



The Commonwealth

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

IN STRICT COMMERCIAL CONFIDENCE

Invitation to Tender (ITT)
For the Provision of Consultancy Services for the Evaluation of the Commonwealth
Secretariat's Strategic Plan 2017/18 - 2020/21

October

Secretariat Reference Number: 530-2020

Return Date: Return Date - Noon on 05-11-2020

Estimated Contract Award: December 2020

Contact Email: procurement@commonwealth.int

Table of Contents

Section	Action	Page(s)
1. Introduction	For information	3
2. Purpose	For information	3
3. Tender Timetable	For information	4
4. Instructions to Tenderers	For information	5
5. Evaluation Process	For information	6-7
6. Specification of requirements (SoR)	For information	8-17
7. Tender Submission Documents Part 1 - Invitation to Tender - Tenderer Details 1.1.a Terms and Conditions confirmation Legal Comments table 1.2 Code of Ethics 1.3 Non Disclosure Agreement 1.4 Insurance Requirements 1.5 Employment and Human Rights 1.6 Environmental Legislation 1.7 Health and Safety Legislation 1.8 Policies/Accredications 1.9 Commercially Sensitive Information 1.10 Turnover/Financial Stability 1.11 Commercially Sensitive Information Part 2 - Invitation to Tender -Technical Questionnaire Part 3 - Invitation to Tender -Pricing Declaration for signing	For completion and submission as part of the Tender response	18-27
Appendix 1 Terms and Conditions of Contract	For review and acceptance as part of the Tender response	28
Appendix 2- Code of Ethics (to be returned signed)	For completion and submission as part of the Tender response	29
Appendix 3 - Parent / Group Company Statement (to be returned signed)	For completion and submission as part of the Tender response	30
Appendix 4 - Non-Disclosure Agreement (to be returned signed)	For completion and submission as part of the Tender response	31-33

1. Introduction

- 1.1 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. Further information on the Secretariat can be found at: <http://thecommonwealth.org/>
- 1.2 This status has an impact on some of the standard terms and conditions of contract (see appendix 1). 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. CSAT is located in London, United Kingdom. Information about CSAT, including its governing statute and procedure are available on its website at <http://thecommonwealth.org/tribunal>.
- 1.3 The Secretariat implements decisions agreed by 54 Heads of Government and Ministers through advocacy, consensus-building, information sharing, analysis, technical assistance, capacity-building, and advice on policy development.

2. Purpose

- 2.1 The Secretariat wishes to find and appoint a suitable supplier for the Provision of Consultancy Services for the **Evaluation of the Commonwealth Secretariat's Strategic Plan**. The appointed supplier shall be awarded a contract that shall be effective for **120 person days between December 2020 and June 2021**.
- 2.2 See specification in Section 6 - Specification of Requirements for details of the goods and services (including professional services) required.

3. Tender Timeline

- 3.1 Please note the following timetable is indicative at the time of going out to tender. This timetable may be subject to change at short notice.

ACTIVITY	DATES & TIMES
Publication of invitation to tender	15 10 2020
Clarification period closes (“Tender Clarifications Deadline”)	5 PM on 27 10 2020
Deadline for the publication of Secretariat’s responses to tender clarification questions	30 10 2020
Deadline for submission of Tenders to the ComSec (“Tender Submission Deadline”)	Noon on 05 11 2020
Notification of shortlisting (including presentation details and evaluation criteria) by	N/A
Shortlisted tenderers’ presentations	N/A
Issue intention to award letters	30 11 2020
Estimated award date of contract	11 12 2020
Estimated contract start date	15 12 2020

4. Instructions to Tenderers

- 4.1 Tenderers must submit all documents as set out in Section 7 Part1 - Part 3 no later than the return date of **12:00 (Noon) on 05 11 2020**.
- 4.2 The tender documents are to be returned **by email only** to the Commonwealth Secretariat to:
Email: Procurement@commonwealth.int
NOTE: The file must be no more than 25MB per email.
- 4.3 Unless indicated otherwise, all prices should be quoted in Pounds Sterling. Prices quoted should exclude VAT but must indicate clearly where VAT is applicable and where items might be zero-rated.
- 4.4 The tenderer must ensure that they have all the information required for the preparation of the tender submission and that they are satisfied about the correct interpretation of terminology used in this documentation. The tenderer must also ensure that they are fully conversant with the nature and extent of the obligations should the tender be accepted.
- 4.5 Tenders are to be valid for a minimum of 60 days from the closing date for the submission of the tenders.
- 4.6 The Commonwealth Secretariat reserves the right to cancel the tender at any time during the process and not to award a contract as a result of this procurement process.
- 4.7 The Tender process will be conducted to ensure that responses are evaluated fairly to ascertain the most qualified and economically competitive bids. The Secretariat will use the evaluation criteria described below to determine if the Tenderer qualifies.
- 4.8 Tenderers shall bear all costs in completing a tender submission, including attendance of any presentations required.
- 4.9 Tenderers shall not disclose details of the ITT to third parties without prior agreement from an authorised officer of the Commonwealth Secretariat.
- 4.10 Tenderers are required to submit transparent pricing with no hidden costs or charges.
- 4.11 All clarification queries must be in writing submitted by **5pm on 27-10-2020** and **only** via the email address procurement@commonwealth.int
- 4.12 Prior to commencing formal evaluation, tender responses received will be checked to ensure they are fully compliant with all the instructions of this tender and clarification may be sought with regard to minor non-compliances. Non-compliant Tender Responses may be rejected by the Secretariat without further follow up. Only Tender Responses which are deemed by the Secretariat to be fully compliant will proceed to evaluation.
- 4.13 The Secretariat will carry out an evaluation of the tender bids using the weighted criteria method as described in sections below. Following all tender evaluation stages the Secretariat will select a preferred tenderer which will be taken forward to contract award.
- 4.14 By submitting a response, the tenderer is agreeing to be bound by the terms of this ITT and the Commonwealth Secretariat Terms and Conditions of Contract save as in relation to those areas of the Contract specifically highlighted by completing the Legal Comments Table.
- 4.15 By taking part in this tender all tenderers commit to the following:
 - Tenderers certify that they have not canvassed or solicited any officer or employee of the Secretariat in connection with this tender submission and that no person employed or acting on behalf of the tenderer has done any such act.
 - To help achieve greater transparency in how the Secretariat spends public funds and to help deliver better value for money, tenderers acknowledge that should they be successful certain information, except for any information which is exempt from disclosure, will be published on the Secretariat's procurement website:

