



# The Commonwealth

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

*IN STRICT COMMERCIAL CONFIDENCE*

Request for Quotations (RFQ) for Goods and Services (including Consultancy)

For the provision of [The Development of a New National Sports for Development and Peace Strategy for Sierra Leone 2025-2034]

August 2025

Secretariat Reference Number: 2025-2034

Return Date: Return Date - Noon on Monday 25<sup>th</sup> August 2025

Estimated Contract Award: September 2025

e-procurement portal <https://intendhost.co.uk/thecommonwealth.aspx/Home>

## Contents

1. Introduction	3
2. Purpose	3
3. Instructions to Bidders	3
4. Evaluation Weightings	4
5. Quote Timeline	4
6. Information for Bidders	4
7. Specification of Requirements/Terms of reference	6
Part 1 - Bidder Details	15
Part 2 - Suitability Assessment Questions	17
Part 3 - Technical Questionnaire	21
Part 4 - Pricing	22
5. Pricing	15
Annex 1 - Secretariat's Technical Assistance Consultants: Corporate Fee Band Table	16

## 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 The Development of a New National Sports for Development and Peace Strategy for Sierra Leone 2025-2034] goods/services to the Commonwealth Secretariat. The appointed consultant shall be awarded a contract that will be effective for up to 40+ person days from September 2025 to January 2026.

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: 12 noon Monday 25<sup>th</sup> August 2025. The quote documents are to be returned to the following email address: [sdp@commonwealth.int](mailto:sdp@commonwealth.int)

The quote documents are to be returned via the Commonwealth Secretariat's e-procurement portal: <https://in-tendhost.co.uk/thecommonwealth.aspx/Home>.

NOTE files attached must not be more than 2GB per document

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%

30% - Approach & Methodology:

- Understanding of the Terms of Reference
- Analysis of critical issues related to developing project proposals
- Relevance and creativity of the proposal
- Quality of proposal - writing style and accuracy

40% - Experience:

- 15% Evidence of a strong track record of success supporting national strategy development and producing related reports, strategy documents and outputs for governments and intergovernmental stakeholders
- 10% Proven ability to undertake consultation and analysis to design implementable policies and strategies for public authorities across social and economic policy domains
- 5% Capability to design and support the implementation of Results Frameworks and M&E systems
- 5% Proven ability to think laterally and apply innovative thought to policy

### Price 30%

[Note: Quality and Price total % should amount to 100%]

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) - Re-issued	05/08/2025
Clarification questions to be submitted by bidders by	08/08/2025
Secretariat's response to (anonymised) clarification questions will be circulated to all in writing by	10/08/2025
<b>REVISED DATE - Quotes submission closing date</b>	<b>25/08/2025 by 12:00PM</b>
Evaluation process duration (including any clarification meetings)	Submissions: 25/08/2025 Review: w/c 25/08/2025 Contract write up and internal processes: through August
Contract Start Date	September 2025

## 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 **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 noon BST 8<sup>th</sup> August 2025 and only to Dr Lin Sambili at [sdp@commonwealth.int](mailto:sdp@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)

### TERMS OF REFERENCE

<b>Title:</b>	The Development of a New National Sports for Development and Peace Strategy for Sierra Leone 2025 - 2034
<b>Location:</b>	Sierra Leone
<b>Contract duration:</b>	40+ person days (September to January 2026)
<b>Contract amount:</b>	GBP 20,000 including VAT.
<b>Closing date:</b>	25/08/2025

#### Background

The Commonwealth is a voluntary association of 56 independent and sovereign states that cooperate in the common interests of their citizens to further international understanding, development, and democracy. Its membership has great economic strength, geography, and ethnic diversity and a common heritage of values, language, institutions, and democratic traditions. The Commonwealth Secretariat is the principal intergovernmental body of the Commonwealth, responsible for progressing and achieving the shared goals of the association's member governments in advancing democracy, development, and respect for diversity.

Through the Commonwealth Secretariat Strategic Plan 2021-2025 and following the 10th Commonwealth Sports Ministers Meeting (10CSMM) held in July 2022 and the 11<sup>th</sup> Commonwealth Sports Ministers Meeting (11CSMM) held in July 2024, the Secretariat has been mandated to assist member countries to intentionally use sport to provide innovative policy and program-based solutions to contribute to national health, education, and social inclusion outcomes. Specifically, the Secretariat will support member countries in developing, implementing, and measuring the impact of policies and strategies aimed at maximising the contribution of sport to national development objectives and the Sustainable Development Goals (SDGs). To do this, the Commonwealth Secretariat delivers targeted technical assistance projects, produces guidelines, toolkits and other technical resources for member countries, and organises related capacity, training, events and high-level meetings.

