TERMS OF REFERENCE

These are the terms of reference for an individual consultant to develop Kiribati Audit Office’s Strategic Plan for 2020-2023.

<table>
<thead>
<tr>
<th>Reference</th>
<th>4A1/2/01/KI/AUNZ/19-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Kiribati Audit Office, Tarawa, Kiribati</td>
</tr>
<tr>
<td>Application deadline</td>
<td>19 March 2020</td>
</tr>
<tr>
<td>Type of Contract</td>
<td>Individual Contractor</td>
</tr>
<tr>
<td>Post Level</td>
<td>International Consultant</td>
</tr>
<tr>
<td>Consultancy Title</td>
<td>Development of Kiribati Audit Office’s Strategic Plan 2020-2023</td>
</tr>
<tr>
<td>Languages required:</td>
<td>English</td>
</tr>
<tr>
<td>Duration of Initial Contract:</td>
<td>30 working days</td>
</tr>
</tbody>
</table>

BACKGROUND

The Kiribati Audit Office (KAO) is the auditor for the Government of The Republic of Kiribati including all departments, offices, courts and authorities as mandated under the Kiribati Constitution and the Kiribati Audit Act 2017.

Since KAO’s last strategic plan (2016-2019) was formulated, there has been a lot of significant changes or developments. This include the new KAO Audit Act 2017 which was assented in October 2017, the restructuring and salary upgrading of KAO, and most recently the performance assessment of KAO by the Pacific Association of Supreme Audit Institutions (PASAI) experts using the INTOSAI Development Initiative (IDI) Performance Measurement Framework (PMF).

To ensure the next strategic plan for KAO (2020-2023) effectively captures all these

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1 International Organization of Supreme Audit Institutions (INTOSAI)
developments and changes while maintaining its alignment with the Kiribati National Development Plan for 2020-2023 and the Kiribati 20-Year Vision, 2016-2036, (KV20), the consultant is now requested to help KAO develop its next four years strategic plan.

DUTIES AND RESPONSIBILITIES

Scope of Work

The consultant will perform the following services for the Kiribati Audit Office:

a. Review the vision and mission based on KAO’s mandate;

b. Undertake stakeholder mapping and analysis;

c. Review and assess to what extent KAO’s strategic plan 2016-2019 has been implemented and identify key areas of success and key areas of challenges;

d. Through a consultative process and application of an appropriate tool of analysis, identify focus areas and develop strategic objectives and key result areas for the same;

e. Propose a strategy for achieving the strategic objectives and key results;

f. Develop a Results and Resources Framework for the plan period;

g. Develop indicators to measure SAI progress towards achieving strategic objectives in collaboration with the PASAI Director of Monitoring, Evaluation and Reporting;

h. Hold stakeholder meeting(s) to validate the draft Strategic Plan;

i. Finalize Strategic plan and submit to Auditor General of KAO.

Expected Outputs and Deliverables

The key products to be delivered are as follows:

<table>
<thead>
<tr>
<th>No</th>
<th>Deliverable description</th>
<th>Indicative completion date</th>
<th>No of working days</th>
</tr>
</thead>
</table>
| 1. | Strategic Plan document for Kiribati Audit Office including but not limited to the following:  
(a) Results framework showing the logical hierarchy of purposes (vision, mission, input, output, outcome, impact)  
(b) A manageable number of indicators measuring KAO’s achievement of its strategic objectives  
(c) An implementation matrix which identifies and prioritizes the projects | 1st Progress report to PASAI Secretariat and Auditor General by 27th April 2020  
Final strategic plan 2020-2023 document to Auditor General by 22nd May 2020 | 30 days |
that need to be undertaken to achieve the goals and objectives of the strategic plan, and which identifies risks to achievement of the strategic plan.

(d) Stakeholders’ expectations and emerging risks are factored into the strategic plan, as appropriate.