<http://thecommonwealth.org/procurement> The information published may include (as an example): contract title, successful tenderer name, duration of contract.

- 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).

5. Evaluation

A. Evaluation - Criteria Weightings

- 5.1 **Quality** **70%**
- Technical Questionnaire
- 5.2 **Price** **30%**

B. Evaluation Process

Part 1: Tenderer Details

The scoring methodology that will be applied is as follows:

- 5.3 **Information only** - the information provided will not be scored, but failure to provide it may result in the ITT submission being disqualified from the tender process.
- 5.4 **Pass/Fail** - as indicated in the invitation to tender

Part 2: Technical Questionnaire Scored - 70 %

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

Using a 0 - 5 scoring system:	
0	Unacceptable Response - No information provided or response does not address the requirement.
1	Poor response - The response contains material omissions and / or is supported by limited evidence / examples. Concerns that the organisation does not have the potential to deliver / that they have failed to meet a reasonable standard.
2	Fair response - 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	Good Response - 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	Excellent Response - 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	Exceptional Response - 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.
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5.6 The following formula will be applied for each question:

- $\text{Points Scored} \div \text{Points Available} \times \% \text{ weighting}$

5.7 The scores for each of the questions will be added to give a total technical quality score.

5.8 Unanswered questions or sections that are left blank shall be awarded a 0.

5.9 No half marks will be awarded.

Part 3 - Pricing - 30%

5.10 Please refer to the ITT - Pricing Schedule for a full breakdown of the costs required. The lowest total price bid for shall be awarded the full points, all other bids shall be awarded a percentage from the benchmark. E.g. $(\text{lowest price}/\text{other bid}) \times \text{weighting} = \text{Score}$.

5.11 A worked example of the commercial evaluation model is provided below, using a weighting of 40% as an example.

Score = lowest total cost/tenderer's total cost x 40 (maximum available marks)
If three responses are received and bidder A has quoted £3,000 as their total price, Bidder B has quoted £5,000 and Bidder C has quoted £6,000 then the calculation would be as follows:

Bidder A Score = $3000/3000 \times 40$ (maximum available marks) = 40

Bidder B Score = $3000/5000 \times 40$ (maximum available marks) = 24

Bidder C Score = $3000/6000 \times 40$ (maximum available marks) = 20

Part 4 - Clarification

Clarification stage following completion of evaluation of part 3 and part 4 of the tender response, bidders may be invited to clarify (in written formal or verbally) their bids if required.

This clarification stage will not carry any weightings in its own. A moderation will take place to finalise the evaluation scores.

Decision to award

Following evaluation of tenders in accordance with the evaluation process set out in this ITT, the tenderer which offers the best value for money tender may be awarded a Contract.

Please note, the successful tenderer will be checked for their Equifax Credit Score. Should a tenderer fail the credit score, the Secretariat will be entitled to commence negotiations with the second preferred tenderer subject to that tenderer having passed the Equifax Credit Score and so forth. Should the tenderer ranked first decline to accept a Contract, then it will be offered to the next ranked tenderer until it has been accepted.

A Contract award is subject to formal signature by both parties (including the satisfaction of any conditions precedent) providing all pre conditions are met e.g. certificates, statements and other means of proof where tenderers have up to this point relied on self-certification.

6 Specification of Requirements

Introduction to the Secretariat

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. Further information on the Secretariat can be found at: <http://thecommonwealth.org/>

This status has an impact on some of the standard terms and conditions of contract (see appendix 1). 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. CSAT is located in London, United Kingdom. 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 54 Heads of Government and Ministers through advocacy, consensus-building, information sharing, analysis, technical assistance, capacity-building, and advice on policy development.

Terms of Reference

Evaluation of the Commonwealth Secretariat Strategic Plan 2017/18-20/21

TERMS OF REFERENCE

1. INTRODUCTION

The Commonwealth Secretariat (hereafter referred to as ‘the Secretariat’) is an intergovernmental organisation established in 1965 with 54 member countries across the globe, bringing together 2.2 billion citizens. The Organisation promotes democracy, rule of law, human rights, good governance, social and economic development and is also a voice for small states and youth empowerment. The Secretariat work is guided by its Charter as “*Affirming our core Commonwealth principles of consensus and common action, mutual respect, inclusiveness, transparency, accountability, legitimacy, and responsiveness*”.