#### ***Development of a new National Sports for Development and Peace Strategy for Sierra Leone***

The Government of The Sierra Leone is committed to undertaking an evaluation of the National Sports for Development and Peace Strategy 2017-2020 and the development of a new National Sports for Development and Peace Strategy, which will provide the Ministry of Sports and its agency the National Sports Authority (NSA) of Sierra Leone with a straightforward programme of action that can be delivered over the next ten years. This project is the main priority of the Ministry and the Authority for 2024/25, and it is the primary objective for the new National Sports for Development and Peace (SDP) Strategy to be built upon the strengths of the previous strategy and lessons learned. For this new SDP strategy, we recommend creating a Monitoring and Evaluation (M&E) Framework alongside

the development of the New National Sport for Development and Peace (SDP) Strategy so that the implementation of the new Strategy has an accountability system from the point that it is adopted.

The Government of Sierra Leone is mindful that for sports to assume its pride of place as a crosscutting activity within the Development Agenda, a consultative, collaborative and coordinated approach is required to elicit the desired outcomes. The broad-based consultations leading to the development of this sports strategy would ensure that all stakeholders take ownership of responsibility for and participation in the effective implementation of the SDP strategy, thereby ensuring sustainable delivery across all the thematic areas of engagement more effectively and inclusively. The overarching vision of Sierra Leone's Sports Strategy for the next decade is to maintain and sustain this momentum and to galvanise the sporting fraternity to a higher level of leading-edge characterised by sporting engagement and excellence across all disciplines.

Sport is generally and widely accepted as a veritable instrument for social cohesion, health promotion, personal growth and development. As a unifying and potent force, sports can galvanise societies as well as motivate athletes, both amateur and professional, to maximise their potential and to be the very best that they can be. Hence, the Government is very conscious of the solidarity effects of both modern and traditional sports and has requested Technical Assistance from the Commonwealth Secretariat. This work is expected to consult widely with various stakeholders, including Government ministries and departments, National Sporting Associations, community-based sports entities, municipalities, athletics officials and media practitioners.

The sports strategy will endeavour to realise the government's Vision for sports, as provided for in the National Medium Term Development Plan 2025-2030 and incorporate the basic principles and guidelines that underpin sports development.

With technical assistance from the Commonwealth Secretariat, the Government will establish a National Sports for Development and Peace Strategy Taskforce of critical sports and non-sport agencies and organisations. This Task Force will guide the development of the new strategy and associated frameworks.

In summary, the Commonwealth Secretariat has committed to providing technical assistance to support the evaluation of the previous National Sports Strategy and the development of the new Sport for Development and Peace (SDP) strategy based on a request from the Ministry of Sports and the National Sports Authority received through an Expression of Interest dated 30/08/22. An initial virtual meeting between the Ministry of Sports, National Sports Authority and the Commonwealth Secretariat was then undertaken to discuss the types of services that could be provided. The outcome of this meeting was to develop these Terms of Reference (TORs) in order to recruit a suitable consultant or local expert to undertake the work in partnership with the Ministry of Sport, National Sports Authority and the Commonwealth Secretariat.

### **Purpose and key deliverables of the Assignment**

The primary purpose of the assignment is to provide technical assistance to the Ministry of Sport and the National Sports Authority to develop a new National Sports for Development and Peace Strategy which maximises the contribution of sport to deliver national strategic objectives and the SDGs. To do this, it is a priority of the Ministry and the Authority to review

and evaluate the successful impact of the previous strategy, building on strengths and successes but also ensuring lessons are learned. The new National Sports for Development and Peace Strategy must be developed through a collaborative and inclusive consultation process, securing effective engagement and buy-in from various stakeholders. The final strategy should articulate links between it and the Ministry of Sports, the National Sports Authority, and the African Union Policy Framework for the Sustainable Development of Sport in Africa where appropriate. It is also critical to ensure that a robust Monitoring and Evaluation Framework is produced alongside the creation of the new strategy. The strategy and framework are expected to meet the tailored needs of stakeholders in Sierra Leone, adopt best practice examples from other Commonwealth member countries, and be used as benchmarks for alignment with the SDGs. This assignment delivery should also, where possible, assist in building the capacity of critical officials to update and implement the new strategy.

