



Request for Proposals (RFP)

by: Food and Fibre Centre of Vocational Excellence

for: Food and Fibre Māori Leadership Development Framework Project

RFP released:	26 February 2024
Deadline for Questions:	15 March 2024
Deadline for Proposals:	25 March 2024

Buyer Name:	Food and Fibre Centre of Vocational Excellence Society Incorporated
Postal Address:	Private Bag 1201, Hawkes Bay Mail Centre, Napier 4142
Physical Address:	501 Gloucester Street, Taradale, Napier
Website:	foodandfibrecove.nz

The opportunity

This RFP is issued by Food and Fibre Centre of Vocational Excellence Society Incorporated, referred to below as “the Buyer” or “FFCoVE” or “we” or “us”.

Glossary of Terms

Some terms used in this document can have multiple or context-specific meanings. To ensure the correct context, see Section 6 for a glossary of terms used in this RfP.

What we need

FFCoVE’s intention is to build excellence in vocational education and training (VET) across the food and fibre sector by focusing on the success of learners, industry, and education – learner-focused, industry-led, government-enabled. A key aspect of this is the development and deployment of leadership development programs throughout Food and Fibre industries, with a key outcome being that the needs of under-represented and underserved learners within those industries are better met.

A significant proportion of under-represented and underserved learners are Māori, therefore the focus of this project is to support the leadership aspirations of Māori working and operating within Food and Fibre industries, through the development and delivery of a dedicated leadership framework.

To achieve this, we need to understand where Māori leadership does or does not align with ‘mainstream’ leadership as described in the FF Leadership Framework¹, what specific characteristics and behaviours are relevant to Māori leadership, and how these can be developed alongside more widely relevant leadership principles.

What we don’t want

FFCoVE is not seeking an academic study i.e. for the sole purpose of creating knowledge. Nor are we seeking a literature review with no clear pathways to practical application of the principles it proposes. We also believe there is little advantage in repeating previous research unless there has been a meaningful change in the environment which is likely to result in different outcomes. Our funding is limited, and we need to invest in those areas which are likely to make the biggest difference.

What we do want

An applied research approach to:

- Confirm that the FF Leadership Framework elements and underlying principles (as set out in the [Leadership Principles Report](#)) would apply irrespective of ethnicity and culture but with some differences in how (and perhaps when) they would be applied for Māori; We are not after a comprehensive diatribe on how leadership might differ but rather general examples (i.e. to

¹ A Food and Fibre Leadership framework that is designed for the breadth and depth of the food and fibre sector. The framework will allow people to develop their leadership acumen progressively and efficiently from “in the field” to “leading their field.” Without foregoing the qualitative learning experience, it will be underpinned by educational standards, thereby providing quality assurance, qualifications, and improved financial sustainability.

demonstrate Māori is not unique in this regard) but our primary need is to understand the breadth of this for Māori.

- Explore Māori perspectives on leadership to identify how execution of elements and underlying principles in the Food and Fibre Leadership Framework handbook can be adapted to accommodate Te Ao Māori and Tikanga Māori and document those findings in a practical guidebook that can be used by curriculum and study programme developers.

Note that the Food and Fibre Leadership Framework handbook is expected to still be under development at the time this RfP is released. Two earlier research papers are referenced (and web links provided) in this document to allow respondents to begin analysis of the requirements and the handbook will be provided to all known intending respondents as soon as it is available. If not available in time to contribute to the development of your response to this RfP, the expectation is that respondents will provide their best solution based on the two research papers for which links are provided.

What is important to us?

FFCoVE is looking for Respondents who have the capability, experience and infrastructure to deliver the whole of the research programme. They might be an existing research organisation or a collective of researchers brought together specifically for this purpose. In either case, they need to have a good track record in the design and delivery of research programmes, particularly in Māori perspectives. FFCoVE is interested in a service that may include pilot projects to test the viability of potential improvements to Food and Fibre Māori Leadership Development practices. It is expected that the Respondent will have, or is able to establish, effective networks and strong relationships across the Food and Fibre sector and vocational education and training (VET) providers.

Why should you bid?

This is a unique opportunity to make a positive contribution to Māori VET across the Food and Fibre sector and, ultimately, improve the quality of Māori leadership across Food and Fibre industries.

A bit about us

The Food and Fibre Centre of Vocational Excellence Society Incorporated aims to propel the Food and Fibre sector to a sustainable and prosperous future through an enduring partnership with the Education Sector to ensure excellence in provision for our current and future workforce. We are pursuing three inter-related outcomes:

- That learners will see greater coherence across the Food and Fibre sector with clearly defined learning pathways and career opportunities. Learners will be able to access, through flexible delivery modes, food and fibre education opportunities when and where they need them.
- There will be greater connection between industry and the education sector resulting in:
 - better understanding of the industry and employment contexts, shared innovation and more rapid integration of Research and Development into programmes; and
 - value gains through alignment of non-formal and formal education provision to offer better upskilling and reskilling opportunities for employers and employees.
- There will be a greater emphasis on workplace-focussed learning which results in learning opportunities that are valued, driving up demand for learners, Māori, employers and employees. Better work-ready

graduates and improved business productivity will result from collaboration, including shared practice, evidence, data and knowledge, and kaiako capability development.

Commitment to Māori and the diversity of other population groups

FFCoVE is committed to honouring and giving effect to the Treaty of Waitangi in all its activities. Critically, this involves supporting the advancement of Māori-led and mātauranga-informed workforce development solutions in the food and fibre sector while recognising the importance of Te Ao Māori, especially te reo and tikanga in the everyday life of our Māori constituents. This commitment is particularly important in the implementation of changes across the Food and Fibre sector through its programme of work.

FFCoVE also recognises the increased diversity of people wanting to study and work in the Food and Fibre sectors at all levels and will take every opportunity to integrate these needs too into every change activity.

SECTION 1: Key Information

1.1 Context

- a. This Request for Proposals (RFP) is an invitation to submit a Proposal for the Food and Fibre Māori Leadership Development Framework Research Programme contract opportunity.
- b. This RFP is a single-step procurement process.

1.2 Our timeline

Here is our timeline for this RFP (all are New Zealand times and dates):

Deadline for Questions	12:00 noon on 15 March 2024
Deadline for us to answer questions	5:00 pm on 21 March 2024
Deadline for Proposals	12:00 noon on 25 March 2024
Presentations by shortlisted Respondents (indicative)	Week beginning 01 April 2024
Successful Respondent(s) notified (indicative)	08 April 2024
Expected start date of Contract (indicative) (Expected start of programme late April/early May 2024)	22 April 2024

1.3 How to contact us

- a. Contact us through our Point of Contact via email.
- b. Our Point of Contact:

Name: Lilla du Toit
Title/role: Portfolio Manager
Email address: ldutoit@foodandfibrecove.nz

Developing and submitting your Proposal

- a. This is an open, competitive tender process.
- b. Take time to read and understand the RFP.
- c. Take time to understand our Requirements. These are in [SECTION 2:](#) of this document.
- d. Take time to understand how your Proposal will be evaluated. See [SECTION 3:](#) of this document.
- e. If you have questions, ask our Point of Contact before the Deadline for Questions (see Section 1.2 above).
- f. Use the Response Form to submit your Proposal.
- g. Complete and sign the declaration at the end of the Response Form.

- h. Check you have provided all the necessary information in the correct format and order.
- i. Submit your Proposal electronically as a PDF document, before the Deadline for Proposals, to the email address listed in Section 1.4.

1.4 Address for submitting your Proposal

Submit your Proposal to the following address: ldutoit@foodandfibrecove.nz

We will not accept Proposals sent by post or delivered to our office.

Make sure you include all attachments and reference material.

1.5 Our RFP Terms

a. Offer Validity Period

By submitting a Proposal, the Respondent agrees that their offer will remain open for three (3) calendar months from the Deadline for Proposals.

b. RFP Terms

These are shown in this document using capitals. By submitting a Proposal, the Respondent agrees to the RFP-Terms described at [RFP Terms](#).

Remember, if a Respondent commits a non-trivial breach of the RFP-Terms, we may exclude them from further participation in the RFP process, whether (or not) that requirement is contractually binding.

1.6 Later changes to the RFP or RFP process

After publishing the RFP, if we need to change anything or provide additional information, we will let all Respondents know by contacting Respondents by email.

SECTION 2: Our Requirements

2.1 Background

FFCoVE is managing this initiative on behalf of, and in partnership with, Muka Tangata². The development of this RfP, the evaluation of responses, and the selection of the successful respondent will all be overseen by a governance group which includes representatives from both organisations.

Both Muka Tangata and FFCoVE have identified the need to have leadership development opportunities that cater to the needs of Māori within the food and fibre sector- a need that is not currently being met within formal VET programmes.

FFCoVE recently commissioned a significant research project into the [state of leader development within the food and fibre sector](#). This report emphasised the importance of leadership within the sector, and laid out a number of key principles which form an ideal leadership profile across industries. This report, combined with additional engagements through Muka Tangata, also highlighted the demand for programmes which deliver leadership (not management) training specifically relevant to the cultural needs of Māori within industry.

Following approval of the report, the project commenced development of the Leadership in the Food and Fibre Sector (2024) handbook. This document is currently proceeding through an iterative review process with approval to publish expected to be requested by the end of April 2024.

2.2 Key outcomes

This research programme will do a critical analysis and evaluation of the underlying leadership principles as described in the [Leadership Principles Report \(July 2023\)](#) to review leadership principles that are specific and responsive to Māori cultural needs. It will also provide supplementary segments or chapters to support the base document, such that a cohesive, responsive text is achieved that is relevant to and supportive of Māori leadership development. These supplementary segments will be summarised, ready for deployment in a manual for use in teaching and field environments. The final version of the FF Leadership handbook is due to be delivered in April, with the expectation that it would be made available as additional to the *Leadership Principles Report (July 2023)* provided, to the successful Bidder during the course of this project.

The outcomes we want to achieve are:

Outcome	Business driver
Acceptance by FF industries and VET providers of a Māori equivalent to the Leadership in the Food and Fibre Sector (2024) where differences in alignment and delivery (e.g. how and when leadership	<ul style="list-style-type: none">Food and Fibre industries need assurance that Māori leadership is appropriately aligned with the principles outlined in the handbook and, where there are differences, these are fully explained.

² Muka Tangata is the Workforce Development Council for the food and fibre sector. For an understanding of their role, see <https://mukatangata.nz/>

Outcome	Business driver
elements might be deployed for Māori) are fully explained.	
Māori can be informed by a cohesive, responsive text that is relevant to and supportive of Māori leadership development.	<ul style="list-style-type: none"> Māori need a leadership model which is supportive of Māori leadership development.
All stakeholders have an authoritative reference on the development and deployment of Māori leadership education and training.	<ul style="list-style-type: none"> Māori, FF industries, and VET providers require a unifying document which supports Māori leadership development.

2.3 What we require from a Respondent:

We are seeking Respondents that can demonstrate:

- a. Successful delivery of the outcomes listed in paragraph 2.2 in this RfP through the deliverables listed in paragraph 2.7.
- b. Capability to:
 - Undertake applied research relevant to the objectives of this RfP.
- c. Capacity to deliver the programme within a pragmatic timeline. In demonstrating this capacity, the Respondent is required to provide a risk assessment on timely delivery including treatments to minimise the likelihood of overrun and mitigations to reduce impact on the programme should an overrun occur.

There must be a final report bringing the results of the programme activities together with conclusions and recommendations. The Respondent may propose the structure they think best suits the achievement of the programme objectives. The detail in the proposed programme of work must demonstrate the Respondent understands our requirements.

2.4 Other information

Payment will be on successful delivery of milestones although pro-rated payment will be considered for any milestone with a duration of more than one month.

2.5 Contract term

We expect that the Contract will commence in late April/early May 2024. The anticipated Contract term and options to extend are:

Description	Period
Initial term of the Contract	To be negotiated

Description	Period
Options for us to extend the Contract	Subject to the outcome of the contract negotiations, up to two extensions of two months each i.e. Initial term+2+2
Maximum term of the Contract	It is expected that the total delivery will be achieved in no more than 9 months

2.6 Contract value

As stated on page 2, our funding is limited, and we need to invest in those areas which are likely to make the biggest difference. We are not seeking to squeeze the price to the point where the successful Bidder is tempted to take shortcuts but it is critical that we can demonstrate to the FFCoVE Board that there is genuine value to be got for the quoted price. Accordingly, Respondents are advised to be as clear as possible on where costs exist and what the value proposition is for each stage of the programme.

2.7 Key deliverables

Deliverable	Comments
Critical evaluation report of <i>Leadership in the Food and Fibre Sector (2024) handbook</i>	Alignment with te ao Māori and/or tikanga Māori is clearly identified Non-alignment with te ao Māori and/or tikanga is clearly identified and explained
Literature Review of leadership principles that are specific and responsive to Māori cultural needs	
Supplementary segments/chapters to support base document to form cohesive, responsive text relevant to and supportive of Māori leadership development	
Summarised, operational manual for use in teaching and field environment	Must be ready for publication following approval by the Steering Group Must comply with FFCoVE's publication and branding guidelines
Final Report	Describes the approach taken, research methods used and Includes final conclusions and recommendations

2.8 Other tender documents

The RFP Response Form (including Pricing Schedule) forms part of this RFP. The contract template which will be used can be viewed at <https://foodandfibrecove.nz/wp-content/uploads/2024/02/Services-contract-template-non-Crown.doc>

2.9 Delivery location

The Respondent will need to deliver the programme deliverables as PDF artefacts to ldutoit@foodandfibrecove.nz.

SECTION 3: Our Evaluation Approach

This section sets out the Evaluation Approach that will be used to assess Proposals.

3.1 Pre-conditions

Each Proposal must meet the following pre-conditions. We will not consider Proposals which fail to meet these conditions.

#	Pre-conditions
1.	Parties which form a consortium specifically to develop the RfP response and, if successful, deliver the research programme, must nominate one Party to act on behalf of the collective including: <ol style="list-style-type: none">The RfP Response must list all Parties and clearly identify the Party which is acting on behalf of the collective.A separate signed document is to be provided by each Party confirming that the nominated Party has the authority to:<ol style="list-style-type: none">Manage the RfP submission on behalf of the consortium.Lead and manage the completion of key tasks such as due diligence activities.Define the programme structure, key tasks, interfaces and milestones etc.Prepare the Proposal's budget, direct and indirect costs and define the process for invoicing and disbursement of payments.Deal with the Buyer's representative or third parties as and when required.The RfP Response must clearly identify which Party or Parties are contributing to each deliverable.

3.2 Evaluation model

The evaluation model is **weighted attribute**. Price is not a weighted criterion. Proposals that are capable of full delivery on time will be shortlisted by score, and the Successful Respondent(s) will then be selected from the shortlist based on an overall assessment of best value-for-money over the whole-of-life of the Contract.

3.3 Evaluation criteria

We will evaluate Proposals which meet all pre-conditions according to the following criteria and weightings.

Criteria	Weighting
Track record. Demonstrated successful delivery of three or more projects with similar attributes to that outlined in this RfP	20%

Criteria	Weighting
<p>Capability of the Respondent to deliver. Members of the Respondent's team have the qualifications and experience to:</p> <ul style="list-style-type: none"> • Undertake high-quality research research • Develop conclusions and make recommendations commensurate with the findings of the research and the needs of Māori communities across Aotearoa/New Zealand. • Produce professionally presented instructional documents 	20%
<p>Capacity of the Respondent to deliver. The number and availability of resources is consistent with the varying demands of the proposed research programme as it progresses.</p>	10%
<p>Proposed solution. The proposed approach for the project reflects FFCoVE's needs as outlined in this RfP and:</p> <ul style="list-style-type: none"> • clearly defines the methodology to be applied for each deliverable • is logically structured to appropriately inform downstream activities • is planned to deliver within [initial term] months but includes a pragmatic risk assessment on potential to overrun and appropriate mitigations to reduce the impacts of any overrun. • includes measurable milestones which represent genuine progress to track achievements during the programme 	50%
Total weightings	100%

3.4 Scoring

Rating	Definition	Score
EXCELLENT	Respondent demonstrates exceptional ability, understanding, experience and skills. The Proposal identifies factors that will offer potential added value, with supporting evidence.	9-10
GOOD	Respondent demonstrates above average ability, understanding, experience and skills. The Proposal identifies minor additional benefits, with supporting evidence.	7-8
ACCEPTABLE	Respondent demonstrates the ability to meet the criteria, with supporting evidence.	5-6
RESERVATIONS	Satisfies only a minimum of the criteria but not all. Reservations about the Respondent to adequately meet the criteria. Little supporting evidence.	3-4
SERIOUS RESERVATIONS	Extremely limited or no supporting evidence to meet the criteria. Minimum effort made to meet the criteria.	1-2
UNACCEPTABLE	Does not comply or meet the criteria at all. Insufficient information to demonstrate the criteria.	0

3.5 Price

If a Respondent offers a substantially lower price than other Proposals, we may make enquiries or require additional evidence to verify that the Respondent can meet all the Requirements and conditions of the Proposed Contract for the price quoted.

Note: Any claims made about price must be clear, accurate and unambiguous. Prices must exclude or be clear about Goods and Services Tax (GST).