2. Conduct workshop with staff of KAO to obtain input to the development of the strategic plan.

3. Conduct stakeholder mapping and analysis.

4. Progress report as per agreed timeframes in signed TOR.

5. Final Report on the engagement including stakeholder mapping and analysis.

| Final report including stakeholder mapping and analysis, to PASAI and Auditor General by 31st May 2020 |

**Duration of work - Timeframe**

The envisaged time frame of the consultancy is up to 30 person days of work input for the engagement between 13 April 2020 and 31 May 2020. All deliverables under this TOR are to be delivered by 31 May 2020.

**Duty Station**

The duty station for this assignment is at the Kiribati Audit Office premises in Tarawa, Kiribati and therefore involves travelling. Some work may be conducted at home as the consultant determines.

**The Consultant Profile**

The prospective consultant should have strong background in strategy and communication demonstrated through extensive experience in strategic planning to draw on, to be able to relate quickly to KAO’s employees and inspire confidence and trust. The consultant should have excellent facilitation skills and the ability to guide KAO and staff through a process that leads to the successful development and implementation of its strategic plan.

The consultant should have a reasonable understanding of Pacific supreme audit institutions (SAIs) - their mandates, operations and the environment in which they operate and be well-versed with English and the terminology used in the world of SAIs or public sector auditing. Understanding what type of strategy works for various organizations and business sectors is beneficial to synthesizing proven concepts from
one sector to another.

The consultant will need to engage with staff of the KAO and a range of its key stakeholders to obtain inputs for the development of a comprehensive but realistic strategic plan that serves the purpose of KAO.

Institutional Arrangement
The work will be performed under the oversight of the Head of the KAO and Auditor General of the Republic of Kiribati, Mr. Eriati Tauma Manaima, who will facilitate access to all necessary information or persons for the assessment. Reporting is to the Auditor General.

The Secretariat staff will also be available to provide guidance and necessary information relating to the work.

Any logistical support requirements (including setting up virtual meetings, etc) will be met by the Office Coordinator.

COMPETENCIES

The Consultant must have the following competencies:

(a) Experience in developing strategic plan through extensive consultation with the organization and its key stakeholders and consideration of the organization’s mandate, structure and enabling mechanisms

(b) Ability to understand the role of the SAI in effective governance systems and the challenges encountered by public sector auditors

(c) Well-developed report writing and oral communication skills in English

(d) Must be result-oriented, a team player, exhibiting high levels of tact and integrity

(e) Demonstrate excellent interpersonal and professional skills in interacting with government and development partners

(f) Demonstrate sound facilitation skills to conduct workshops for staff and/or stakeholder engagements

(g) Ability to establish rapport with customers from diverse backgrounds – political, economic, cultural, gender and age sensitivity and adaptability

REQUIRED SKILLS AND EXPERIENCE
Educational Qualifications

- At least a master’s degree in a relevant field in the area of planning, public policy, development studies

Experience

- At least seven years professional experience in strategic planning and management;
- Prior working experience on similar assignments (e.g. formulation of Supreme Audit Institutions’ strategic plans) is an added advantage

Language requirements

Full competency in English is a requirement.

Price Proposal and Schedule of Payments

*Daily Fee*

The Consultant shall quote an all-inclusive Contract Fee for this consultancy work. The term “all-inclusive” implies that all costs (professional fees, travel, accommodation, communications, consumables, etc.) that will be incurred by the Consultant in completing the assignment are already factored into the Contract fee submitted in the proposal. Travel and daily allowance cost should be identified separately.

*Payments*

Payment will be made according to the schedule of payments (below) after the assignment deliverables are completed on time and to the required standard.

**Schedule of Payments**

<table>
<thead>
<tr>
<th>Milestones</th>
<th>Date</th>
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<tbody>
<tr>
<td>1. 1st Progress report</td>
<td>27th April 2020</td>
</tr>
<tr>
<td>2. Final strategic plan document</td>
<td>22nd May 2020</td>
</tr>
<tr>
<td>3. Final report for the consultancy assignment</td>
<td>31st May 2020</td>
</tr>
</tbody>
</table>

*General Notes on Financial Offer*

In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses will be agreed upon, between PASAI and the Individual Consultant, prior to travel and will be reimbursed.