The Strategic Plan 2017/18 - 2020/21 continues the shared priorities of member governments agreed for eight to ten years in the Strategic Plan 2013/14 - 2016/17. The development of the current Plan benefitted from the performance feedback provided by member states, external audits, a meta-analysis of the Commonwealth Secretariat’s evaluation studies, and an independent evaluation of the previous Strategic Plan.

The Plan outlines the Secretariat's strategy in line with the values and principles enshrined in the Commonwealth Charter. It includes mandates from the last two Commonwealth Heads of Government Meetings (CHOGMs).

The 2013/14 and 2017/18 Strategic Plans share three overarching goals. Both strategic frameworks identify strategic and intermediate outcomes which are tracked over the four-year strategic period.

The three goals are:

- Strong democracy, rule of law, promotion and protection of human rights and respect for diversity;
- Inclusive growth and sustainable development; and
- A well-connected and networked Commonwealth.

Six (6) strategic outcomes were defined in the Strategic Plan 2013/14 - 2016/17 with a time frame of eight (8) years. Under the current Strategic Plan 2017/18 - 2020/21 the Secretariat maintained the broad strategic direction but refined the strategic outcomes from six to five. (*see Annex 1 - Strategic Outcome Matrices*).

The four-year Strategic Plan is operationalised annually through Delivery Plans and Annual Budgets after approval by the Board of Governors. The Delivery Plans establishes a coherent organisational framework, presents a detailed plan for each programmatic and operational area, and highlights reforms in portfolio and operations management practices. The Delivery Plan includes reporting on the Strategic Results Framework (SRF) highlighting progress against annual and strategic targets set within the Strategic Plan. The Delivery Plan is implemented through projects. The Secretariat produced its first ever Delivery Plan in 2017/18, emphasising a new focus on effectiveness and efficiency.

The Strategic Results Framework is the core reference for programme planning, implementation, monitoring, evaluation and reporting. The programme structures draws on the Secretariat's core 'ways of working' referred to as its Secretariat's 'Impact Pathways'. The 'Impact Pathway' is defined generally as the sequences of cause and expected effect relationships that link the Secretariat's delivery to intended results. Five such pathways are identifiable across the programmes: 1.Consensus Building, Thought Leadership and Advocacy; 2.Policy and Legislative Development; 3.Institutional and Capacity Development; 4.Networking, Knowledge Generation and Sharing; and 5.Performance Management. Each 'pathway' draws on the Secretariat's experiences, specialist knowledge and competencies in delivery. Also, in each, there are theories, hypotheses and expectations of how actions taken and packaged will lead to desired results - hence the term 'impact pathways'. The inherent complexities of any development problem implies the need for a systems approach to change. Each strategic programme therefore includes project actions drawn across multiple impact pathways.

A Mid-Term Review of the current Strategic Plan, conducted in 2019 (August - October), assessed progress towards the realisation of the Intermediate Outcomes (IOs) as set out in the Strategic Results Framework (SRF) and provided clear strategic and operational recommendations to improve the Secretariat's planning, performance and results going forward. A Mid-Term Review and an evaluation of the previous Strategic Plan (2013/14-2016/17) has also been conducted. A number of programme and country evaluations were

also completed over which inform the evidence base on implementation across the two strategic plan periods.

Findings and recommendations from this evaluation will inform the development of the Secretariat's next Strategic Plan 2021/22 - 2025/26.

2. PURPOSE AND SCOPE OF ASSIGNMENT

The Strategy, Portfolio, Partnership and Digital Division (SPPDD) is commissioning an independent evaluation of the Commonwealth Secretariat's Strategic Plan 2017/18 - 2020/21 and an assessment of the cumulative performance from the previous Strategic Plan 2013/14 - 2016/17. The purpose of this evaluation is to assess the relevance, efficiency, effectiveness, impact and sustainability of the Secretariat's programmes as directed by the Strategic Plan in meeting the needs of its member states.

The primary focus of the evaluation will be the current Strategic Plan period. However, the evaluation will reflect on the cumulative contribution to results from the previous Strategic Plan period. In this regard, it will cover four (4) years of the previous plan (July 2013 - June 2017) and three (3) years of the current plan (July 2017 - June 2020). It will also make recommendations from both the strategic and operational perspectives that will directly input into the Strategic Plan 2021/22 - 2025/26.

Specifically, the evaluation objectives are to:

- Assess the transition and coherence of programmes from the previous Strategic Plan 2013/14 - 2016/17 to the current Strategic Plan 2017/18 - 2020/21;
- Conduct a meta-analysis of strategic, programme and country evaluations conducted within the two strategic plan periods to assess the coverage and quality of evidence on the Secretariat's impact pathways and strategic performance;
- Review the Secretariat's 'Impact Pathway' and map programme performance in the two strategic plan periods against the pathways, identify gaps or issues on how we apply the pathways;
- Evaluate how well the strategic plan design and programmes aligned with Sustainable Development Goals and allow for adaption to changes in the global context and priorities of Member States;
- Assess the extent to which Commonwealth member states may have benefited from the Secretariat's work and tangible outcomes realised;
- Assess the extent to which gender mainstreaming was enabled and realised as well as lessons learnt through the two strategic plan periods;
- Identify issues, challenges and lessons and make recommendations for the development of the next Strategic Plan (2021/22 - 2025/26).