3.6 Due diligence

For shortlisted Respondents, we may:

- a. reference check the Respondent and any named personnel,
- b. make other checks against the Respondent e.g. a search of the Companies Office or NZBN,
- c. interview Respondents,
- d. request Respondents make a presentation, and/or
- e. arrange site-visits to view past projects which demonstrate the required capabilities.

SECTION 4: Pricing information

4.1 Pricing information provided by Respondents

- a. Respondents must use the Pricing Schedule provided in the RfP Response Form.
- b. The Pricing Schedule must show a breakdown of all costs, fees, expenses and charges. Cumulative travel, accommodation and related expenses where out-of-office visits are required must be separately provided for each deliverable e.g. for out-of-office visits, each must include a separate estimated total cost for travel, accommodation and related expenses. The Pricing Schedule must also clearly state the total Contract price exclusive of GST.
- c. Respondents must show how they will manage risks and contingencies related to the delivery of the Requirements including environmental risks such as COVID-related events.
- d. Respondents must document all assumptions and dependencies that affect the pricing and/or the total cost to us. In other words, if the Respondent would expect us to pay more than the quoted price or estimate if specific assumptions or dependencies are not satisfied, the Respondent must call out those assumptions and dependencies.
- e. Respondents must tender prices in NZ\$. Unless otherwise agreed, we will arrange contractual payments in NZ\$. [If there are foreign exchange implications explain how risk in foreign exchange will be dealt with here.]
- f. Respondents may submit a pricing approach that is different to the Pricing Schedule, however, the Respondent must also submit a Pricing Schedule that conforms to the Deliverables in Section 2.7.
- g. If two or more Respondents intend to submit a joint Proposal the Pricing Schedule must include all costs, fees, expenses and charges chargeable by all Respondents. The RfP Response Form must clearly describe the invoicing process as one of the following two options:
 1. The lead Supplier will invoice on behalf of all parties and distribute the payment according to the agreement between the Supplier parties (this is FFCoVE's preference).
 2. The Respondents clearly show which member of the consortium will provide which specific deliverable or portion of a specific deliverable at the quoted price. Where a deliverable is invoiced by more than one Party for their share of the services provided, the percentage contribution must be clearly stated and payment by FFCoVE will not be approved until 100% of the deliverable has been invoiced.

SECTION 5: Our Proposed Contract

5.1 Proposed Contract

The Proposed Contract that we intend to use for this procurement can be downloaded at <https://foodandfibrecove.nz/wp-content/uploads/2024/02/Services-contract-template-non-Crown.docx>

In submitting your Proposal you must let us know if you wish to question or negotiate any of the terms or conditions in the Proposed Contract or wish to negotiate new terms or conditions.

Section 4 of the RFP Response Form contains a place for you to state your position. If you do not state your position, you will be deemed to have accepted the terms and conditions in the Proposed Contract in full.

SECTION 6: Glossary of Terms

FF Leadership Framework is a leadership framework that is designed for the breadth and depth of the food and fibre sector. The framework will allow people to develop their leadership acumen progressively and efficiently from “in the field” to “leading their field.” Without foregoing the qualitative learning experience, it will be underpinned by educational standards, thereby providing quality assurance, qualifications, and improved financial sustainability.

Study programme means an academic and career plan based on post-secondary goals and comprised of academic, career, and technical content that prepares students to make successful transitions to post-secondary education and the workplace. A programme of study consists of courses required to complete a specific degree, diploma, certificate, inclusive of required coursework

Under-represented learners are low-income, first-generation, LGBT and minority students often underrepresented on learning institution campuses which means they make up a small fraction of the total student population. These underrepresented groups face unique challenges in both in applying to and attending learning institutions.

Underserved learners include all learners that currently experience inequitable outcomes including, but not exhaustively, Māori, Pacific, neurodiverse, physically disabled, learners with low literacy and numeracy; Examples of local and representative groups and organisations here include iwi, industry and employers.

Vocational Education and Training (VET) refers to all forms and levels of education and training which provide knowledge and skills related to occupations in various sectors of economic and social life through formal, non-formal and informal learning methods in school- and work-based learning contexts

VET provider is an institution that offers vocational education and training – applied learning that gives real-world experience. In New Zealand these include Te Pūkenga New Zealand Institute of Skills and Technology, and hundreds of private training establishments. They offer range of Certificates, Diplomas, Degrees and Graduate qualifications.