**Cumulative analysis**

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of set of weighted technical criteria (70%) and financial
criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by PASAI for the assignment.

Technical Evaluation Method and Criteria

The candidates meeting the minimum requirement will be assessed on the following basis:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
<th>Weight</th>
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</thead>
<tbody>
<tr>
<td>Criteria 1</td>
<td>Significant experience in developing strategic plan through extensive consultation with the organization and its key stakeholders and consideration of the organization’s mandate, structure and enabling mechanisms</td>
<td>50%</td>
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<tr>
<td>Criteria 2</td>
<td>Ability to understand the role of the SAI in effective governance systems and the challenges encountered by public sector auditors</td>
<td>15%</td>
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<tr>
<td>Criteria 3</td>
<td>Understanding of the Pacific public financial management environment.</td>
<td>5%</td>
</tr>
<tr>
<td>Financial offer</td>
<td></td>
<td>30%</td>
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</table>

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Payment for Services

The Consultant shall receive full payment upon submission and satisfactory completion of all deliverables for this assignment.

Documents To Be Included When Submitting The Proposals.

Interested individual consultants must submit the following documents/information to demonstrate their qualifications in one single PDF document:

1) Completed Letter of Confirmation of Interest and Availability using the template provided by PASAI (Annex II).

2) Personal CV, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.

3) Financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided (Annex II)

Incomplete, joint proposals and proposals sent to the wrong mailing address will not be accepted. Individuals applying for this consultancy should apply and will be reviewed
based on their own individual capacity. The successful individual will sign an Individual Contract with PASAI by indicating this in the Offeror’s Letter to PASAI Confirming Interest and Availability, using *Annex II*.

**Annexes**

a) Annex I - [PASAI Contracts for Services terms and conditions](#)

b) Annex II – [Offeror’s Letter to PASAI Confirming Interest and Availability for the Individual IC, including Financial Proposal Template](#)

**Proposal Submission**

a) All applications must be clearly marked with the title of the consultancy and submitted by **5.00pm, 19th March 2020** (New Zealand Time) electronically to tiofilusi.tiueti@pasai.org.

b) For further information concerning this Terms of Reference, please contact, PASAI Chief Executive on email: tiofilusi.tiueti@pasai.org

c) Incomplete applications will not be considered, and only candidates for whom there is further interest will be contacted.

d) Women applicants are encouraged to apply.
Annex I

PASAI CONTRACT FOR SERVICES DRAFT ONLY

CONTRACT FOR SERVICES

Between

The Pacific Association of Supreme Audit Institutions, by and through Pacific Association of Supreme Audit Institutions Incorporated, a society incorporated under the Incorporated Societies Act 1908 (NZ) (“PASAI”)

And

[Name], [Occupation], of [home town and country] (“Consultant”)
PURPOSE

(a) PASAI wishes to engage the Consultant to perform services for the engagement entitled *Independent business case assessment of the location for the PASAI Secretariat.*

(b) The Consultant agrees to provide the services to PASAI, on the terms and conditions set out in this Contract and the signed *Offeror’s Letter to PASAI Confirming Interest and Availability for the Individual Contractor (IC) Assignment,* which forms part of this Contract.

NATURE OF THIS CONTRACT

(a) This is a contract for services, and is not to be construed as a contract of employment, partnership, joint venture, or agency.

(b) This Contract is governed by the laws of New Zealand, and is subject to the sole jurisdiction of the courts of New Zealand.

AGREEMENT

1. Term

The Contract will take effect from the date of execution by both parties (“commencement date”), and will expire on [date], unless renewed or extended by written agreement.

2. Consultant’s obligations

2.1 The Consultant must provide the services specified in *Schedule 1 (Terms of Reference):*

   2.1.1. subject to PASAI’s direction and control;
   2.1.2. in accordance with the duties and responsibilities specified in *Schedule 1;* and
   2.1.3. generally, in a manner that seeks value for money and contributes to PASAI’s objective of helping its member organizations to improve the quality of public sector auditing in the Pacific to uniformly high standards.