3. METHODOLOGY

This evaluation is both summative and formative as the Secretariat is keen to identify what works and for whom in order to inform improvements. The evaluation will be utilisation focused, seeking to engage stakeholders and partners in order to ensure that the outcomes

inform the strategic planning phase that has already commenced. The Consultant(s) should include the following in their methodology:

- Conduct a meta-analysis of strategic, programme and country evaluations in the two strategic plan periods;
- Review of all pertinent records and data related to the Strategic Plan design and implementation, monitoring and reporting, including Six Monthly Progress reports, Annual Results Reports, Mid-Term Review Reports, Secretary-General's reports to CHOGM, and internal and external audit reviews;
- Review member country and external reviews of the Secretariat's performance during the period, including governance reviews and bilateral aid reviews;
- Conduct focussed evaluative reflection sessions focussed on learning with programme teams in the Commonwealth Secretariat engaged in the delivery of the Strategic Plan;
- Conduct consultations with key stakeholders including High Commissioners, governments, programme partners, collaborating institutions, and consultants.

4. TIMEFRAME AND DELIVERABLES

The study is planned during the period December 2020 - June 2021. It is estimated that 120 consultant days will be needed to complete the study. Due to COVID-19, no travel is envisaged during this assignment. However, should any face to face be considered necessary later along the assignment, this will be agreed upon and the Secretariat will reimburse any costs to the Consultant(s) in line with the Secretariat's Travel Policy.

The Evaluation will provide the following deliverables to the Secretariat:

- Inception report with the Evaluation framework, work plan, methodology and draft templates for all necessary evaluation tools;
- Draft Evaluation report;
- Validation seminar/ presentation on the Evaluation findings and recommendations;
- Final Evaluation report, incorporating all feedback/ comments received on the draft report and during the dissemination seminar.
- Raw and secondary data sets used in the production of the report, especially if surveys and external data are part of the methodology.

The deliverables must be submitted to SPPDD electronically as a Microsoft Word document. The inception report is due within two weeks after the initial meetings with the Secretariat staff and the review of literature. Following the presentation of the Evaluation findings at a seminar at the Secretariat and receipt of feedback comments from the Secretariat and other stakeholders on the draft report, the consultant(s) is/are expected to submit a revised final Evaluation report within two weeks. The draft (and final) Evaluation reports must be no more than 75 pages, excluding all annexes. The copyright of the Evaluation Report shall belong to the Commonwealth Secretariat, however, consultants may be contacted to provide input to the final copy-editing phase.

5. MANAGEMENT ARRANGEMENTS

The evaluation will be managed by the Evaluation team of the Commonwealth Secretariat and the Evaluators will report operationally on progress to the Head of Evaluation. The Senior Management Committee of the Secretariat will provide oversight to the evaluation and will validate the final products.

A *Programme Steering Group* (PSG) will be constituted to include project leads from within each of the five strategic outcomes.

The Evaluation's engagement with the Steering Committee will improve ownership of and accountability for the results of the evaluation. Members will serve in an advisory capacity; their main responsibilities will be the following:

- Ensure that adequate support, input and feedback is provided in each phase of the evaluation (TOR development; Inception; Drafting; Validation; Finalisation; Dissemination and Utilisation);
- Facilitate access to key documents and contacts for potential interviewees;
- Participate in the validation workshop on findings and conclusions and assist in the finalisation of recommendations;

6. CONSULTANCY REQUIREMENTS

The consultant(s)/ consultancy team should demonstrate the following:

- Substantive knowledge and experience in undertaking meta-reviews, evaluations and critical research, including of international organisations, with a minimum of 10 years' experience;
- Knowledge and experience of strategic plan design, implementation, monitoring and evaluation;
- Experience engaging with and delivering report outputs to high-level government representatives.
- In-depth knowledge of RBM approaches in the context of international organizations and particularly in the work streams of multi-lateral organisations
- Ability to handle and analyse big datasets, and conduct multi country reviews;
- Excellent communication skills, both spoken and written English, including experience in the production of clear and concise reports for international/inter-governmental institutions, and delivery of messages to a diversified audience;
- Good understanding of the work of multilateral organisations, especially the Commonwealth; and,
- Familiarity with the Sustainable Development Goals and the international governance architecture.

7. COVID-19

The current global pandemic has transformed work in recent weeks and disrupted the travel components of plans. Evaluation planning, like most areas of work, is significantly affected and the timeline to a return to 'business-as-usual' is still unknown. With this in mind, prospective applicants are asked to ensure that their team compositions and remote working technologies are geared to support the completion of this evaluation without travel. Applicants are encouraged to reflect their adjustments in their proposed approaches and methodologies as part of their responses to the TORS and to raise any concerns or risks they foresee. Should the current travel restrictions be lifted, allowing for safe travel and in-person engagements, consultants are asked to retain flexibility to undertake such activities as may add value to the evaluation.