The key deliverables of the assignment include:

- A Project Inception Report detailing the methodology for the overall assignment
- An Evaluation Report for the previous National Sports for Development and Peace Strategy 2017-2020
- A baseline Needs Assessment Report for the new strategy based on a desktop review and quantitative and qualitative assessment using a range of methods (focus groups, interviews and surveys)
- Stakeholder Workshop series to inform the development of the new SDP strategy
- A draft National Sports for Development and Peace Strategy and Monitoring and Evaluation (M&E) Framework and Implementation Plan for review and further consultation
- Final drafting and completion of the National Sports for Development and Peace Strategy and M&E Framework

### Scope of services and deliverables

To fulfil this assignment, the consultant will be required to deliver the **following outputs**:

#### 1. Project Inception Report

- Set out the methodology and work programme for the project, following the Project Inception Meeting, to include:
  - Detailed methodology for each stage and output of the project.
  - Detailed consultation and engagement plan - what, why, where, when, how, etc
  - A clear and realistic work plan with planned activities mapped against a weekly timeline, including regular update meetings with the Taskforce and Com Sec team.
  - An information requirements list including documents, contact details and any other resources required from the Taskforce/ Com Sec team.
  - The roles and responsibilities plan is split between the main contributors—the Consultant, Com Sec, and, where relevant, our partner organisations.
  - A basic risk assessment and mitigation plan.



2. **Evaluation Report for the National Sports for Development and Peace Strategy 2017-2023** adopting a theory-based approach using/adapting any existing theory of change or developing a new theory of change as a basis for evaluating and creating the new Sports Strategy. Essential tasks to include:
  - Create an agreed set of evaluation questions utilising the OECD/DAC criteria of relevance, coherence/alignment, effectiveness, efficiency, impact and sustainability.
  - Undertake interviews with an agreed set of key stakeholders using the evaluation questions
  - Identify critical strengths, weaknesses, challenges, and critical opportunities for development/ improvement based on the evaluation.
  - Recommendations for the new Sports Strategy and its implementation.
3. **Baseline Needs Assessment Report** presenting the findings from both quantitative and qualitative assessment methods, including:
  - Results of desk research and analysis of national and regional sport strategy alignment opportunities as well as pathways for the strategy to help The Gambia progress its work to deliver the SDGs.
  - Assessment of capacity to implement a robust M&E system involving data collection and regular progress reporting on an annual or biannual basis.
  - Analysis of data, both quantitative and qualitative, collected from desk research and stakeholder consultation, surveys, and focus groups to be defined in the Project Inception Report.
  - Recommendations to inform the development of the new National Sports for Development and Peace (SDP) Strategy, including critical resource implications, governance structures and additional capacity-building requirements.
4. **Draft National Sport for Development and Peace Strategy White Paper for review and further consultation**
  - Plan and deliver at least two in person workshop sessions with key stakeholders to review and validate the findings from deliverables 2 and 3 and begin identifying priority areas for the new National Sports for Development and Peace Strategy.
  - Drafting of initial strategy white paper based on the outcomes of the workshop sessions.
  - Administration of feedback and collation of inputs, feedback and amendments.
5. **Publication of a Results Framework and Draft Monitoring and Evaluation Plan to support strategy implementation and sustainability**
  - Development of a Draft Results Framework and Monitoring and Evaluation Plan in collaboration with the Task Force and stakeholders to support stratified administration and impact measurement.
  - Analysing and mapping existing national results frameworks and performance indicators for sport in alignment with the Commonwealth Secretariat Sport and SDG Model Indicators.
  - Proposed structure, format and deliverables for the framework and M&E system, including the administration of such a framework.
  - Development and publication of a long-term implementation plan to support the Ministry and sector stakeholders in delivering the SDP Strategy.
  - Final Draft National Results Framework and M&E system on the contribution of sport to national development.

- Recommendations to operationalise the M&E system, including crucial resource implications and additional capacity-building requirements based on baseline needs assessment and the delivery of one familiarisation workshop.

#### 6. Final Draft of the National Sports for Development and Peace Strategy 2024-2030

- Following consultation on the first draft, make necessary amendments to produce a Final Draft of the National Sports for Development and Peace Strategy in collaboration with the Taskforce and Com Sec team.

#### Timeline for deliverables and milestone payments

Milestone date	Deliverable	% of fee
30/09/2025	1. Project Inception Report	20%
04/10/2025	2. Evaluation Report for the National Sports for Development and Peace Strategy 2017-2020	20%
04/11/2025	3. Baseline Needs Assessment Report	20%
23/12/2025	4. Draft National Sport for Development and Peace Strategy White Paper, Results Framework, Monitoring and Evaluation Plan	30%
31/01/2026	5. Final Draft of the National Sports for Development and Peace Strategy	10%

#### Approach and Implementation Arrangements

The Adviser, Sport for Development and Peace and Project Manager at the Commonwealth Secretariat will oversee the project. The National Sports Authority will direct engagement with the Government of Sierra Leone, supported by a bespoke Task Force set up by the Ministry of Sports. The assignment will be delivered through a continuous collaborative approach. The consultant(s) are expected to liaise with and work as part of a team that will include the Task Force and relevant other ministries, Commonwealth Secretariat staff, and partner organisations/ collaborators.

The total fee quoted in proposals should include all travel and subsistence requirements and any tax payable by the consultant. Please note that consultants are insured under the Commonwealth Secretariat's emergency medical and travel insurance policy while on assignment.

#### Qualification and Skill Requirements

*Applicants as individuals or as part of a company should possess:*

- A postgraduate qualification in a relevant discipline.
- Expert knowledge in the use of sport as a development tool, particularly in developing or applying national strategy.
- General expertise in designing strategies across social and economic policy domains.
- Expertise in Measurement and Evaluation of a national policy.
- A sound understanding of the Sustainable Development Goals (SDGs) and implications for public policy development, measurement and evaluation.

- Success in authoring publications or official reports for national governments, intergovernmental meetings, and policy-orientated fora.
- Cross-cultural competency and experience working in developing countries in the Commonwealth, particularly in Africa, are highly desirable.

***Applicants should be able to demonstrate in their fee proposals:***

- A track record of success supporting national policy development and producing related reports, strategy documents and outputs for governments and intergovernmental stakeholders.
- Proven ability to design implementable policies and strategies for public authorities across social and economic policy domains.
- Proven ability to develop and support the implementation of Results Framework and M&E systems.
- A strong understanding of how to successfully structure sports sectors to effectively and efficiently deliver sports policies.
- Capable of planning, designing, and delivering national-level workshops on public policy development, implementation monitoring, and evaluation.
- Proven ability to undertake needs assessment consultation and analysis about national policy development.
- Proven ability to think laterally and apply innovative thought to policy, design, and develop practical policy recommendations.
- High level written and interpersonal communication skills.

**Application Process**

To apply, interested parties should submit a Fee Proposal by the requirements in the Request for Quotations (RFQ) by the stated deadline containing the following:

- Overview of the proposed approach to the assignment, including:
  - Methodology for each deliverable
  - Proposed scope of each service/activity
  - Total time and personnel commitment for the assignment
  - Total budget for the assignment
- Example(s) of previous work that demonstrates the capability to complete the assignment.
- In addition to the above:
- For individuals: a detailed CV outlining their educational qualifications, professional engagements, and a list of other relevant work undertaken; and
- For organisations and institutions: a prospectus outlining their relevant experience and achievements and the CVs of experts working on the assignment.

## Evaluation Weightings

The following evaluation weightings will be used to assess and score each fee proposal:

<b>Technical / Quality</b>	<b>70% based on:</b> <b>30% - Approach &amp; Methodology:</b> <ul style="list-style-type: none"><li>- Understanding of the Terms of Reference</li><li>- Analysis of critical issues related to developing project proposals</li><li>- Relevance and creativity of the proposal</li><li>- Quality of proposal - writing style and accuracy</li></ul> <b>40% - Experience</b> <ul style="list-style-type: none"><li>- 15% Evidence of a strong track record of success supporting national strategy development and producing related reports, strategy documents and outputs for governments and intergovernmental stakeholders</li><li>- 10% Proven ability to undertake consultation and analysis to design implementable policies and strategies for public authorities across social and economic policy domains</li><li>- 5% Capability to design and support the implementation of Results Frameworks and M&amp;E systems</li><li>- 5% Proven ability to think laterally and apply innovative thought to policy design and implementation methods and governance structures</li><li>- 5% High-level written and interpersonal communication skills</li></ul>
<b>Price</b>	<b>30% -Price</b>

## 8 List of Deliverables/Payment schedule:

<b>Milestone date</b>	<b>Deliverable</b>	<b>% of fee</b>
30/09/2025	6. Project Inception Report	20%
04/10/2025	7. Evaluation Report for the National Sports for Development and Peace Strategy 2017-2020	20%
04/11/2025	8. Baseline Needs Assessment Report	20%
23/12/2025	9. Draft National Sport for Development and Peace Strategy White Paper, Results Framework, Monitoring and Evaluation Plan	30%
31/01/2026	10. Final Draft of the National Sports for Development and Peace Strategy	10%

## 9 Contract Management

The successful consultant will report to the Secretariat's Contract Manager [Dr Lin Sambili, Adviser, Sports for Development and Peace and adhere to the specific arrangements for contract management through regular emails and progress meetings as deemed necessary by the Secretariat team.