2.2. The Consultant will be responsible to PASAI’s Chief Executive (“Chief Executive”) for the provision of the services and her performance against the contract deliverables. The Consultant must also fulfill [his/her] responsibilities in coordination with other PASAI personnel, as required and as directed by the Chief Executive.

2.3. The Consultant’s work will be performed at [his/her] home office location.

2.4. The Consultant must perform the services personally and must not assign this Contract, or subcontract the provision of the services in whole or in part, to any other person.
2.5. When providing the services the Consultant must:

2.5.1. act in accordance with the highest ethical standards, comply with PASAI’s Code of Conduct.

2.5.2. adhere to all applicable organizational, project reporting, and administrative polices and procedures of PASAI, as directed by the Chief Executive (including, without limitation, those relating to conflicts of interest, workplace health and safety, and child protection);

2.5.3. not represent [him/herself] as acting on behalf of PASAI, other than when performing services in accordance with this Contract; and

2.5.4. generally, act in a manner that recognises, and is consistent with, PASAI’s status as the association of supreme audit institutions (“SAIs”) in the Pacific region and a regional working group of the International Organization of Supreme Audit Institutions (“INTOSAI”).

2.6. The Consultant must take good care of any of PASAI’s equipment or facilities made available to [him/her] for the purpose of providing the services. When present on PASAI’s premises, the Consultant must act in accordance with all laws, policies and procedures applying to PASAI personnel, including those relating to health and safety in the workplace and child protection.

2.7. The Consultant will be solely responsible for:

2.7.1. the payment of all applicable taxes, and for filing the necessary tax returns with the relevant tax authorities;

2.7.2. providing [his/her] own laptop and computer supplies; and

2.7.3. [his/her] own insurance arrangements, including cover for any injury, illness, death or disability of the Consultant while performing the services.

3. PASAI’s obligations

3.1. PASAI will give the Consultant sufficient information and support to enable [him/her] to provide the services, to the required standards.

3.2. PASAI will not be legally responsible for the Consultant’s health and safety in relation to [his/her] working environment in [his/her] home office location.)

4. Fees, expenses and travel

4.1. Subject to clauses 4.2 and 4.3, PASAI must pay the fees specified in Schedule 1.

4.2. PASAI will pay the fees, and any applicable expenses, at the completion of the contract deliverables, as follows:

4.2.1. The Consultant will send an invoice
4.2.2. The Consultant will provide the Office Coordinator with information for direct deposits to [his/her] bank account.

4.2.3. By the 15th of the following month, PASAI will make payment on the invoice directly to the Consultant's account.

4.3. Unless the Chief Executive agrees in advance, all travel arrangements must be booked by PASAI’s Office Coordinator. The Consultant will travel by the most direct and economical means available.

5. Contract management

5.1. The Consultant must:

5.1.1. keep full and accurate records of the services and the work done to provide them;

5.1.2. report to the Chief Executive in accordance with Schedule 1;

5.1.3. when reasonably required, provide any other written and verbal reports in a form required by the Chief Executive on any matter associated with the services; and

5.1.4. make available to the Chief Executive, or anyone appointed by him, any records or other information he may reasonably request in relation to the provision of the services or the Consultant’s performance under this Contract.

5.2. If the Consultant fails, in PASAI’s reasonable opinion, to meet the specified standards and deliverables, PASAI may:

5.2.1. require the Consultant to remedy the deficiency or perform additional work, at [his/her] own expense and within a time specified by the Chief Executive;

5.2.2. withhold payment of an invoice until the deficiency has been remedied or additional work has been performed;

5.2.3. reduce the amount of a payment or require the Consultant to refund an amount already paid; or

5.2.4. terminate this Contract under clause 12.1.