8. EXTERNAL PEER REVIEW

As part of the quality assessment of the Secretariat's evaluations, this evaluation will be peer reviewed by at least two External Peer Reviewers. Evaluators will be expected to review the final report incorporating the comments from the Peer Reviewers. An opportunity will also be provided for engagement with the peer reviewers upon receipt and review of Peer Reviewers comments by the Evaluators.

Annex 1: Strategic Plan Outcome Matrices

Diagram 1: 2013/14 - 2016/17 Strategic Plan Overview REVISED, Goals						
<ul style="list-style-type: none"> • Strong democracy, rule of law, promotion and protection of human rights and respect for diversity • Inclusive growth and sustainable development • A well-connected and networked Commonwealth 						
	Democracy	Public institutions	Social Development	Youth	Development: pan-Commonwealth	Development: small states and vulnerable states
Strategic Outcomes	1. Greater adherence to Commonwealth political values and principles	2. More effective, efficient and equitable public governance	3. Enhanced positive impact of social development	4. Youth more integrated and valued in political and development processes	5. More inclusive economic growth and sustainable development	6. Strengthened resilience of small states and vulnerable states
Intermediate Outcomes	<p>1.1 CMAG is well-informed and supported to protect and promote Commonwealth values and principles</p> <p>1.2 Member states engage with and benefit from strengthened Good Offices of the Secretary-General</p> <p>1.3 Member states conduct fair, credible and inclusive elections</p> <p>1.4 Values of 'respect and understanding' advanced</p>	<p>2.1 Effective institutions and mechanisms for the promotion and protection of human rights</p> <p>2.2 Improved and constructive engagement of member states in the UN's UPR process through technical assistance</p> <p>2.3 Effective mechanisms ensuring the autonomous and harmonious operation of the three branches of government and strengthen the independence of the judiciary</p> <p>2.4 National institutions effectively facilitating the administration and delivery of the rule of law and justice</p> <p>2.5 merged with 2.3</p> <p>2.6 Improved public administration</p>	<p>3.1 Strengthened national frameworks and policies improve health outcomes</p> <p>3.2 Strengthened national policies and frameworks improve education outcomes</p> <p>3.3. Gender equality and the empowerment of women effectively mainstreamed into member state policies, frameworks and programmes and Secretariat's projects</p> <p>3.4 Improved capacity building for social development</p>	<p>4.1 National and pan-Commonwealth frameworks advance social, political and economic empowerment of young people</p> <p>4.2 Young people empowered and supported to participate meaningfully and to take forward youth-led initiatives</p>	<p>5.1 Effective policy mechanisms for integration and participation in the global trading system</p> <p>5.2 Commonwealth principles and values advanced in global development and financing decisions (e.g. G20 and post-2015 MDG framework)</p> <p>5.3 National frameworks facilitate effective debt management</p> <p>5.4 Effective, equitable, transparent and sustainable management of marine and other natural resources</p>	<p>6.1 International policies, mechanisms and rules are more responsive to small states' development strategies and resilience needs</p> <p>6.2 Small states enabled to effectively participate in international decision-making processes</p> <p>6.3 Improved climate financing frameworks</p>
Enabling outcomes						
<p>I. Global advocacy: international declarations, resolutions and other commitments on democracy, development and diversity include Commonwealth perspective</p> <p>II. Technical assistance, referral and partnership mechanisms respond flexibly to member states' needs and capacity building priorities</p> <p>III. Commonwealth profile: profile of the Commonwealth is strengthened at all levels</p> <p>IV. Knowledge management and exchange leads to sharing of good practices and strengthened Commonwealth network (Formerly 5.5)</p>						
Internal outcomes						
Human resources <i>The recruitment and retention of a diverse, engaged and high-performing workforce to facilitate the effective delivery of the Strategic Plan</i>		Financial and non-financial corporate services <i>Efficient and effective delivery of corporate services</i>			Quality and results <i>Effective planning, quality assurance and ME&R system to facilitate the delivery and reporting of the Strategic Plan</i>	

**Strategic Plan 2017/18 - 2020/21
OUTCOMES MATRIX**

Goals

- Strong democracy, rule of law, promotion and protection of human rights and respect for diversity
- Inclusive growth and sustainable development
- A well-connected and networked Commonwealth

	Democracy (Peace)	Public institutions (Peace,)	Youth and Social Development (People)	Economic Development (Prosperity)	Small and Vulnerable States (Planet)
Strategic Outcomes	1. Greater adherence to Commonwealth political values and principles	2. More effective, efficient and equitable public governance	3. People of the Commonwealth fulfil their potential with dignity and equality in a healthy environment	4. More inclusive economic growth and sustainable development	5. Strengthened resilience of small and vulnerable states, including adaptation and mitigation against climate change
Intermediate Outcomes	<p>1.1 CMAG is well-informed and supported to protect and promote Commonwealth values and principles</p> <p>1.2 Member states engaged with and benefit from strengthened Good Offices of the Secretary-General</p> <p>1.3 Member states conduct fair, credible and inclusive elections</p> <p>1.4 Strengthened mechanisms of civil paths to peace in member states to counter violent extremism</p>	<p>2.1 Human Rights promoted and protected, and participation in the UN's UPR process improved</p> <p>2.2 Rule of law strengthened and access to justice ensured for all</p> <p>2.3 Improved public administration for good governance, and the prevention of corruption</p>	<p>3.1 Young people engaged and empowered to meaningfully participate in political and development processes</p> <p>3.2 Sports contributes to sustainable development, health, and peaceful and just societies</p> <p>3.3 Strengthened sustainable policies reduce disparities and improve health and education outcomes</p> <p>3.4 Women, girls and other vulnerable groups empowered and protected against violence and harmful practices</p>	<p>4.1 Effective mechanisms for increased trade, employment and business growth</p> <p>4.2 Commonwealth positions, advanced in international development and financing mechanisms</p> <p>4.3 National frameworks facilitate effective debt management</p> <p>4.4 Sustainable development of marine, other natural resources, including 'blue economies'</p>	<p>5.1 International policies, mechanisms and rules are more responsive to small states' development strategies and resilience needs</p> <p>5.2 Increased resilience, adaptation and mitigation against climate change</p> <p>5.3 Improved access to climate financing</p>

