



Te Puni Kōkiri
REALISING MĀORI POTENTIAL



MINISTRY OF PACIFIC ISLAND AFFAIRS
Successful Pacific Peoples



Whānau Ora

REQUEST FOR PROPOSAL (RFP):

Whānau Ora Commissioning Agency

for Pacific Families

23 August 2013

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1. QUICK REFERENCE INFORMATION

1.1 Contact details for this RFP

CONTACT	Commissioning – Whānau Ora
PHYSICAL	Te Puni Kōkiri, Te Puni Kōkiri House, 143 Lambton Quay, Wellington 6011
POSTAL	PO Box 3943, Wellington 6140, Aotearoa/New Zealand
EMAIL	whanauoracommissioning@tpk.govt.nz
WEB	www.tpk.govt.nz/mi/in-focus/whanau-ora/

1.2 Your response to this RFP

You must respond to this RFP using the following forms – RFP Response Template (Document 1), 90-Day Commissioning Plan Template (Document 2), Activity and KPI Plan Template (Document 3), KPIs for Operating Activities Template (Document 4) and Pricing Response Template (Document 5).

Ten (10) hard copies of your proposal (Documents 1-4) and one (1) soft copy (on CD) are required.

A separately packaged and clearly labelled hard copy and soft copy of the price section of your proposal is required in the following form – Pricing Response Template (Document 5).

Proposals – both non-price and price sections – should be securely packaged and clearly labelled:

Whānau Ora Commissioning Agency Proposal – Pacific Families

Proposals should be addressed/delivered to:

Whānau Ora Commissioning Agency RFP – Pacific Families

PHYSICAL	Te Puni Kōkiri, Te Puni Kōkiri House, 143 Lambton Quay, Wellington 6011
POSTAL	PO Box 3943, Wellington 6140, Aotearoa/New Zealand

1.3 This RFP is accompanied by:

- Document 1: RFP Response Template
- Document 2: 90-Day Commissioning Plan Template
- Document 3: Activity and KPI Plan Template
- Document 4: KPIs for Operating Activities Template
- Document 5: Pricing Response Template

1.4 Key dates for this RFP

RFP RELEASE DATE	Friday 23 August 2013
RFP CLOSING DATE	Friday 20 September 2013 at 3.00 pm
RFP ANNOUNCEMENT	December 2013

1.5 Acknowledgement

This RFP has been developed with input and procurement advice from the Ministry of Business, Innovation and Employment.

2. OVERVIEW

Preface

Pacific cultural concepts and ways of knowing is the central theme of this Request for Proposal (RFP) for the Whānau Ora commissioning agency for Pacific families. For this reason, the use of Pacific language to express Pacific concepts and principles drawn from seven (7) Pacific conceptual frameworks in Nga Vaka o Kāiga Tapu¹ is not only fitting for the purposes of this RFP but – more importantly – a deliberate attempt to preserve Pacific world views, nuances and meaning not captured with the use of English terms.

Where references are made to **'families, identity, belonging and connectedness, culture, respect, language, relationships and meetings'**, the translation of the seven (7) largest Pacific ethnic groups in Aotearoa – Cook Island, Fiji, Niue, Samoa, Tonga, Tokelau and Tuvalu – have been used. For example, reference to families is replaced throughout the document with: *kopu tangata* (Cook Island), *vuvale* (Fiji), *magafaoa* (Niue), *āiga* (Samoa), *kāiga* (Tokelau), *fāmili* (Tonga) and *kāiga* (Tuvalu).

The Pacific context to understanding family

'I am not an individual; I am an integral part of the cosmos. I share divinity with my ancestors, the land, the seas and the skies. I am not an individual, because I share my tofi (an inheritance) with my family, my village and my nation. I belong to my family and my family belongs to me. I belong to my village and my village belongs to me. I belong to my nation and my nation belongs to me. This is the essence of my belonging.'²

Tui Atua Tupua Tamasese Ta'isi Efi

Head of State of the Independent State of Samoa

As described in the publication, Nga Vaka o Kāiga Tapu, the notion of family in a Pacific context refers to close and extended collectives and groups of kin, and the diverse kinship arrangements that are described and defined by each ethnic group. The word 'close' (family) is used instead of nuclear (family). The preferred term 'close' signifies that the terms for relationships within and between kin arrangements are indicators of genealogical proximity. Close families are extensions of the wider collective – the extended family.

¹ Ministry of Social Development, NZ (2012) Nga Vaka o Kāiga Tapu: A Pacific Conceptual Framework to address family violence in New Zealand

² Tui Atua Tupua Tamasese Ta'isi Efi, Head of State of the Independent State of Samoa: Speech at the New Zealand Families Commission Pasifika Families'

Fono, Telstra Clear Pacific Events Centre, Manukau City, 3/11/2009.