5.3. PASAI must:

5.3.1. inform the Consultant promptly of any concern it has about the standard of the services or [his/her] performance;

5.3.2. give the Consultant written notice of any intended action under clause 5.2, and allow [him/her] at least 5 working days to respond to the notice; and

5.3.3. give the Consultant written reasons for any decision to withhold, reduce, or seek refund of any payment.

5.4. The steps specified in clause 5.3 do not limit any other remedies available to PASAI, whether under this Contract or otherwise.
6. Intellectual property

6.1. PASAI has the rights to all intellectual property developed by the Consultant in providing the services. In relation to that property:

6.1.1. The Consultant assigns to PASAI the title to, and any rights which the Consultant may hold in, the property from the date it was developed.

6.1.2. If a third party (other than INTOSAI or another SAI) holds title to any of the property, the Consultant must ensure that the third party assigns his, her or its title to or rights in that property to PASAI, from the date it was developed.

6.1.3. The Consultant waives, and must on request by PASAI ensure that any third party waives, all moral rights in the property under Part 4 of the Copyright Act 1994 (NZ).

6.2. The Consultant warrants that [s/he] has intellectual property rights to all materials, resources, knowledge, and other intellectual property which [s/he] uses or applies, or intends to use or apply, when providing the services (except for materials or resources that are publicly available or provided to [him/her] by INTOSAI, PASAI, or an SAI expressly for the purpose of providing the services).

6.3. When providing the services, the Consultant must not use or develop anything that infringes the intellectual property rights of a third party.

7. Confidentiality

7.1. The Consultant acknowledges that any information obtained in performing this agreement must be treated as confidential, and will not be shared outside the PASAI community without the express written consent of the Chief Executive.

7.2. The Consultant must take such steps as are necessary to ensure that all information that is developed or comes into [his/her] possession as a result of this Contract is kept secure at all times. The Consultant will be solely responsible for such arrangements at [his/her] home office location and while travelling on PASAI business. [modify as required – remove reference to home office if inapplicable]

7.3. At the end of the term, the Consultant must return to PASAI all equipment, items, and materials which belong to PASAI or contain confidential information.

8. Unforeseen events

8.1. Neither party will be liable for any act, omission, or failure to fulfil its obligations under this Contract if the act, omission or failure arises from any cause reasonably beyond its control. The party concerned must immediately notify the other in writing of the nature and effect of the unforeseen event.

8.2. The parties may, after considering any damage, loss or other effect of an unforeseen event, vary this Contract in accordance with clause 11.
9. Conflicts of Interest

9.1. The Consultant warrants that [s/he] has no direct or indirect interest, whether financial or otherwise, that will affect [his/her] ability to perform the services impartially and in the interests of PASAI.

9.2. The Consultant must inform the Chief Executive immediately [s/he] becomes aware of any actual or potential conflict of interest (as described in PASAI’s conflicts of interest policy) which could affect [his/her] ongoing compliance with clause 9.1.

9.3. On receipt of a notice under clause 9.2, PASAI must assess the interest and decide if, in its sole opinion, the interest conflicts with the Consultant’s obligation to perform the services impartially and in the interests of PASAI.

9.4. If PASAI considers a conflict of interest is capable of being managed without needing to terminate this Contract under clause 12.2(c), the Consultant must co-operate fully in PASAI’s management of the conflict.

10. Disputes

10.1. The parties must take all reasonable steps to resolve any dispute that may arise in connection with the provision of the services or the performance of this Contract.

10.2. Either party may give the other written notice of a dispute, and require the other party to enter negotiations in an attempt to resolve it.

10.3. If a dispute has not been resolved by negotiations within 10 working days of written notice under clause 10.2, either party may initiate mediation by giving written notice to the other. If the parties cannot agree within a further 5 working days on who is to mediate the dispute, PASAI must ask the Chairperson of Lawyers Engaged in Alternative Dispute Resolution (LEADR) in New Zealand to appoint a mediator.

