Identification of policy and legal gaps and recommendations. • Assessment of governance capacities at the national level. <p>OECS OGT (Organization of Eastern Caribbean States - Observing Governance and Transparency) Regional Assessment</p> <ul style="list-style-type: none"> • Evaluation of existing regional coordination mechanisms. • Analysis of inter-country collaboration and policy harmonization. • Recommendations for improving regional governance and operational effectiveness. <p>Stakeholder Consultation and Validation</p> <ul style="list-style-type: none"> • Summary of stakeholder consultation processes across countries. • Validation of findings from the national and regional assessments. • Incorporation of feedback and perspectives from key stakeholders. • Final recommendations based on integrated national, regional, and stakeholder insights. 	<p>Wednesday 8th July 2026 - 40%</p> <p>£12,000</p>

Integrated Recommendations and Next Steps <ul style="list-style-type: none"> Actionable recommendations for closing policy and legal gaps. Strengthening governance capacities at both national and regional levels. Proposed roadmap for improved regional coordination and stakeholder engagement. 	
Deliverable: OECS Blue Economy Capacity Development and Knowledge Management Frameworks Regional Capacity Development and Training Program blue economy Monitoring, Reporting, and Knowledge Management Framework Final Synthesis Reports <ul style="list-style-type: none"> consolidating all findings, recommendations and roadmaps with an executive summary for policymakers and investors 	8th August 2026 - 40% £12,000
Total	£30,000

**Offers above £30,000 will not be considered.*

Key outputs:

- Inception report - Detailed methodology, workplan, stakeholder engagement plan and data sources for the consultancy services
- National institutional reviews - Report analysing the institutional arrangements, policy and legal gaps and governance capacities in the six countries.
- Policy Legal Recommendations - report evaluating the effectiveness of policy, legislative and regulatory frameworks with recommendations on changes to strengthen initiatives on blue economy development.
- An approved capacity development and training program for blue economy development for OECS membership
- Monitoring, Reporting, Knowledge Management (MRKM) framework for OECS. Framework including tools, templates, and guidelines to track progress, report outcomes and share knowledge.
- Final synthesis report - consolidating all findings, recommendations and roadmaps with an executive summary for policymakers and investors

For more information, please contact bluecharter@commonwealth.int

9 Contract Management

The successful consultant will report to the Secretariat's Contract Manager.

8. Required Qualifications

- Advanced degree in marine policy, environmental governance, ocean economics, international development, or a related field. Given the range of activities, the team should comprise at least 3 persons: Blue Economy Specialist; Legal Specialist; and Capacity-building Specialist
 - Experience working with international or regional organisations such as the Commonwealth Secretariat or Caribbean regional institutions.
 - Knowledge of blue economy financing, ocean investment, or marine spatial planning.
-

9. Required Expertise

The consultant (or consortium) should demonstrate the following expertise:

- Ocean governance and blue economy development: Proven experience in sustainable ocean management, marine policy, and blue economy planning, particularly in Small Island Developing States (SIDS). Experience with OECS member states would be an asset.
- Institutional and governance analysis: Experience conducting institutional assessments, organizational reviews, and designing coordination mechanisms across government agencies.
- Policy and regulatory frameworks: Strong understanding of ocean-related policy frameworks, including regional and international ocean governance instruments (e.g., regional ocean policies, blue economy, biodiversity and fisheries governance frameworks).
- Stakeholder engagement and facilitation: Demonstrated ability to conduct multi-stakeholder consultations, workshops, and participatory processes involving government, the private sector, civil society, and academia.
- Capacity building and training: Experience designing and delivering training programmes, technical assistance, and institutional strengthening initiatives.
- Monitoring, evaluation, and knowledge management: Skills in developing monitoring and reporting frameworks, data systems, and knowledge-sharing mechanisms for policy implementation.
- Regional experience: Familiarity with governance systems and development challenges in the Eastern Caribbean, particularly within the Organisation of Eastern Caribbean States (OECS).
- Project management and reporting: Strong analytical, research, and report-writing skills with the ability to deliver high-quality outputs within tight timelines.

Language

- *Excellent English writing and communicating skills required.*

13 Evaluation criteria

Please apply for this contract by submitting a CV and a concise cover letter (1-2 pages) to bluecharter@commonwealth.int by 24 May 2026.