Cross-cutting Outcomes

- V. **Partnerships and Innovation:** Strengthened partnerships and innovations to support member countries and Commonwealth organisations
- VI. **Gender Mainstreaming:** Gender equality and the empowerment of women integrated in the Secretariat's policies, frameworks, programmes and projects
- VII. **Consensus Building:** Member states achieve consensus and advance key priority issues

**DELIVERABLES AGAINST PAYMENTS
PAYMENT SCHEDULE**

Payments under this contract will be by delivery of results:

Payment Schedule	Deliverables
20% of contract sum	Inception Report submitted to a satisfactory standard
50% of contract sum	Draft Evaluation Report submitted and approved as satisfactory
30% of contract Sum	Final Evaluation Report submitted and approved as satisfactory

7 Tender Submission Documents (ref:530-2020)

Note - Tenderers must complete and return all tender submission documents below:

Part 1 - Tenderer Details

Part 2 - Technical Questionnaire

Part 3 - Pricing

Part 1 - Tenderer Details

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

<i>Company Name</i>		<i>Company Registration Number¹</i>	
<i>Company Address</i>		<i>Date of incorporation</i>	
<i>Post Code</i>			

<i>Contact Name</i>		<i>Job Title</i>	
<i>Telephone</i>		<i>Email</i>	

REFERENCES

Please provide the contact details of three reference clients (who you have worked with within the last 18 months). The referees will not be contacted until the final stage of the tender process. Please provide references from similar international organisations and/or public sector bodies if possible. Prior to award, the Secretariat may wish to take up references without further communicating this request to the Tenderer.

	<i>Reference 1</i>	<i>Reference 2</i>
<i>Company Name</i>		
<i>Contact Name</i>		
<i>Company Address</i>		
<i>Dates of engagement</i>		
<i>Summary description of the services provided</i>		
<i>Telephone</i>		
<i>Email address</i>		

1.1 Terms and Conditions

Please delete 'Yes' / 'No' as applicable.

- (a) Please confirm that your organisation agrees to the Commonwealth Secretariat's proposed Contract Terms and Conditions as set out in **Appendix 1**. If not, please state reasons (and/or complete the Legal Comments table below):

¹ Unique Tax Reference (UTR) number or equivalent (if outside UK) if applying as Sole Trader

Area	Level of cover expected	Level of cover currently held	Level of cover to be provided	Further details/limitations in liability cap incl. amounts
Public liability	£10m			
Employer's liability	£5m			
Professional Indemnity	£1m			

Please **note** that the insurance cover detailed above needs to be in place before activities commence in pursuance of the services required and will not be considered as part of the costs under the contract between the Secretariat and the selected supplier.

1.5 Employment and Human Rights [pass/fail]

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 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, 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? <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> <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 Commonwealth's satisfaction that appropriate remedial action has been taken to prevent similar unlawful discrimination reoccurring.</i>	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

1.6 Environmental Legislation [pass/fail]

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)	Has 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)? <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 Tenderers that have been prosecuted or served notice under environmental legislation in the last 3 years, unless The</i>	Yes/No
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	<i>Commonwealth is satisfied that appropriate remedial action has been taken to prevent future occurrences/breaches.</i>	
(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

1.7 Health and Safety legislation [pass/fail]

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)	Please self-certify that your organisation has a health and safety policy that complies with current legislative requirements. Please provide a copy.	Yes/No
(b)	Has your organisation or any of its Directors or Executive Officers been in receipt of enforcement/remedial orders in relation to the Health and Safety Executive (or equivalent body) in the last 3 years? <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 Tenderer(s) that have been in receipt of enforcement/remedial action orders unless the Tenderer(s) can demonstrate to The Commonwealth's satisfaction that appropriate remedial action has been taken to prevent future occurrences or breaches.</i>	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

1.8 Policies/Accreditations [pass/fail]

Policies & Accreditations	Yes/ N/A	No/
Please confirm you have a GDPR policy in place, provide details below and submit a copy of it as part of your tender response. Insert answer here		
Please confirm that your company (and any of your Employees involved in the provision of the Services), if successful, would comply with all requirements under the DPA including the GDPR. Insert answer here		
Please confirm you have employee vetting policies and procedures in place and provide details below. Insert answer here		
Please provide details of any relevant accreditations, qualifications, certifications or awards you have received.		