In each of the seven (7) ethnic communities, family collectives are described in terms of highly organised structures of kinship arrangements. The roles and functions of kinship 'groups and sub-groups' differ across the seven (7) communities.

In the context of Whānau Ora and this RFP, *kopu tangata*, *vuvale*, *magafaoa*, *āiga*, *kāiga*, *family* and *kāiga* is reference to the close family as described above. The term 'Pacific families' will be the aggregate term used throughout the document to reference all *kopu tangata*, *vuvale*, *magafaoa*, *āiga*, *kāiga*, *fāmilii*, *kāiga* and *family living in Aotearoa*.

The term Pacific also refers to the combined seven (7) ethnic groups as well as the small Pacific island nations³. Where there is reference made to Pacific culture and wellbeing, the explanations in Nga Vaka o Kāiga Tapu are also relevant:

- Culture is the philosophical/conceptual world views and tangible practices of the independent ethnic groups.

Wellbeing is variously described by the seven (7) ethnic groups. The shared elements of individual and family wellbeing are:

- harmony, peace, balance and abundance in all areas of the individual's and family's lives: the physical, mental, spiritual, psychological and environmental dimensions
- each family member understanding and fulfilling their roles and responsibilities in close and extended families
- no one concept on its own achieves wellbeing. Supporting or attendant concepts must be present in order for wellbeing to be fully realised. When all the concepts are correctly understood and practised, wellbeing is achieved.⁴

2.1 Relationship between Te Puni Kōkiri and the Ministry of Pacific Island Affairs

Te Puni Kōkiri will be the Administering Department for all Whānau Ora commissioning agencies including the commissioning agency for Pacific families. The Minister of Finance and the Minister of Whānau Ora, in consultation with the Minister of Pacific Island Affairs, will confirm the preferred non-government organisation (NGO) commissioning agency for Pacific families.

The Ministry of Pacific Island Affairs (the Ministry) is the Government's premier adviser on policies and interventions to promote the social, economic and cultural development of Pacific peoples in New Zealand. On behalf of Te Puni Kōkiri, the Ministry has led key aspects of the RFP design stage and – going forward – will play an important role in the implementation of the RFP, the evaluation of responses, and in ensuring that the arrangements put in place with the Pacific commissioning agency are appropriate and effective in supporting the commissioning model across '*Pacific families*'.

3 Ministry of Social Development, NZ (2012) Nga Vaka o Kāiga Tapu: A Pacific Conceptual Framework to address family violence in New Zealand

4 Ministry of Social Development, NZ (2012) Nga Vaka o Kāiga Tapu: A Pacific Conceptual Framework to address family violence in New Zealand

The collaborative relationship between Te Puni Kōkiri and the Ministry will continue to develop and consolidate as the commissioning model for *'Pacific families'* moves from the RFP stage to full operation.

2.2 Whānau Ora for *'Pacific families'*

'Kare te au peū e ko tei toia'ua ki muri, mari ra ko te rave'ia nei 'I teia 'ati'anga, e te ka rave 'ia i te au tuatau ki mua. Ko te peū tupuna, ko ta tatou i mua ana, 'i teianei, e te au tu, Ta tatou e umuūmu nei.' (Cook Island) Culture is not just the past. It is the present and the future. It is what we once were. But it is also what we hope to be.

Whānau Ora for Pacific families is about achieving the overall outcome of **'prosperity for all *'Pacific families'* living in Aotearoa by supporting and building kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family capability'**. This outcome is further endorsed by the seven (7) Pacific conceptual frameworks from Nga Vaka o Kāiga Tapu⁵ and strategic priorities outlined in the Pacific Directions Report⁶.

The long-term outcomes are *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* are prosperous in Aotearoa⁷ through:

- strengthening *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* so they are healthy, strong, cohesive, resilient and nurturing by:
- improving educational achievement
- improving health status
- improving access to justice
- increasing economic development within families and communities
- improving employment opportunities
- *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* are strong and confident in their Pacific identity through:
- knowing their turanga (Cook Island), veika ko kilai tani kina (Fiji), kitiaaga he tagata ke he haana a moui (Niue), fa'asinomaga (Samoa), ko ai au (Tokelau), ko hai au (Tonga), iloga (Tuvalu), **identity** whilst in Aotearoa by:
- having a strong sense of kūpua'anga (Cook Island), vanua ko wili kina (Fiji), haaku a loto mafanatia (Niue), agaga fia auai ai (Samoa), nau (Tokelau), kau (Tonga), kau (Tuvalu), **belonging** and connectedness

5 Ministry of Social Development, NZ (2012) Nga Vaka o Kāiga Tapu: A Pacific Conceptual Framework to address family violence in New Zealand

6 Ministry of Pacific Island Affairs, NZ (1999) Pacific Directions Report: Social and Economic Prosperity for Pacific Peoples

7 Definition of social and economic prosperity from Ministry of Pacific Island Affairs, NZ (1999) Pacific Directions Report: Social and Economic Prosperity for Pacific Peoples

- knowing their akono'anga (Cook Island), tovo se valavala vakavanua (Fiji), aga fakamotu (Niue), tu ma aganu'u (Samoa), aganuku (Tokelau), anga fakafonua (Tonga), tu mo faifāiga (Tuvalu), **culture**
- knowing their papa'anga (Cook Island), tukutuku ni kawa (Fiji), matohiaga (Niue), gafa (Samoa), gafa (Tokelau), tupu'anga (Tonga), gafa (Tuvalu), **genealogy**
- knowing the importance of piri'anga (Cook Island), veiwekani (Fiji), fakafetui (Niue) vā (Samoa), hokotaga (Tokelau), tauhivaha'a (Tonga), va (Tuvalu), **relationships** within and outside of our kopu tangata, vuvale, magafaoa, āiga, kāiga, fāmili, **family** roles and responsibilities.
- understanding and practising our underlying principles of 'akangāteitei (Cook Island), vakarokoroko (Fiji), fakalilifu (Niue), fa'a'aloalo (Samoa), ava/ fakaaloalo (Tokelau), faka'apa'apa (Tonga), ava (Tuvalu), **respect**
- revitalising the reo (Cook Island), vosa (Fiji), vagahau (Niue), gagana (Samoa), gagana (Tokelau), lea fakafonua (Tonga), gagana (Tuvalu), **language** in everyday situations
- *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* self-determine what they need in their lives to be successful;
- *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* influence decision-making on matters that affect Pacific peoples at all levels.

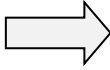
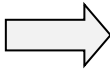

The best outcomes for our *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* will be achieved when there is confidence that the relationships they have with those that are supporting them are genuine, appropriate, effective and efficient to assist them to achieve their goals and aspirations.

The high-level outcomes that will underpin the Whānau Ora Results Commissioning Framework for Pacific Families (see Appendix One) have already been developed and these will need to be further developed into the Whānau Ora Results Commissioning Framework for Pacific Families by the commissioning agency for Pacific families in its first year.

2.3 Whānau Ora future focus

While effective service delivery will continue to remain a core element of Whānau Ora over the next two (2) years, the Government is broadening the scope of Whānau Ora to focus on creating opportunities for *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* capability building (see Table 1).

TABLE 1: Changes from the current to future focus of Whānau Ora

	CURRENT		FUTURE
Investment focus	Main focus on building service approaches which engage whānau and families.		Main focus on building whānau and family capability to be self-managing. Available to all New Zealanders and with expertise and networks to focus on whānau and families and to focus on <i>kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family</i> .
Investment manager	Te Puni Kōkiri directly on behalf of the Minister.		NGO commissioning agency for Pacific families contracted to Te Puni Kōkiri.
Funded groups	Main focus on investing in 160-plus primary health and social service providers across 34 provider collectives.		Broadened focus to bring other local-level organisations – for example, extended-family and village groups, sporting and cultural groups, faith-based and church groups, education providers, community organisations and NGOs – into the investment frame.

This direct investment in building whānau and family capability requires a flexible delivery mechanism which is located closer to *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* and communities. To support the future scope and direction of Whānau Ora, the Government has agreed to a ‘commissioning-for-results’ approach as the best mechanism to deliver improved outcomes and results for *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family*.

The new commissioning agency for Pacific families will work with *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* to increase capability in a range of areas such as income generation, employability, technological literacy, healthy lifestyles and health literacy, engagement in lifelong learning, communication, effective parenting, and cultural (language, custom and literacy) engagement.

To achieve this desired up-lift in capability, the commissioning agency for Pacific families will commission innovative and fit-for-purpose activities that best meet the needs of *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* from a range of Pacific stakeholders such as extended-

family and village groups, sporting and cultural groups, faith-based and church groups, education providers, community organisations and NGOs.

2.4 What we need

Te Puni Kōkiri is seeking – through this RFP process – to contract the delivery of commissioning agency functions for Whānau Ora from three (3) non-government organisations (NGOs) with knowledge, expertise and networks to build capability:

- for whānau and families with a North Island focus,
- for whānau and families with a South Island focus
- for Pacific families.

This RFP is specific to the Whānau Ora commissioning agency for Pacific families. This RFP relates to the establishment of a ‘commissioning-for-results’ approach to support the delivery of a portfolio of new and existing programmes or initiatives expected to best deliver progress towards achieving the Whānau Ora for ‘*Pacific families*’ outcomes as well as the monitoring, evaluation and review of these investments.

The new commissioning agency for Pacific families – whether a new or existing organisation – will be required to:

- undertake a collaborative exercise with a range of Pacific stakeholders such as *kopu tangata*, *vuvale*, *magafaoa*, *āiga*, *kāiga*, *fāmili*, **family**, extended-family and village groups, sporting and cultural groups, faith-based and church groups, education providers, community organisations and NGOs in order to design and deliver the Whānau Ora Results Commissioning Framework for Pacific Families – which framework will leverage off the high-level outcomes described in Appendix 1 and describe in more detail the long-term capability outcomes and the short-term and medium-term results that the commissioning agency for Pacific families will seek to achieve
- demonstrate their knowledge, expertise and networks to build and support *kopu tangata*, *vuvale*, *magafaoa*, *āiga*, *kāiga*, *fāmili*, **family** capability for all ‘*Pacific families*’ living in Aotearoa
- deliver the commissioning activities outlined in this document consistent with the Whānau Ora Results Commissioning Framework for Pacific Families for a term of up to three (3) years with an option for Te Puni Kōkiri alone to determine whether to renew for a further two (2) years.

A separate RFP is being released by Te Puni Kōkiri for North Island and South Island whānau and family-focused commissioning.

2.5 What is important to us?

Te Puni Kōkiri wishes to contract with a respondent who:

- has a compelling and well-considered vision and strategy of the commissioning model for

'Pacific families' that:

- supports prosperity for all *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga*. **family** living in Aotearoa
- can demonstrate an in-depth understanding of the Whānau Ora approach for *'Pacific families'* including the way in which cultural frameworks, cultural concepts, values and principles can be used to help guide *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga* in their everyday lives
- provides effective leadership, direction, advocacy and support for all levels (national, regional and local) of their networks (*kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family*, *'Pacific families'*, providers, government)
- defines a fit-for-purpose and future-proof infrastructure (i.e. systems and processes) to support the role and function of the commissioning
- demonstrates how the commissioning model will achieve the outcomes in the Whānau Ora Results Commissioning Framework for Pacific Families
- demonstrates how it will be a valued resource and trusted information source at all levels (*kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family*, *'Pacific families'*, providers, Government) for initiatives (policy development, research and development, community initiatives) to improve prosperity of our *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family*
- can demonstrate how traditional and contemporary Pacific cultural concepts and principles are important in their organisational day-to-day way of working, expressed through:
 - acknowledging and validating the importance of *turanga, veika ko kilai tani kina, kitiaaga he tagata ke he haana a moui, fa'asinomaga, ko ai au, ko hai au, iloga, identity*
 - creating a sense of *kūpua'anga, vanua ko wili kina, haaku a loto mafanatia, haaku a tuaga mo e mafanatia, agaga fia auai ai, nau, kau belonging and connectedness*
 - systems, models and approaches underpinned by *akono'anga, tovo se valavala vakavanua, aga fakamotu, tu ma aganu'u, faka Tokelau, anga fakafonua, tu mo faifāiga, culture*
 - practicing principles of *piri'anga, veiwekani, fakafetui, vā, relationship*
 - practising principles of *tā'aka'aka, vakarokoroko, fakalilifu, fa'a'aloalo, fakaaloalo, faka'apa'apa, respect*
 - embracing and practicing the use of *reo, vosa, vagahau, gagana, lea fakafonua, language*, in everyday situations.
- can evidence an understanding of what an effective relationship model for *'Pacific families'* would look like. The model must show enough evidence of:
 - strong existing networks and connections with *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family*, extended-family and village groups, sporting and cultural groups, faith-based and church groups, education providers, community organisations and NGOs and how they will be used to ensure all *'Pacific families'* across New Zealand have access to what they need

to achieve their goals and aspirations

- ensuring the most appropriate persons are engaged to get community buy-in, be well-informed, to inevitably be the best they can be and be confident that they have the collective voice
- have the organisational capability and stability to be a medium to long-term partner of Te Puni Kōkiri in the implementation of a commissioning model that builds on and complements the current Whānau Ora for *'Pacific families'* approach
- can demonstrate a sound understanding of the transparency and accountability necessary to support the commissioning approach and have clear protocols and procedures to manage actual or perceived conflicts of interest in regard to operating as commissioning agencies
- can achieve 'early wins' and quick commissioning progress
- can demonstrate the balance between – on the one hand – service quality and successfully working toward achieving the Whānau Ora Results Commissioning Framework for Pacific Families and, on the other, the estimated cost for delivering this.

2.6 How we will evaluate proposals

Te Puni Kōkiri is looking for a clear vision and well-defined approach to commissioning for Whānau Ora for *'Pacific families'*. In support of this approach and vision, Te Puni Kōkiri is looking for proposals which demonstrate the respondent's capability and capacity to be the commissioning agency for Pacific families. It is important to note the distinction between commissioning and delivering services directly to families.

Te Puni Kōkiri is interested in understanding the innovation and value that respondents can bring to building *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family capability*. Te Puni Kōkiri is interested in responses from existing organisations and consortia as well as new entities.

Respondents are strongly encouraged to be explicit about their experience and expertise in their proposals – for example, consortia should specify the experience of the relevant members – and not to leave any information for the evaluators to infer.

The commissioning agency for Pacific families will be awarded separately from the RFP process for the North Island and South Island commissioning agencies being run by Te Puni Kōkiri at the same time. The process to appoint an organisation as the commissioning agency for Pacific families may differ from that followed to appoint the other two commissioning agencies.

2.7 Why should you bid?

This RFP provides potential respondents with the opportunity to be the commissioning agency for Pacific families for a term of three (3) years with the option for Te Puni Kōkiri alone to determine whether to renew for a further two (2) years.

Te Puni Kōkiri seeks to provide benefits to the successful respondents through an open and collaborative relationship. Potential benefits to the successful respondents as a result of this RFP include the ability to:

- provide leadership on a collaborative exercise with a range of Pacific stakeholders to design and deliver the Whānau Ora Results Commissioning Framework for Pacific Families
- move away from a conventional perspective of individual needs to a more varied and innovative approach determined by *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family*
- match the needs and aspirations of *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* with initiatives that will assist them to increase their capability using a strengths-based and cultural model
- commission innovative, fit-for-purpose activities that best meet the needs of *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* from a range of community stakeholders such as extended-family and village groups, sporting and cultural groups, faith-based and church groups, education providers, community organisations and NGOs
- work with, and build stronger relationships with, Te Puni Kōkiri as they focus on building *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* capability to self-manage using a flexible delivery mechanism which is located closer to *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family*
- measure whether the services you are recommending demonstrably improve outcomes for *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family*
- build a case for extending the reach of Whānau Ora by attracting new streams of funding in the future; for example, through trusts, philanthropic groups and other government agencies.

2.8 About this RFP

This RFP is issued by Te Puni Kōkiri. The RFP and information related to this RFP is available on the GETS website: www.gets.govt.nz

2.9 What are the timeframes?

The timeframes for this RFP are set out in Table 2 below. These are indicative only and may be subject to change at the sole discretion of Te Puni Kōkiri. Te Puni Kōkiri will notify respondents by notice on GETS of any changes to these dates that will impact them.

Table 2: Timeframes

ACTIVITY	DATE	COMMENTS
RFP issued	Friday 23 August 2013	
Final date for questions / end of clarification period	Friday 13 September 2013	All questions are to be submitted via email to: whanauoracommissioning@tpk.govt.nz
Written answers posted	Monday 16 September 2013	All answers will be posted on GETS.
RFP closing date and time	Friday 20 September 2013 at 3:00 pm	Ten (10) hard copies of the proposal and one (1) soft copy are required. A separately packaged and clearly labelled hard copy and soft copy of the price section of your proposal must be completed on the Pricing Response Template (Document 5).
Presentations to the RFP Evaluation Panel if required	October 2013	These will be held in Wellington. Respondents will need to be available for this session if requested.
Respondents notified of outcome	December 2013	

3. COMMISSIONING SCOPE

Commissioning in the context of Whānau Ora for ‘Pacific families’ is the process of identifying the aspirations of *kopu tangata, vuvale, magafoa, āiga, kāiga, fāмили, family* and investing in a portfolio of new or existing programmes or initiatives expected to best deliver measurable improvements against Whānau Ora for ‘Pacific families’ outcomes as well as the monitoring, evaluation and review of these investments.

The core activities of commissioning are outlined below. Respondents are required to outline their approach to delivering these activities. Where respondents are also service providers, they need to demonstrate a separation between the provision of services and the commissioning of these services.

Further guidance on the level of detail expected by respondents is included under each question in the RFP Response Template.

3.1 What are the core activities of commissioning?

The commissioning cycle describes the core activities that a commissioning agency will be expected to undertake including the relationships that will be expected to underpin each stage of the cycle.

Figure 1: Whānau Ora for Pacific families commissioning cycle

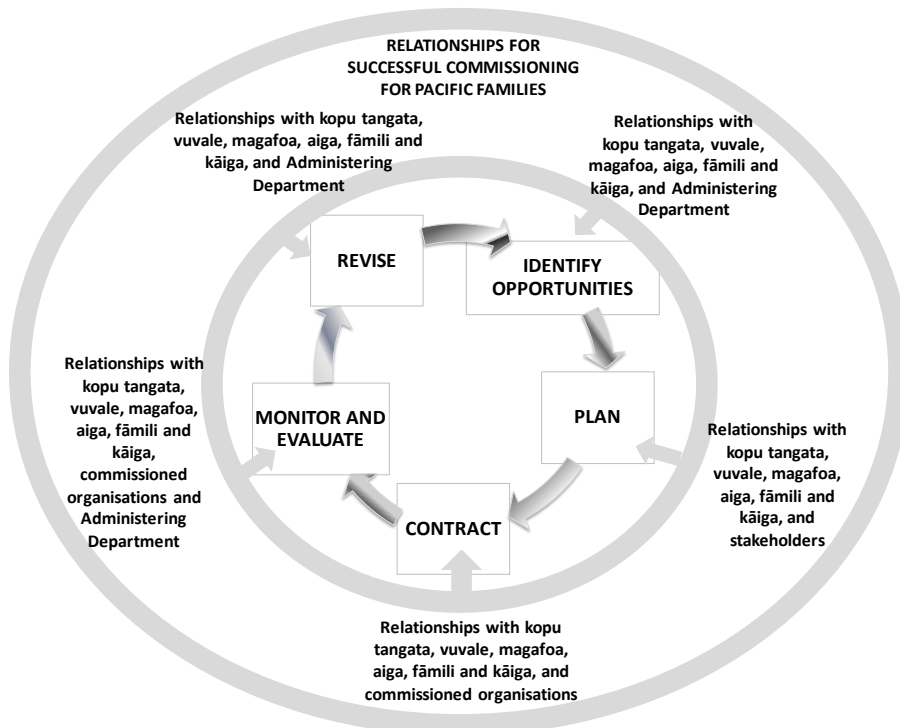


Table 3 below provides a more detailed overview of the range of activities that the commissioning agency for Pacific families will be expected to perform to successfully deliver Whānau Ora commissioning for ‘Pacific families’ once the Whānau Ora Results Commissioning Framework for Pacific Families has been developed by the commissioning agency and for Pacific families and approved by Te Puni Kōkiri.

For the commissioning agency for Pacific families, the first activity is the design and delivery of the Whānau Ora Results Commissioning Framework for Pacific Families as part of the establishment phase.

Table 3: Activities in the establishment commissioning process

STEP	EXAMPLE ACTIVITY	EXAMPLE OUTPUTS
Plan, consult and design	Design and deliver the long-term, medium-term and short-term outcomes for the Whānau Ora Results Commissioning Framework for Pacific Families which will leverage off the high-level outcomes described in Appendix 1.	Agreed Whānau Ora Results Commissioning Framework for Pacific Families

The activities and outputs set out in Table 4 are examples and provide an indication of what would be expected of the commissioning agency for Pacific families at each step in the cycle.

Table 4: Activities in the commissioning process

STEP	EXAMPLE ACTIVITY	EXAMPLE OUTPUTS
Identify opportunities	In this phase, the commissioning agency will undertake an assessment to determine what is required to achieve the Whānau Ora outcomes.	Opportunities assessment.

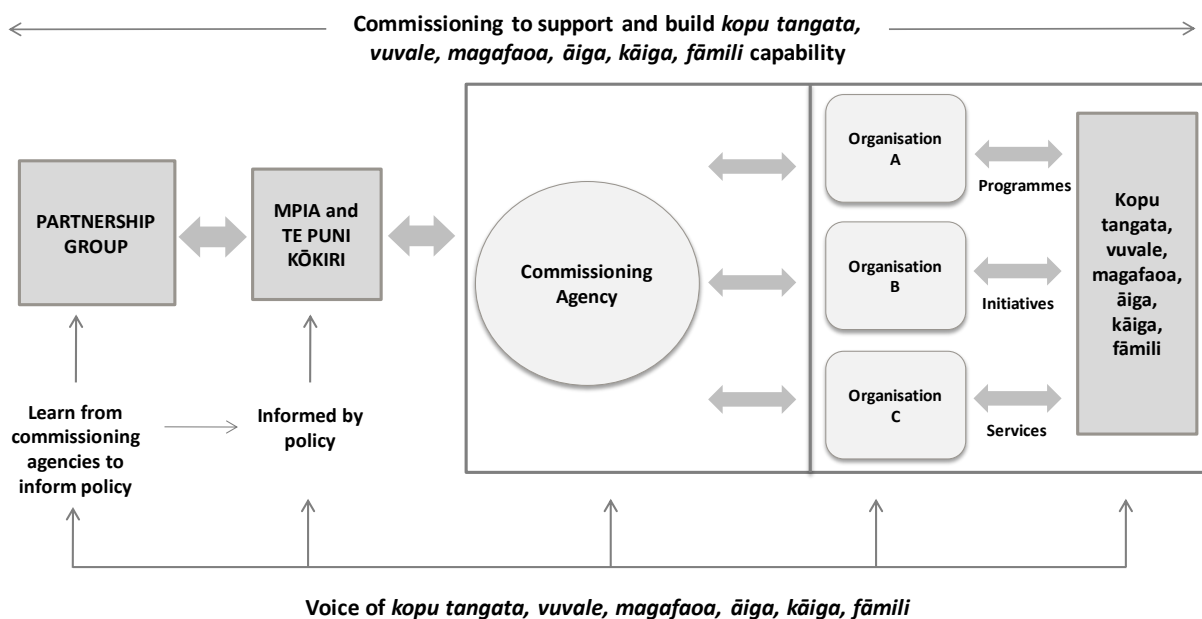
STEP	EXAMPLE ACTIVITY	EXAMPLE OUTPUTS
Plan	<p>Identifying intervention logic and priorities</p> <p>Using the results of the opportunities assessment, the commissioning agency will develop an investment plan which sets out the intervention logic and priority activities for the period that will deliver on the Government’s Whānau Ora outcomes and on the aspirations of <i>‘Pacific families’</i>.</p> <p>Identifying or designing services or initiatives</p> <p>In this phase, the commissioning agency will likely need to evaluate existing services and interventions to determine where there may be opportunities for improvement in service design, quality or efficiency. The commissioning agency may identify existing programmes or initiatives which meet their investment objectives or they may design or co-design initiatives to meet the investment objectives.</p> <p>Planning for procurement</p> <p>How the activities and initiatives will be funded will also need to be agreed during this phase.</p>	<p>Agreed Whānau Ora investment plan.</p> <p>Procurement/ funding plan.</p> <p>Stakeholder engagement/ relationship plan.</p>
Commission	<p>The commissioning process ensures that all the agreements – contracts, grants or other funding arrangements – are in place and clearly set out expectations of quality, outcomes, monitoring requirements and funding levels.</p>	<p>Contract, grants and other flexible funding distribution with various organisations for commissioned activities.</p>

STEP	EXAMPLE ACTIVITY	EXAMPLE OUTPUTS
Monitor and evaluate	In order to understand whether the initiatives that have been commissioned are delivering against the expected results, the commissioning agency will need to: monitor – and manage – performance of commissioned activities receive and evaluate reports against performance measures for each contract work with the Administering Department to evaluate the success of the range of initiatives against the results agreed work with the Administering Department to communicate the results.	Monitoring and evaluation framework. Contract management systems. Evaluation report against investment plan.
Revise	The commissioning agency will feed the results of the previous year into the planning assessment and planning cycle for the following year.	

3.2 What relationships will support commissioning?

Strong relationships across the range of commissioning activities will be critical to the success of the model. The following diagram provides an overview of the commissioning process and the roles of the key stakeholders in the process.

Figure 2: Whānau Ora for ‘Pacific families’ commissioning diagram



Respondents are asked to consider and outline how they will ensure these relationships are developed and invested in throughout the commissioning cycle. In particular, Te Puni Kōkiri is

interested in how the commissioning agency for Pacific families will work with *kopu tangata*, *vuvale*, *magafaoa*, *āiga*, *kāiga*, *fāmili*, **family** and integrate their perspectives into the commissioning process.

To achieve the desired outcomes for *'Pacific families'*, Te Puni Kōkiri and the commissioning agency for Pacific families will need to work closely together. Te Puni Kōkiri expects that the commissioning agency for Pacific families will be intimately involved in the refinement and implementation of the commissioning model with a view to ensuring alignment between the Whānau Ora Results Commissioning Framework for Pacific Families and investment plan as well as driving operational effectiveness and efficiencies.

A more detailed description of the roles and responsibilities of the various stakeholders are set out in Table 5.

Table 5: Roles and responsibilities in the commissioning cycle

ROLE	DESCRIPTION	REPORTING
Kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga	Access opportunities and activities through commissioned entities – <i>kopu tangata</i> , <i>vuvale</i> , <i>magafaoa</i> , <i>āiga</i> , <i>fāmili</i> , <i>kāiga</i> , <i>family</i> , extended-family and village groups, sporting and cultural groups, faith-based and church groups, education providers, community organisations and NGOs – to work towards achieving their aspirations.	Only if specifically asked and agreed to, kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga may report or respond to surveys to help establish the results achieved for <i>'Pacific families'</i> .
Commissioned organisations	Contracted by the commissioning agency for Pacific families to deliver programmes or initiatives to <i>kopu tangata</i> , <i>vuvale</i> , <i>magafaoa</i> , <i>āiga</i> , <i>fāmili</i> , <i>kāiga</i> to support the achievement of their aspirations.	Report against contracts to the commissioning agency for Pacific families.
Commissioning agency for Pacific families	Responsible to the Administering Department for the delivery of Whānau Ora for <i>'Pacific families'</i> outcomes. Responsible for developing the Whānau Ora Results Commissioning Framework for Pacific Families and an investment plan as well as implementation of the commissioning model.	Develop the investment plan and report against the contracted outcomes.
Administering Department	Responsible for managing the contract between the Crown and the commissioning agency for Pacific families. Also responsible for Whānau Ora policy	Ministerial briefings. Approves the Whānau Ora Results Commissioning Framework for Pacific