The cover letter should include the candidate's / team's relevant expertise and experience along with the bid amount. Bids must include all relevant fees and taxes, which in total cannot exceed the maximum amount (£30,000).

Evaluation will be based on both competency and cost. Where submissions are similar in quality, preference will be given to Contractors that are Commonwealth citizens or entities registered in a Commonwealth country.

The application will be assessed based on the CV, cover letter and responses to the below questions.

Part 1 Bidder's details is for information only.

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

14 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 o.kaisamy@commonwealth.int

Quote Submission Documents

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/ Company and/or Trading Name</i>	
<i>Company Address</i>	
<i>Post Code</i>	

<i>Company/Sole Trader Registration Number</i>	
<i>Date of incorporation</i>	

<i>Contact Name</i>	
<i>Telephone</i>	

<i>Job Title</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 Name</i>	
<i>Company Address</i>	
<i>Post Code</i>	

<i>Duration of working relationship,</i>	
<i>Reason for use</i>	

In line with the Secretariat's Procurement Code of Ethics¹, 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.

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

UK VAT Declaration

For UK Registered consultant: 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.

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

Annual Turnover check:

In line with the Secretariat’s Procurement Code of Ethics², 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**³. The referees will not be contacted until the final stage of the Quote process.

	Reference 1	Reference 2
<i>Company Name</i>		
<i>Company Address</i>		
<i>Post Code</i>		
<i>Referees name</i>		
<i>Referee Telephone</i>		
<i>Referee Email</i>		

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.

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

³ 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 remedial action has been taken to prevent similar unlawful discrimination reoccurring.</i></p>	Yes/No

(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)	<p>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)?</p> <p><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></p>	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 (individual consultant)
(b)	<p>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?</p> <p><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></p>	Yes/No/NA (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 (individual consultant)

6. Insurance requirements (for information)

Not Applicable.

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">1. Secretariat's standard terms and conditions for below £30,000 total contract value can be found at: https://thecommonwealth.org/terms-and-conditions2. Secretariat's Code of Ethics and Safeguarding Policy at: https://thecommonwealth.org/corporate-policies and3. Secretariat's Corporate policies applicable to Consultant/suppliers and as published from time to time on the following web page: https://thecommonwealth.org/corporate-policies <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
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8. Legal comments table

Not Applicable.

Part 3 - Technical Questionnaire

Not Applicable.

Part 4 - Pricing

The maximum budget payable under this contract is £30,000 (including VAT, and any other fees). Payment will be made upon satisfactory completion of work signed off by the Commonwealth Secretariat and within 30 days upon submission of the invoice. All invoices will be sent to contract manager at bluecharter@commonwealth.int.

Bids must include all relevant fees and taxes, which in total cannot exceed the maximum amount (£30,000).

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"> 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. 2. Contributions to the accomplishment of a crucial programme or service or functional area of a broad scope, involving high complexity and impact. 3. Providing functional leadership and expert advice. 4. Preparing intricate and complex technical papers to working groups. 5. Undertaking the drafting of reports or proposals for projects of a large scale or a broad scope. 6. Large-scale programmatic and operational activities involving large commitments of staff and funds. 7. Rare specialization 8. Industry equivalent level: Partner/Managing Director
B	500-699	<ol style="list-style-type: none"> 1. Substantial experience in their specialist field and operating multiple major consultancy assignments achieving specific revenue and income objectives to agreed outcomes. 2. Within this category the person is expected to have significant, proven, industry recognised experience. 3. Expected to develop new approaches, techniques, or policies and/or design guidelines, standard operating procedures. 4. Providing technical support; leading group dynamics; and undertaking report drafting or project-wide proposals. 5. Industry equivalent level: Principal/Senior Consultant
C	350 - 499	<ol style="list-style-type: none"> 1. Demonstrable experience and relevant exposure in a range of projects in a specialist field.

		<ol style="list-style-type: none"> 2. Evidence of client facing experience and relationship management. 3. Support for planning and monitoring budgets and services to wider consultancy projects; and experience of proposal preparation. 4. Industry equivalent level: Consultant
D	300-349	<ol style="list-style-type: none"> 1. Specialized degree or training and 2. Several years of relevant experience 3. Industry equivalent level: Junior Consultant
E	£100 - £299	<ol style="list-style-type: none"> 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. 2. Industry equivalent level: Project Support

*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.