Insert answer here	
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1.9 Experience [pass/fail]

Experience	Yes/ N/A	No/
Provide examples/details of three clients where you have provided similar services		
Insert answer here		

1.10 TURNOVER/FINANCIAL STABILITY (PASS/FAIL)

Please provide details of your audited annual turnover over the past two years:

Previous Year
Year 2

Please note, the successful bidder will also be checked for their Equifax Credit Score. Should the bidder fail the credit score, the Secretariat will be entitled to commence negotiations with the second preferred bidder subject to that bidder having passed the Equifax Credit Score and so forth.

1.11 COMMERCIAL SENSITIVE INFORMATION - for completion by Tenderers

TENDERER'S COMMERCIAL SENSITIVE INFORMATION	POTENTIAL IMPLICATION OF DISCLOSURE	DURATION OF COMMERCIAL SENSITIVE INFORMATION

Part 2 - Technical Questionnaire (70 %)

Please answer all questions:

Number	Question	Question Weighting
1	<p style="text-align: center;">Approach and Methodology</p> <p>Please provide your approach and methodology for undertaking this assignment in response to the Terms of Reference. Your response will be assessed based on the following criteria:</p> <ol style="list-style-type: none"> 1. Understanding of the Terms of References. 2. Context analysis of key issues related to Strategic Plan Evaluation relevant to the Commonwealth. 3. Relevance of proposed methodology. 4. Identification of limitations and risks related to undertaking the Evaluation. 5. Feasibility of work schedule and budget 	20 %
<p>Insert your answer here</p>		
2	<p style="text-align: center;">Capability of the Evaluator/Consulting Team to undertake the assignment</p> <ol style="list-style-type: none"> 1. Substantive knowledge and experience in undertaking meta-reviews, evaluations and critical research, including of international organisations, with a minimum of 10 years' experience 2. Knowledge and experience of strategic plan design, implementation, monitoring and evaluation 3. Experience engaging with and delivering report outputs to high-level government representative 4. In-depth knowledge of RBM approaches in the context of international organizations and particularly in the work streams of multi-lateral organisations. 5. Ability to handle and analyse big datasets, and conduct multi country reviews 6. Communication Skills - both spoken and written English, including experience in the production of clear and concise reports for international/inter-governmental institutions, and delivery of messages to a diversified audience 	30%

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Insert your answer here

3	<p style="text-align: center;">Other Qualities</p> <ol style="list-style-type: none">1. Good understanding of the work of multilateral organisations, especially the Commonwealth.2. Familiarity with Sustainable Development Goals and International Governance architecture.	20%
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Insert your answer here

Part 3 - Pricing (30 %)

N.B Pricing proposal/Schedules are to be submitted as a **SEPARATE** document together with your bid submissions.

Please provide your Pricing Schedule, on the following basis

Maximum fee of: £499 per person day

Contract duration: 120 person days

Payment will be based on Milestone/Deliverables

Your financial proposal should represent value for money. It is expected to present suitable fee rates according to experience, suitable fee rates split across team members (if applicable) according to experience and workload. **Please attach as a separate document.**

DECLARATION

When you have completed the ITT, please ensure that:

- You have answered all the questions;
- You have provided all supporting documentation requested; and
- You have read and signed the undertaking below.

A Partner, Director or authorised signatory, in his/her own name, on behalf of the Bidder must sign the declaration.

I certify that the information supplied is accurate to the best of my knowledge and that I accept the conditions and undertakings requested in the ITT. I understand and accept that false information could result in rejection of the application to be selected to take part in the ITT process. I confirm that neither myself nor any of my colleagues are related to any Secretariat member of staff (includes but not limited to spouse, parent, grandparent, child, grandchild, or sibling) or have any known conflicts of interest that have been undeclared as part of this ITT process.

By signing and returning this letter, I/we confirm that I/we have not in relation to this opportunity or the ITT:

- a. Entered into any agreement with any other person with the aim of preventing bids being made or as to the fixing or adjusting of the amount of any bid or the conditions on which any bid is made or the elements or contents of any bid;
- b. Informed any other person, other than the Commonwealth Secretariat of any confidential information in relation to the project, except where disclosure, in confidence, was necessary for the purposes of preparing the ITT;
- c. Caused or induced any person to enter into such an agreement as is mentioned in paragraphs (a) and (b) above;
- d. Committed any offence under applicable anti-bribery or anti money laundering laws and/or regulations;
- e. Offered or agreed to pay, give or accept any sum of money, inducement or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done, in relation to any proposed bid, any act or omission;
- f. Offered or agreed to pay, give or accept any sum of money, inducement or valuable consideration directly or indirectly to any person bidding for the ITT, or from any person in relation to this project; or
- g. Agreed to undertake work or services for any other person in connection with the project.

Either - I/ we know of no conflict of interest which, if came to be known, would prohibit my firm/me from carrying out this work [or] I would like to declare the following conflict/s of Interest (*please list*).

Declaring any conflicts of interest does not automatically mean your firm's exclusion from this ITT process. If you believe the conflicts do not materially affect your ability to deliver this project should your firm be successful, please explain how the conflicts will be managed.

In this ITT the word "person" includes any person, body or association, corporate or incorporated and "agreement" includes any arrangement whether formal or informal and whether legally binding or not.

Signed:	
Name:	
Telephone No:	
Email address:	
Position/Status in the organisation:	
Date:	

Appendices

Appendix 1 - Terms and Conditions



[Download](#)

Appendix 2 - Code of Ethics



[Download](#)

Appendix 3 - Parent / Group Company Statement

To be completed by any Tenderer that intends to rely upon the financial standing or technical ability of a parent or other group company as part of its Tender submission.