## **10 Monitoring/ Reporting requirements**

The successful consultant's progress and interim deadlines for the National Sports Policy 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 sports policy, prior to the final submission.

## **11 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).

## **12 Skills and experience required**

*Applicants as individuals or as part of a company should possess:*

- *A postgraduate qualification in a relevant discipline.*
- *Expert knowledge in the use of sport as a development tool, particularly in developing or applying national strategy.*
- *General expertise in designing strategies across social and economic policy domains.*
- *Expertise in Measurement and Evaluation of a national policy.*
- *A sound understanding of the Sustainable Development Goals (SDGs) and implications for public policy development, measurement and evaluation.*
- *Success in authoring publications or official reports for national governments, intergovernmental meetings, and policy-orientated fora.*
- *Cross-cultural competency and experience working in developing countries in the Commonwealth, particularly in Africa, are highly desirable.*

*Applicants should be able to demonstrate in their fee proposals:*

- *A track record of success supporting national policy development and producing related reports, strategy documents and outputs for governments and intergovernmental stakeholders.*
- *Proven ability to design implementable policies and strategies for public authorities across social and economic policy domains.*
- *Proven ability to develop and support the implementation of Results Framework and M&E systems.*
- *A strong understanding of how to successfully structure sports sectors to effectively and efficiently deliver sports policies.*

- *Capable of planning, designing, and delivering national-level workshops on public policy development, implementation monitoring, and evaluation.*
- *Proven ability to undertake needs assessment consultation and analysis about national policy development.*
- *Proven ability to think laterally and apply innovative thought to policy, design, and develop practical policy recommendations.*
- *High level written and interpersonal communication skills.*

### **Language**

- *Excellent English writing and communicating skills required.*

### **Knowledge, Skills and Abilities**

- *Solid understanding and knowledge of [cybercrime and of influencing the building of effective anti-cybercrime policy, legal, institutional and international cooperation frameworks]*
- *Strong research design and report writing skills, including capacity to prepare accurate, relevant, reliable and analytical legal and policy reports*
- *Strong technical drafting and editing skills with attention to detail*
- *Ability to work under pressure while keeping to timelines*
- *Ability to work with a high degree of accuracy and attention to detail on complex assignments*
- *Sound organisational and planning skills, including proven ability of meeting strict deadlines*
- *Reasonable flexibility to adapt to limited changes in the terms of reference*
- *Strong interpersonal and communication skills and ability to work constructively with internal and external stakeholders]*

### **13 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

## 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 [l.sambili@commonwealth.int]

### Quote Submission Documents (ref 2025-2034)

*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 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.

---

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

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.

### 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		

<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.



## 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.

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)	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?	Yes/No

	<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>	
(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)

Does the Consultant (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 insurance 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.

<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> <p>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></p> <p>2. Secretariat's Code of Ethics and Safeguarding Policy at: <a href="https://thecommonwealth.org/corporate-policies">https://thecommonwealth.org/corporate-policies</a> and</p> <p>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></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 or Goods and Services) 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	<p><b>Unacceptable Response</b></p> <p>No information provided or response does not address the requirement.</p>
1	<p><b>Poor response</b></p> <p>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.</p>

2	<b>Fair response</b> 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> 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> 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> 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 **70%** 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.

#### **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 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.

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.

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

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

<b>Expenses:</b>			
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>			

**For Consultancy:** The following scoring mechanism will 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

	<b>Using 1-3 Scoring system for Fee Band Requirement</b>
<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 only - this must be itemised in the total quote received/agreed by the Secretariat and the consultant must submit a UK VAT registration certificate to the Secretariat when invoicing. All invoices will be sent to contract manager Dr L Sambili at [l.sambili@commonwealth.int](mailto:l.sambili@commonwealth.int).

## 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> <li>2. Evidence of client facing experience and relationship management.</li> </ol>



		<ul style="list-style-type: none"> <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.