10.4. A dispute that is not settled by mediation within one month of the notice of mediation (or such later time as both parties may agree) will be referred to arbitration under and in accordance with the Arbitration Act 1996 (NZ).

10.5. Until any dispute is resolved, the parties must continue to perform their respective obligations under this Contract unless the Contract has expired or PASAI has terminated the Contract under clause 12.2.

10.6. The costs of mediation and arbitration will be met equally by the parties.
11. Variation

11.1. This Contract may be varied by agreement in writing between the parties.

11.2. Despite clause 11.1, PASAI may at any time amend the description of the services in Schedule 1. PASAI will provide an opportunity for the Consultant to comment on any such changes before they are made, and will send the Consultant a copy of the amended Schedule in accordance with clause 14. Once sent to the Consultant, the amendment will take effect as a variation of this Contract.

11.3. Any variation will be read together with, and form part of, this Contract.

12. Termination

12.1. PASAI may terminate this Contract by giving no less than 5 working days' written notice. Without limiting this clause, PASAI may give notice of termination if the scope, direction or funding of the services undergoes significant change affecting the viability of the project or the services.

12.2. The Consultant may terminate this Contract by giving no less than 20 working days' notice.

12.3. PASAI may terminate the Contract with immediate effect on giving written notice to the Consultant, if the Consultant has:

12.3.1. breached any of clauses 2.4, 2.5, 2.6, or 7, or has otherwise (in PASAI’s reasonable opinion) committed serious misconduct;

12.3.2. breached, or failed to perform in a satisfactory manner, any other obligation under this Contract and has failed to remedy the breach or failure within 5 working days of being given written notice by PASAI (including notice under clause 5.3); or

12.3.3. failed to declare a relevant interest under clause 9 or has declared an interest which, in PASAI’s opinion, irremediably affects [his/her] ability to provide the services impartially and in the interests of PASAI.

12.4. If the Contract is terminated under clause 12.1, 12.2 or 12.3, PASAI’s obligation to pay the Consultant is limited to services provided until, and including, the date of termination.

13. Liability

13.1. Neither party will be liable to the other for damages, compensation or any other remedy at law or equity for terminating this Contract.

13.2. Despite clause 13.1, the Consultant indemnifies PASAI against any liability, loss (whether direct, indirect, or consequential) or expense that PASAI may incur as a result of the Consultant:

13.2.1. failing to provide the services;
13.2.2. providing the services in a manner that is unlawful or negligent; or
13.2.3. wilfully breaching this Contract.

13.3. Expiry or termination of this Contract does not otherwise affect the parties' rights or liabilities under the Contract.

13.4. Clauses 6 and 7 survive expiry or termination of this Contract

### 14. Contacts and Notices

14.1. The parties' addresses for notices and other communications are: [specify]

14.2. Notices under this Contract may be delivered by email or fax if the Consultant is located outside of New Zealand, or by email, fax or in person if the Consultant is located in New Zealand.

<table>
<thead>
<tr>
<th>SIGNED for and on behalf of PASAI by the Chief Executive</th>
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<tr>
<td>Date: Click here to enter a date.</td>
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<td>In the presence of:</td>
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<tr>
<td>Name:</td>
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<tr>
<td>Signature</td>
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<td>Designation</td>
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<th>SIGNED by [name]</th>
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<tr>
<td>Date: Click here to enter a date.</td>
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<td>In the presence of:</td>
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<tr>
<td>Signature</td>
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<td>Designation</td>
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SCHEDULE 1

TERMS OF REFERENCE
OFFEROR’S LETTER TO PASAI
CONFIRMING INTEREST AND AVAILABILITY
FOR THE INDIVIDUAL CONTRACTOR (IC) ASSIGNMENT

Date ________________

Chief Executive
PASAI Secretariat
Suite 7, Level 2, Heards Building
168 Parnell Road
Auckland 1052
New Zealand

Email: tiofilusi.tiueti@pasai.org

Dear Sir,

I hereby declare that:

a) I have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities of [indicate title of assignment] under the [state project title];

b) I have also read, understood and hereby accept PASAI’s General Conditions of Contract for the Services of the Individual Contractors;

c) I hereby propose my services and I confirm my interest in performing the assignment through the submission of my CV which I have duly signed and attached hereto as Annex 1;

d) In compliance with the requirements of the Terms of Reference, I hereby confirm that I am available for the entire duration of the assignment, and I shall perform the services in the manner described in my proposed approach/methodology which I have attached hereto as Annex 3 [delete this item if the TOR does not require submission of this document];

e) I hereby propose to complete the services based on the following payment rate: [pls. check the box corresponding to the preferred option]:

[ ] $__________ per hour
[ ] $__________ per day
[ ] $__________ per week
[ ] $__________ per month
An all-inclusive daily fee of [state amount in words and in numbers indicating currency]

A total lump sum of [state amount in words and in numbers, indicating exact currency], payable in the manner described in the Terms of Reference.

f) For your evaluation, the breakdown of the abovementioned all-inclusive amount is attached hereto as Annex II;

g) I recognize that the payment of the abovementioned amounts due to me shall be based on my delivery of outputs within the timeframe specified in the TOR, which shall be subject to PASAI’s review, acceptance and payment certification procedures;

h) This offer shall remain valid for a total period of ___________ days [minimum of 90 days] after the submission deadline;

i) I confirm that I have no first degree relative (mother, father, son, daughter, spouse/partner, brother or sister) currently employed with the PASAI Secretariat [disclose the name of the relative, the PASAI Secretariat employing the relative, and the relationship if, any such relationship exists];

j) If I am selected for this assignment, I shall [pls. check the appropriate box] sign an Individual Contract with PASAI;

k) I hereby confirm that [check all that applies]:

☐ At the time of this submission, I have no active Individual Contract or any form of engagement with PASAI;

☐ I am currently engaged with PASAI and/or other entities for the following work:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Contract Type</th>
<th>PASAI work / Name of Institution/Company</th>
<th>Contract Duration</th>
<th>Contract Amount</th>
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☐ I am also anticipating conclusion of the following work from PASAI and/or other entities for which I have submitted a proposal:

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<tr>
<th>Assignment</th>
<th>Contract Type</th>
<th>Name of Institution/Company</th>
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</table>
I fully understand and recognize that PASAI is not bound to accept this proposal, and I also understand and accept that I shall bear all costs associated with its preparation and submission and that PASAI will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the selection process.

m) **If you are a former staff member of the PASAI recently separated, pls. add this section to your letter:** I hereby confirm that I have complied with the minimum break in service required before I can be eligible for an Individual Contract.

n) I also fully understand that, if I am engaged as an Individual Contractor, I have no expectations nor entitlements whatsoever to be re-instated or re-employed as a staff member.

Full Name and Signature:       Date Signed:

_____________________________________  __________________________

**Annexes [pls. check all that applies]:**

- [ ] CV
- [ ] Breakdown of Costs Supporting the Final All-Inclusive Price as per Template
- [ ] Brief Description of Approach to Work (if required by the TOR)
A. Breakdown of Cost by Components:

<table>
<thead>
<tr>
<th>Cost Components</th>
<th>Unit Cost</th>
<th>Quantity</th>
<th>Total Rate for the Contract Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I. Personnel Costs</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Fees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Life Insurance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical Insurance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land Transportation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others (pls. specify)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>II. Travel Expenses to Join duty station</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Round Trip Airfares to and from duty station</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living Allowance</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Travel Insurance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Terminal Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others (pls. specify)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>III. Duty Travel</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Round Trip Airfares</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Living Allowance</td>
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</tr>
<tr>
<td>Travel Insurance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Terminal Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others (pls. specify)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
B. **Breakdown of Cost by Deliverables***

<table>
<thead>
<tr>
<th>Deliverables [list them as referred to in the TOR]</th>
<th>Percentage of Total Price (Weight for payment)</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>NZD …..</td>
</tr>
</tbody>
</table>

*Basis for payment tranches*