



Request for Quotes:

Feasibility Study on the Consolidation of Government Office Facilities (Technical Assistance)

The Cook Islands Investment Corporation is inviting the submission of quotes to provide technical assistance and deliver a feasibility study for the proposed new Government office complex, and new National Archives and Government Storage Facility. The study will comprise of an economic value analysis (including an assessment of delivery as a Public Private Partnership), and environmental and social impact assessments.

This assignment is expected to be carried out by a team of consultants that will collectively contribute to the delivery of the feasibility study report. The team will comprise of the following specialist areas:

- a. Team Leader / Economist
- b. Financial Expert
- c. Building Assessor / Quantity Surveyor
- d. Environmental and Climate Change specialist

The details of the work required of each consultant are contained in *Attachment One, Terms of Reference*.

Deadline for registration of interests:	4.00pm (CI Time) Tuesday 28 August 2018
Deadline for submission of questions:	4.00pm (CI Time) Thursday 30 August 2018
Deadline for submission of quotes:	4.00pm (CI Time) Friday 7 September 2018
Indicative contract start date:	Monday 1 October 2018

Conditions of Quotation

1. Contents of this RFQ

This RFQ consists of:

- Conditions of Quotation
- Attachment 1: Terms of Reference
- Attachment 2: Assessment Criteria
- Attachment 3: Pricing Template
- Attachment 4: Conflict of Interest Declaration

Please also refer to the Cook Islands Government Conditions for a Consultancy Agreement on <http://procurement.gov.ck/templates>

2. Communications regarding this RFQ

All correspondence and questions relating to this RFQ must be in writing via email and directed to the Nominated Contact:

Anne Taoro
SPU Manager
Cook Islands Investment Corporation
Rarotonga, Cook Islands

Email addresses

anne.taoro@cookislands.gov.ck



During the RFQ period, respondents must not contact any CIIC staff member in relation to this RFQ, or any other person associated with the RFQ, other than the person listed above. Unauthorised contact may invalidate you from the RFQ process.

3. Registrations of Interest

Respondents must register their interest prior to submitting a Quotation. Registrations are to be completed online at - <http://ciiconline.com/rfq-consultants/>

Quotes received from respondents who fail to register may be considered at CIICs discretion. Registrations are due on the day/time specified on the front page of this RFQ.

4. Quotation contents

Quotes must comprise of the following documents:

1. A cover letter, highlighting:
 - a. the specialist area to which the Quote relates
 - b. relevant experience/qualifications
 - c. availability for 1 October start. If the consultant will only be available to start at a later date then such date should be noted.

If the Quote is for more than one consultant/specialist area, the cover letter must indicate whether a contract will be accepted for one consultant/specialist area. (Note: as consultants will be assessed individually, this could result in an offer of contract for a single consultant as opposed to all consultants proposed).

2. CV for each consultant, including the names and contact information of referees,
3. A proposed methodology,
4. A completed Pricing Template, and
5. A completed Quotation Statement.

All quotes must be firm offers and may not be withdrawn for a period of 60 calendar days following the deadline for submission of quotes.

CIIC requires that all quotes conform to these *Conditions of Quotation*, and reserves the right to reject any non-conforming quote.

5. Submission of Quotes

Quotes must be received by the deadline specified on the front page of this RFQ, or it may not be considered.

Quotations must be submitted in electronic format only **as a single file in pdf format** (or otherwise in a format compatible with Microsoft Office).

Quotations must be submitted by email to ciic.projects@cookislands.gov.ck

Please ensure that the total size of the required documents and your email is **under 8 megabytes**. Any email exceeding the 8MB limit will not be accepted by our mail server and will be rejected.

6. Confidentiality

Respondents are advised that CIIC is subject to the Official Information Act 2008. Respondents should mark their quotes "Commercial - In Confidence" if they wish to protect specific information. CIIC will treat all quotes in confidence. CIIC cannot, however, guarantee that information marked as Commercial – In Confidence can be protected if CIIC receives a request for information under the OIA.

7. The RFQ Process

Each respondent shall examine, or be deemed to have examined, the Conditions of Quotation, Terms of Reference and Assessment Criteria and any other information supplied by CIIC in writing.



In submitting a quote in response to this RFQ, the respondent accepts and agrees to be bound by these Conditions of Quotation.

All costs of preparing and submitting the quote shall be borne by the respondent.

CIIC reserves the right to change, suspend, cancel or reissue this RFQ, or the contents of the RFQ documentation at any time.

CIIC shall have no liability for any information it provides, or for any cost or loss to any respondent, in the event that this RFQ is cancelled, suspended, changed or reissued.

CIIC reserves the right to negotiate without restriction with respondents after the close of the RFQ on any matter contained in the quote, without disclosing this to any other person.

CIIC reserves the right to accept or reject any, or all quotes, and to cancel the RFQ process, at any time, thereby rejecting all quotes, prior to any contract being awarded.

8. Evaluation of Quotes

Quotes will be assessed against the criteria outlined in Attachment Two: Assessment Criteria.

CIIC reserves the right to clarify or request additional information from any respondent before accepting any quote and to implement additional processes to evaluate the quote.

The lowest priced quote, or any quote, will not necessarily be accepted.

Each respondent shall be notified in writing as to whether or not it has been selected as the preferred quote as soon as possible. No quote shall be deemed to be shortlisted unless and until the respondent has been notified by CIIC in writing.

CIIC reserves its absolute discretion in the evaluation and selection process.

9. Subject to Contract

Quotes are submitted on the basis that no binding legal relations with CIIC are created unless and until a formal written contract is signed by both CIIC and the successful respondent.

The acceptance by CIIC of any quote, whether with or without negotiation, or the negotiation with an unsuccessful respondent, shall not create binding legal relations between CIIC and the party whose quote has been accepted or which is negotiating with CIIC.

If, in the opinion of CIIC, and at CIIC's sole discretion, none of the quotes submitted are acceptable, CIIC reserves the right to enter into negotiations with one or more of the respondents for a satisfactory offer.

10. Governing law

This RFQ is governed by Cook Islands law, and the Cook Islands courts have exclusive jurisdiction to all matters relating to this RFQ.

11. Contract Negotiations

Both parties agree to negotiate in good faith, and on successful conclusion of negotiations the preferred Respondent will sign a formal contract with CIIC.

A contract may be extended if additional work is required, at CIICs sole discretion.



Attachment 1: Terms of Reference

About this document

This document specifies the terms of reference for the provision of technical assistance to deliver a feasibility study on the proposed new Government office complex, and new National Archives and Government Storage Facility. The study will comprise of an economic value analysis (including an assessment of delivery as a Public Private Partnership), and environmental and social impact assessments.

Purpose

The CIICs Special Projects Unit (SPU) is in the process of designing a modern, fit-for-purpose, and flexible government office complex that will accommodate various small, medium, large agencies and approximately 500 public sector employees. Three (3) buildings are proposed, to be situated on Crown Land in central Avarua, and constructed over three (3) stages. Redevelopment is believed to be the solution to the inefficiencies and ineffectiveness of current office arrangements. In addition to this complex is a new National Archives and Government Storage Facility. The majority of government records remain within the Agencies premises due in part to the lack of appropriate archiving and transitional storage facilities. A modern Archives facility that also caters for governments storage needs are a necessary part of consolidation. A modular facility that can be extended if required in the future is proposed. The location of the existing Archives in Takuvaine is considered to be the best location for such a facility.

A feasibility study is required to confirm if a new Government office complex and new National Archives and Government Storage Facility should be developed, or if it is more viable to reinvest in improvements to existing facilities. The feasibility study will also consider delivery and financing opportunities for the central government office facility and national archives/storage facility such as Public Private Partnerships.

An assessment of the environmental and social impacts of consolidation is necessary as the cost of mitigating potential impacts will need to be factored into the economic analysis.

Output description

A team of consultants, engaged individually or as one entity, will collectively contribute to the delivery of the following outputs:

No.	Output	Input/Tasks	Due date
1	Final Work Plan	The Work Plan will comprise of the approach/methodology to the study including a strategy for collecting data and communicating with stakeholders. The Work Plan is to be presented to the Steering Group for relevant input and/or direction, and approval.	Within 2 weeks of the start of the assignment
2	Mid-term review	A progress overview of key findings, issues, outstanding works, and other critical issues are to be presented to the Steering Group at the mid-point of the assignment. Any specific areas requiring further policy direction should be highlighted.	30 November 2018



3	Presentation of draft feasibility study report	The draft feasibility study is to be presented to the Steering Committee for comment. Other stakeholders may need to be consulted at this point to ensure content accuracy.	30 January 2019
4	Submission of final report	The final report is due by end of February 2019.	28 February 2019

Methodology and approach

Technical Assistance will be delivered through collaboration and collective input by four (4) specialist consultants (referred to as the Consultancy Team).

The Consultancy Team will work closely with the SPU to understand the background and context of the proposed development and issues surrounding existing offices. The Consultancy Team will from time to time be required to engage with various stakeholders including Government Agencies, Civil Society, and the Private Sector in order to obtain the necessary inputs and data to complete the assignment.

Each specialist consultant must be able to work in a flexible environment, be adaptable, and demonstrate a keen ability to engage in cross-cultural communication. Each specialist consultant must gain a general understanding of the deliverables and roles of other team members, respond well to changing circumstances, and be willing to contribute to broader team delivery and to ensure that all relevant outputs are met and outcomes are achieved.

Each specialist consultant is expected to be present in Rarotonga for sufficient time to fully deliver on their contractual obligations.

Respondents are required to submit their own draft methodology for each specialist-consultant role, and outlining the proposed approach/deliverables that contribute to each output. This should not exceed 3 pages.

Team Composition and Terms of Reference for Specialists

The Consultants will be engaged individually or as an entity, to form the core competencies and to undertake the work outlined in general below. The Consultants will comprise of the following:

- a. Team Leader / Economist
- b. Financial Expert
- c. Building Assessor / Quantity Surveyor
- d. Environmental and Climate Change specialist

The Team Leader/ Economist will have final responsibility for the preparation and submission of the outputs to be produced and he/she will be assisted by the team of consultants. All reports will be in the English language and submitted in soft copy to the SPU. After receiving the consolidated comments on the draft report, the Team Leader will submit soft copies of the Final report to the SPU.

a. Team Leader / Economist (3 person-months)

The Team Leader / Economist will be responsible for managing the Consultancy team, coordination with stakeholders and for the timely submission and quality of the outputs.

He or she is expected to have a background in socio-economics and a broad understanding of Cook Island context. He/she will lead the economic cost benefit analysis and social impact assessment, and will develop the framework for these undertakings. He/she will consolidate the Final Work plan comprising of the



frameworks for each specialist area and present that to the Steering Committee for feedback and endorsement at the start of the assignment (output 1).

When developing and implementing the framework the following guidelines shall be considered:

- i. Cook Islands Activity Management System Value of Money Guidelines
- ii. Cook Islands Government Environmental and Social Safeguards Framework
- iii. Cook Islands Government Gender Policy 2018
- iv. As a guide to structuring the assignment, Consultants may refer to The Green Book 2018, Central Government Guidance on Appraisal and Evaluation, HM Treasury.

The Team Leader / Economist will identify the most appropriate method for approaching the value analysis and evaluating the proposed development. The MFEM Senior Economic Advisor is to be consulted on the method prior to adoption to ensure it covers necessary socio-economic factors.

The Social Impact Assessment will focus on the proposed new government complex and be appended to the Feasibility Study report. The assessment will identify likely positive and negative impacts the new complex may have on key stakeholder groups including but not limited to employees, youth, the elderly, and disabled, including any gender related impacts. Focus groups should be interviewed to provide input into the assessment, and any recommendations to resolving any negative impacts should be highlighted in the report. Any physical building requirements that are not included in the development concept and costs should be referred to the Building Assessor/ Quantity Surveyor for costing and inclusion in the cost-benefit analysis.

b. Financial Expert (2 person-months)

The Financial Expert will report to the CIIC through the Team Leader / Economist, and is primarily responsible for the collection, consolidation and presentation of all financial information required for the Economic Cost Benefit Analysis. Baseline data shall include, but not be limited to:

- Capital cost of redevelopment – source: Building Assessor / Quantity Surveyor
- Cost of upgrades - source: Building Assessor / Quantity Surveyor
- Commercial rentals for existing private offices – source: MFEM
- Land leases – source: CIIC
- Cost of financing – source: MFEM, local banks, MDBs
- Private sector financing for possible PPP – source: private sector
- Ongoing operating and maintenance costs (cost of ownership) – source: Building Assessor / Quantity Surveyor

Expert judgement is to be applied when selecting the financial data source to ensure credibility and accuracy of the final report.

The Financial Expert will have a degree in economics, accounting and/or finance and at least 5 years working experience and in-depth knowledge of the country's financial and budget preparation processes. Banking and lending experience will be an advantage.

c. Building Assessor / Quantity Surveyor (2 person-months)

The Building Assessor / Quantity Surveyor will report to CIIC through the Team Leader. Work delivered by the Building Assessor will primarily involve estimation of costs for infrastructure and facility improvements and ongoing lifecycle costs i.e. maintenance, replacements, renewals etc. These will form part of the financial data required by the Financial Expert. A methodical approach for calculating the cost estimates is to be developed and presented in the Work Plan (Output 1). A model should be developed with SPU input to ensure the criteria applied mirrors or is similar to what is envisaged and allowed for in the new government complex, in order to produce a comparative overall cost.

The Building Assessor / Quantity Surveyor will work closely with the Financial Expert to ensure all assumptions and methodologies for calculations are well documented in the final report.



Additional building related work identified through the social and environmental impact assessments will be passed to the Building Assessor / Quantity Surveyor for inclusion in the cost estimation package.

The Building Assessor / Quantity Surveyor will have a relevant university degree and at least 10 years of experience in construction management and/or project cost estimation.

d. Environmental / Climate Change Specialist (1 person-month)

The Environmental / Climate Change Specialist will report to CIIC through the Team Leader. He or she will undertake an environmental impact assessment on the proposed new Government Office Complex in line with the Cook Islands Government Environmental and Social Safeguards Framework. The environmental impact assessment should be presented in the format required by National Environment Services, and appended to the Feasibility Study report.

The Environmental / Climate Change Specialist will also assess the physical environmental issues of the existing premises occupied by the Government Agencies and identify critical issues that need to form part of a refurbishment package in order to reduce significant impacts or safeguard those properties from the effects of climate change, i.e. coastal protection. Any recommended work should be detailed to a sufficient level that can be costed by the Building Assessor / Quantity Surveyor for inclusion in the cost benefit analysis.

The Environmental / Climate Change Specialist will have a relevant university degree and at least 10 years of experience preferably in the Cook Islands and/or Pacific Island Region.

Performance Standards

The Consultants engaged to undertake this assignment will provide the services in accordance with the Cook Islands Government Conditions for a Consultancy Agreement, refer to <http://procurement.gov.ck/templates>

Performance will be judged by the CIIC/Steering Committee when reviewing outputs 1-3. Feedback will be provided on necessary improvements. If necessary, internal or external specialist assistance will be sought for this purpose.

Background

The Public Service is delivered from various locations; both Government-owned and private rental properties; and in locations stretching from Tupapa to Arorangi.

Government owned properties are situated on leased, gifted or warranted land. A number of land leases have expired and subsequently converted to private rental properties that Government agencies continue to occupy. Other crown leases are approaching the end of their term. While Government agencies occupying Government-owned properties are not required to pay rent, those situated on expired land leases have found relocation difficult and costly, and therefore remain in those properties on a high rental arrangement.

The majority of the buildings currently and previously owned by Government that continue to house public services, were constructed pre-1980. These facilities were not designed for their current use, and many are vulnerable to the impacts of climate change given their respective locations and conditions. While some have been retrofitted or modified to cater for the functional, operational and regulatory changes over the years, there still remains to be a multitude of structural, accessible and safety issues. Of particular concern is the lack of safe access routes and facilities for staff and members of the public with mobility restrictions. The MFEM building in Avarua, which houses four (4) agencies and approximately 200 public servants, requires a significant investment in order to ensure a safe and accessible workplace.

There are also significant inefficiencies that result from agencies being spread out, i.e. commuting between Agencies, administration and maintenance, ICT networking and other shared services. These issues together with age, condition and restrictions undermine and limit the quality and performance of the public service. They however present opportunities for rationalisation and consolidation across the board.



The CIIC is in the process of designing a modern, fit-for-purpose, and flexible government office complex that will accommodate various small, medium, large agencies and approximately 500 public sector employees. Three (3) buildings are proposed, to be situated on Crown Land in central Avarua, and constructed over three (3) stages. Redevelopment is believed to be the solution to the inefficiencies and ineffectiveness of current office arrangements. In addition to this complex is a new National Archives and Government Storage Facility. The majority of government records remain within the Agencies premises due in part to the lack of appropriate archiving and transitional storage facilities. A modern Archives facility that also caters for governments storage needs are a necessary part of consolidation. A modular facility that can be extended if required in the future is proposed. The location of the existing Archives in Takuvaine is considered to be the best location for such a facility.

Te Kaveinga Nui: National Sustainable Development Plan 2016-2020 articulates key development goals underpinning good governance principles. Specific goals are hindered by the lack of appropriate and fit-for purpose facilities. These goals include:

- Improvements to public performance and financial management (16),
- building resilient infrastructure and ICT to improve our standard of living (5), and
- strengthening our resilience to combat the impacts of climate change and natural disasters (13).

The Public Service Strategy aspires to achieve excellence through transformed people, structures and systems. This is driven in part by a desire to adapt and continuously innovate to deliver better public goods and services. The strategic framework highlights three specific goals that too are impeded by the current state of office conditions. These goals are:

- progressive and high-performing public sector employees;
- a relevant and fit-for-purpose public sector structure; and
- responsive service delivery.

CIIC's principle objectives set out in its Act includes the efficient and professional management of assets, and recognition of Governments' social responsibility in the performance of its functions. CIICs vision articulated through its Statement of Corporate Intent is "*Effective and efficient public assets that improve the wellbeing of Cook Islands people*". The majority of public service facilities are considered both ineffective and inefficient.

The *Cook Islands Disability Inclusive Development Policy and Action Plan 2014-2019* seeks to, amongst other things, remove barriers that prohibit persons with disabilities from participating in economic and community activities. This supports the Sustainable Development Goals (SDGs) 2015, Goal 10 - empowering and promoting the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. The SDG goal 9 encourages upgrades to infrastructure and retrofitting industries to make them sustainable, to increase resource-use efficiency and adoption of clean and environmentally sound technologies.

Developed countries have recognised the need for working environments that support the functions it is intended to provide, and that are:

- safe, healthy and legislatively compliant;
- functional and cost effective;
- consistent, equitable and sustainable; and
- adaptable to new ways of working and new technology.

The above necessitated a consolidated and holistic review of current arrangements and a plan that will enable us to remove the barriers that prohibit us from reaching our national aspirations.

The Agencies included in this study for the new Government office complex are listed below. The new National Archives and Government Storage Facility will include all other Agencies.

1. Ministry of Internal Affairs



2. Ministry of Health (Administration and Public Health)
3. National Environment Services
4. Office of the Ombudsman
5. Office of the Public Service Commissioner
6. Ministry of Finance & Economic Management
7. Audit Office & PERC
8. Cook Islands Investment Corporation
9. Ministry of Foreign Affairs & Immigration
10. Cook Islands Tourism Corporation
11. CI Pearl Authority
12. CI Seabed Minerals Authority
13. Ministry of Marine Resources
14. Business Trade Investment Board
15. Financial Services Development Authority
16. Financial Supervisory Commission
17. Crown Law
18. Ministry of Transport
19. Ministry of Agriculture
20. Ministry of Infrastructure
21. To Tatou Vai
22. Office of the Prime Minister (ICT, CPPO, REDD, Outer Islands)
23. Ministry of Culture
24. Parliamentary Services
25. Others
 - a. Centralising laboratory
 - b. One-stop-shop for building/development permits (Building Control, Public Health, NES, Energy)

The Cook Islands Investment Corporation commissioned an initial needs and social impact study in 2017 where the majority of the agencies listed above were interviewed. The 2017 report¹ highlights the respective agencies general needs and views on relocating to a central facility. Those listed but not met were added recently, but are expected to form part of consultations during the feasibility study. CIIC also commissioned an options study² to identify viable development solutions, taking into account amongst other things the need for staging and future-proofing. Concept plans for a central government office facility, are being developed by CIIC using the key points highlighted through these studies, together with best-practise guidelines and recent case studies on modern environments.

A feasibility study is required to confirm if a new Government office complex and new National Archives and Government Storage Facility should be developed, or if it is more viable to reinvest in improvements to existing facilities. The feasibility study will also consider delivery and financing opportunities for the central government office facility and national archives/storage facility such as Public Private Partnerships.

An assessment of the environmental and social impacts of consolidation is necessary as the cost of mitigating potential impacts will need to be factored into the economic analysis.

Relevant reports/documentation

- _____

¹ Needs Analysis and Social Impact Study for the Consolidation of Government Facilities at Vaikapuangi, Rarotonga June 2017 (this report will be made available to the Consultants at the start of the assignment).

² Options Report CIG Office Consolidation January 2018 (this report will be made available to the Consultants at the start of the assignment).

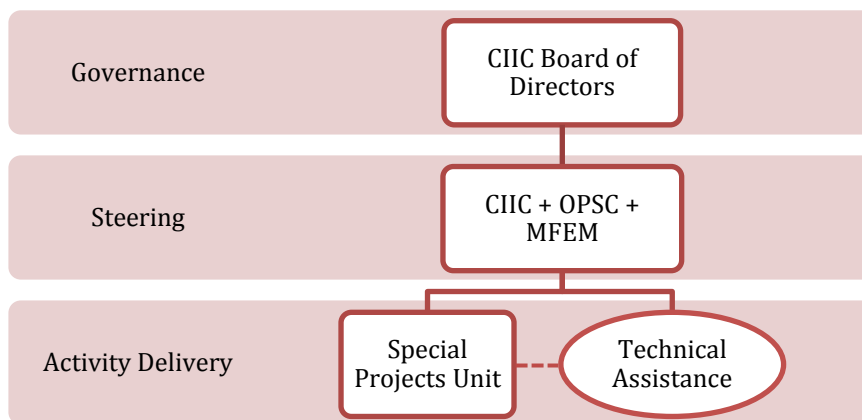


The Consultants will draw on existing research analysis and reports as appropriate, including but not limited to:

- Cook Islands Government Activity Management System, and Financial Policies and Procedures Manual
- Relevant work and studies completed by CIIC
- As a guide to structuring the assignment, Consultants may refer to The Green Book 2018, Central Government Guidance on Appraisal and Evaluation, HM Treasury.

Governance and management

The CIIC Board of Directors will provide high-level oversight and direction. A Steering Committee comprising of CIICs Executive Management team, the CEO of the Office of the Public Service Commissioner (or designate), and the MFEM Financial Secretary (or designate) will provide policy guidance and advice, and approve the outputs produced under this assignment. The Consultancy contracts will be managed by the Special Projects Unit, who will also provide practical guidance and day-to-day support. The consultants will be engaged directly by CIIC. The governance arrangement is depicted below.





Attachment 2: Assessment Criteria

No.	Assessment Criteria	Weighting (%)
1	Availability to undertake assignment during the prescribed period	Pass/Fail
2	Understanding of scope and the proposed methodology, including flexible approach to the assignment.	20%
3	Relevant personal qualifications and experience of consultant	30%
4	Track record in the Pacific (Cook Islands experience particularly).	20%
5	Value for money.	30%
Total		100%



Attachment 3: Pricing Template

All amounts are to be in New Zealand dollars and to be exclusive of CI Value Added Tax.

If the Quotation is for more than one specialist consultant, a separate pricing template must be completed for each specialist consultant.

Milestone Payments: Fees

Note: Used to develop payments against milestones/outputs

No.	Output	Fees (NZ\$) (fixed)	Invoice due date
1	[e.g. Submit draft report]		[Week X]
2	[e.g. Deliver final report]		[Week X]
3			[Week X]
4			[Week X]
5			[Week X]
Total		NZ\$	

Note: CIIC may convert respondent's template to an inputs, outputs (fixed total cost) or hybrid (fixed fee, actual and reasonable costs) at its discretion.

2. BUDGET FOR EXPENSES (e.g. Travel, goods, per diems and associated services)				
Expense	Detail	Cost	Quantity	Amount
TOTAL EXPENSES				NZ\$

TOTAL BUDGET QUOTE	
1. Milestone fees	
2. Expenses	
TOTAL QUOTE PRICE	
NZ\$	

Note: CIIC only pays advances on Expenses on a reimbursement basis, not on Fees.



Attachment 4: Conflict of Interest Declaration

A conflict of interest arises if you or a close family member has an interest e.g. is a board or committee member or is employed in a senior position in the Government agency that wants to purchase the goods or services relating to this RFQ process.

In submitting this Quote I declare:

- That I understand an actual, potential or perceived conflict of interest may arise in participating in this quote process and that I am obliged to declare any such conflict of interest.
- That in submitting this information that I have either declared any potential conflicts of interest or that I am not aware of any situation or issue that would conflict with the interest of the CIIC.
- If a conflict of interest arises at any time before the selected Respondent has been awarded the contract, I will advise the CIIC immediately.
- I have personally completed this declaration on behalf of the Respondent and declare that the submitted Quotes provided are true and correct.

I declare that I have a potential conflict of interest as follows:

I will manage this conflict of interest by:

Declared by:

Signature

Date

Full Name

Position (if Company)