"We confirm that the Tenderer has relied upon the financial information of [INSERT NAME OF PARENT/ GROUP COMPANY] in completing the information in "Financial Information".

We confirm that if the Tenderer is successful and is awarded a Contract by the Commonwealth Secretariat, [INSERT NAME OF PARENT/ GROUP COMPANY] will, upon demand, provide a performance and financial guarantee in respect of the contract between the Commonwealth Secretariat and the Tenderer in such form as may be required by the Commonwealth Secretariat."

Signed for and on behalf of the Parent/ Group company:	
Signed:	
Name:	
Telephone No:	
Email address:	
Position/Status in the Organisation:	
Organisation's name:	
Organisation's address:	
Date:	

Appendix 4 - Non-Disclosure Agreement

Non-Disclosure Agreement

DATE: []

PARTIES:

- (1) **The Commonwealth Secretariat**, an international organisation based at Marlborough House, Pall Mall, London SW1y 5HX (the “**Secretariat**”); and
- (2) **[NAME]**, **[Limited]** (whose registered offices are: **ADDRESS**) registration number **[insert]** (the “**Recipient**”).

AGREEMENT:

1. Definitions

In this Agreement:

“**Agreement**” means this non-disclosure agreement and any amendments to it from time to time;

“**Terms and conditions for goods and services**” means the terms and conditions of Framework Agreement RM3745 and Alternative/Additional Commonwealth Secretariat’s clauses as specified in Appendix I of the Invitation to Tender which would form a part of the contract with the Recipient;

“**Confidential Information**” means:

- (a) any information disclosed by the Secretariat to the Recipient before the end of the Term (whether disclosed in writing, orally or otherwise) that at the time of disclosure: (i) was marked as “confidential”; or (ii) should have been reasonably understood by the Recipient to be confidential; and
- (b) *[specify other confidential information here]*; and

“**Term**” means the term of this Agreement.

2. Term

This Agreement will come into force on the date of its execution and will continue in force indefinitely, unless and until terminated in accordance with Clause [4].

3. Confidentiality obligations

3.1 The Recipient agrees and undertakes:

- (a) that it will keep all Confidential Information strictly confidential and will not disclose any part of it to any other person without the Secretariats prior written consent;
- (b) that it will use the same degree of care to protect the Confidential Information as it uses to protect its own confidential information of a similar nature, being at least a reasonable degree of care; and
- (c) that it will act in good faith at all times in relation to the Confidential Information.

- 3.2 Notwithstanding Clause 3.1(a), the Recipient may disclose the Confidential Information to its officers and employees who are bound by a written agreement to protect the confidentiality of the Confidential Information.
- 3.3 This Clause 3 imposes no obligations upon the Recipient with respect to Confidential Information which:
- (a) is known to the Recipient before disclosure by the Secretariat, and is not subject to any obligation of confidentiality; or
 - (b) is or becomes publicly known through no act or default on the part of the Recipient.

4. Termination

- 4.1 Either party may terminate this Agreement forthwith at any time by giving written notice of termination to the other party.
- 4.2 Upon and following termination of this Agreement:
- (a) Clause 5.3 shall continue to apply; and
 - (b) the provisions of Clause 3 shall continue to apply in relation to Confidential Information disclosed before the end of the Term.
- 4.3 Termination of this Agreement will not affect either party's accrued rights as at the date of termination.
- 4.4 Subject to Clauses 4.2 and 4.3, upon termination, all the provisions of this Agreement will cease to have effect.

5. General

- 5.1 If a Clause of this Agreement is determined to be unlawful and/or unenforceable, the other Clauses of this Agreement will continue in effect.
- 5.2 This Agreement may not be varied except by a written document signed by or on behalf of each of the parties.
- 5.3 Neither party may without the prior written consent of the other party assign, transfer, charge, license or otherwise dispose of or deal in this Agreement or any rights or obligations under this Agreement.
- 5.4 This Agreement is made for the benefit of the parties, and is not intended to benefit any third party or be enforceable by any third party. The rights of the parties to terminate, rescind, or agree any amendment, waiver, variation or settlement under or relating to this Agreement are not subject to the consent of any third party.
- 5.5 Nothing in this Agreement shall exclude or limit any liability of a party for fraud or fraudulent misrepresentation, or any other liability which may not be excluded or limited under applicable law. Subject to this, this Agreement constitutes the entire agreement between the parties in relation to the subject matter of this Agreement, and supersedes all previous agreements, arrangements and understandings between the parties in respect of that subject matter.
- 5.6 This Agreement will be construed in accordance with the laws of England; and the Commonwealth Secretariat Arbitral Tribunal will have exclusive jurisdiction over any

claim or matters arising under or in connection with this agreement subject to the provisions on jurisdiction in the Statute of that Tribunal.

6. Terms and conditions for goods and services

6.1 This Agreement is in support of and does not replace terms and conditions of Framework Agreement RM3745 and Alternative/Additional Commonwealth Secretariat's clauses as specified in Appendix I of the Invitation to Tender.

The Recipient indicates their acceptance of this Agreement by executing it below.

Date:

SIGNED by []
duly authorised for and on behalf of the Recipient

.....

Date: