Request for Quotes:

Economic Impact Analysis on the Consolidation of Government Office Facilities (Technical Assistance)

The Cook Islands Investment Corporation is inviting quotations to undertake the economic impact analysis component of the feasibility study for the proposed new Government office complex and new National Archives and Government Storage Facility. The purpose of the economic impact analysis is to assess the net economic benefit of the proposed projects on the Cook Islands economy, taking into account environmental and social impacts.

This assignment is expected to be carried out by an individual with relevant experience and qualifications.

The details of the work required is contained in *Attachment One, Terms of Reference.*

|  |  |
| --- | --- |
| **Registrations of Interest due:** | 4.00pm (CI Time) Friday 1 March 2019 |
| **Deadline for submission of quotes:** | 4.00pm (CI Time) Friday 8 March 2019 |
| **Indicative contract start date:** | Monday 1 April 2019 |

# 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>

1. 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](mailto: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.

1. Registrations of Interest

Respondents must register their interest prior to submitting a Quotation. Registrations are to be completed online. Follow the link provided on <http://ciiconline.com/rfq-economicanalysis/>

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.

1. Quotation contents

Quotes must comprise of the following documents:

1. CV for the consultant, including relevant experience to the assignment, and the names and contact information of two (2) referees,
2. A proposed methodology summarizing how the consultant will deliver against the Outputs listed in Attachment 1: Terms of Reference,
3. A completed Pricing Template, and
4. A completed Conflict of Interest Declaration

All quotes must be firm offers and may not be withdrawn for a period of 30 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.

1. 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](mailto: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.

1. 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.

1. 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.

1. Evaluation of Quotes

Quotes will be assessed against the criteria outlined in Attachment 2: 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.

1. 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.

1. 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.

1. 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 the economic impact analysis component of the feasibility study on the proposed new Government office complex and new National Archives and Government Storage Facility.

# Purpose

The CIIC is in the process of designing a modern, fit-for-purpose, and flexible government office complex that will accommodate about 20 small, medium, large Government Ministries/Agencies and approximately 500 public sector employees in a central location. 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 climate adaptation needs, 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 currently underway which includes the collection and analysis of financial, social and environmental impacts associated with the proposed projects. A Town Plan for the Avarua area is also being developed to take account of anticipated changes in traffic, landscape and access dynamics resulting from the centralisation. The economic impact analysis will draw on these studies/plans to assess the economic costs and benefits, direct and indirect, of the projects on the Cook Islands economy, in particular taking into account environmental and social impacts.

# Output description

The following outputs are aligned with the delivery timelines for the overall feasibility study, of which the economic analysis will form part.

|  |  |  |  |
| --- | --- | --- | --- |
| No. | Output | Input/Tasks | Timing |
| 1 | Workplan & data collection | Finalise workplan with PSG input, in-country data collection and consultants. | From 1 April 2019 |
| 2 | Inception report | Inception report outlining the methodology and implementation plan for preparing economic impact assessment. |  |
| 3 | Presentation of draft report | Comprehensive draft report assessing the economic costs and benefits of constructing and operating the proposed new government complex.  The draft is to be distributed in electronic format to CIIC for comment. CIIC may refer the report to other stakeholders for further comment. | Due 10 May 2019 |
| 4 | Submission of final report | Refined draft taking into account Government feedback.  Final report submitted in electronic format. | Due 24 May 2019 |
| 5 | Presentation of final report | Presentation of key findings and recommendations to Government |  |

# General Requirements of the Consultant

Consultant will be an Economist with relevant tertiary qualifications and experience in project economic evaluations.

He or she is expected to have a broad understanding of Cook Islands context.

The Consultant will use expert judgement in formulating the approach to undertaking the economic analysis.

The Consultant is expected to spend time in Rarotonga for the initial data collection and discussions (output 1), and for the presentation of key findings and recommendations (output 5). The Consultant will work closely with the CIIC’s Special Projects Unit (SPU) and MFEM’s Economics Team to understand the project background and country context.

Throughout the assignment the Consultant is expected to maintain communications, i.e. over email, with the SPU.

# Specific Requirements of the Consultant

The Consultant will prepare an economic impact analysis report in a form suitable for inclusion in the Feasibility Study. The Consultant will, as a minimum:

1. draw on the financial, social and town planning work undertaken for the Feasibility Study for the economic analysis;
2. analyse and estimate the economic costs and benefits of the project to the Cook Islands, including consideration of any environmental and social externalities;
3. examine the robustness of findings/ conclusions with appropriate sensitivity analysis;
4. compare the results to similar projects in other countries.

# 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.

Most properties are situated along coastal and low-lying areas, and over past years have sustained cyclone, flood and sea surge damages. Given the predicted weather conditions going into the future, these assets will continue to suffer damages and constrain Governments ability to continue providing essential public services and to facilitate national disaster recovery efforts effectively.

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 in a central location is believed to be the solution to climate adaptation, 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 Cook Islands Investment Corporation commissioned an initial needs and social impact study in 2017 where the majority of the agencies listed above where interviewed. The 2017 report[[1]](#footnote-1) 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 study[[2]](#footnote-2) 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.

The feasibility study, initiated in October 2018, will confirm if the Government office complex and new National Archives and Government Storage Facility should proceed. 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, and Official Development Assistance opportunities.

# Relevant reports/documentation

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

* Asian Development Bank, Guidelines for Economic Analysis of Projects, 2017
* Relevant work and studies completed by CIIC (to be made available to the successful bidder).

# Governance and management

A Steering Committee comprising of CIIC’s Executive Management team 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 Consultant 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.

### Milestone Payments: Fees

Note: Used to develop payments against milestones/outputs

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | 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:

|  |  |  |
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|  | | |
| I will manage this conflict of interest by: | | |
|  | | |
|  | | |
|  | | |
|  | | |
| Declared by: | | |
| Signature |  | Date |
| Full Name |  | Position (if Company) |

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). [↑](#footnote-ref-1)
2. Options Report CIG Office Consolidation January 2018 (this report will be made available to the Consultants at the start of the assignment). [↑](#footnote-ref-2)