ROLE	DESCRIPTION	REPORTING
	<p>development and monitoring, evaluation and Ministerial reporting.</p> <p>Works with the commissioning agency for Pacific families to develop the Whānau Ora Results Commissioning Framework for Pacific Families and performance indicators.</p> <p>Te Puni Kōkiri will be the Administering Department for the commissioning agency for Pacific families in consultation with the Ministry of Pacific Island Affairs.</p>	<p>Families and investment plan.</p> <p>Receives reports from the Commissioning agency for Pacific families against KPIs.</p>
Whānau Ora Partnership Group	<p>A high-level forum to inform complementary effort across Ministerial portfolios. Identifies opportunities between Crown and iwi to support the shared development aims and aspirations of iwi and their whānau and hapū membership.</p> <p>Expert advisors with community, whānau and <i>kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family</i> relationships as well as experience in Whānau Ora will be appointed by the Minister for Whānau Ora to the Partnership Group.</p>	<p>Receives briefings from Te Puni Kōkiri on progress against outcomes.</p>

Te Puni Kōkiri expects the commissioning agency for Pacific families will make a commitment to support the successful delivery of the commissioning approach. In order to make such a commitment, Te Puni Kōkiri recognises that it will need to invest in the relationship with the commissioning agency for Pacific families. As such, the contract between Te Puni Kōkiri and the commissioning agency for Pacific families will include obligations that embody the relationship principles set out in Table 6 below.

Pacific people place a large emphasis on the building of relationships between individuals and collectives through many different practices. It is expected that the principles will not only underpin the relationships between Te Puni Kōkiri and the commissioning agency for Pacific families but will also be practiced by the commissioning agency for Pacific families when working with their networks at all stakeholder levels.

Table 6: Relationship principles

E ‘akaperepere ana matou te piri’anga tangata – ka ‘akaperepere e ka ākono marie matou i te au piri’anga tangata. **(Cook Island)**

Keimami maroroya na tamata kei na veiwekani – keimami cakacaka ena yalo dina kei na veidokai. Keimami veimaroroi, yalomalua ka dau vosota. Keimami dau cakacaka vata ka veinanumi. **(Fiji)**

Fakahелеhele e tagata mo e fakafetuia - Gahua mo e mahuiga kia mautolu e lilifu he tagata, mo e fakakite e mautolu e fakalilifu ke he tau tagata oti. Toka ai ia mautolu e tau manatu fakaalofa, mahani fakaholoilalo mo e fakauka. Gahua a mautolu mo e agaaga kau fakalataha ke he tau tagata oti. **(Niue)**

E taua tagata ma va fealoa’i - Matou te galulue malosi ma punoua’i e fa’atino i le ava ma le fa’aaloalo. Ua tausia, ma le fa’aeteete, agamaualalo, onosa’i. Galulue felagolagoma’i e le fa’atuaioia. **(Samoa)**

E tāua ia te kimātou ia tagata ma olātou hokotaga - e fakatino e kimātou ma te fakamāoni, oi fai fakalelei atu foki ia tagata, ma āva ki ei. E ōnohai, lotomaulalo, ma tauhi fakalelei. E kaufakatahi ma umiumi fakatahi atu kimātou. **(Tokelau)**

‘Oku mau mahu’inga’ia ‘i he kakai mo homau ngaahi va (tauhivaha’a) - 'Oku mau ngaue'aki 'a e faitotonu mo e anga faka'apa'apa mo'oni ki he taha kotoa pe. 'Oku mau anga 'ofa, fie tokoni, anga fakatokilalo mo fa'akataki. Pea 'oku mau fie ngaue fakataha mo fetokoni'aki. **(Tonga)**

E amanaia ne matou a tino mo va o latou – e galue matou mo te fakamaoni kae tuku te ava ki tino katoa. Matou e loto alofa, loto maulalo mo te loto kufaki. Matou e loto fesoasoani kae se fakasino tino. **(Tuvalu)**

We value people and relationships – we act with integrity and treat others with respect. We are caring, humble and tolerant. We are co-operative and inclusive.

The commissioning agency for Pacific families will be held accountable for the management of its service delivery contracts and operational risks. However, Te Puni Kōkiri carries ultimate responsibility for the achievement of outcomes and the actions of the commissioning agency for Pacific families.

Transparency – Te Puni Kōkiri expects open and honest reporting from the commissioning agency for Pacific families.

E ‘akangāteitei ana matou i te au ākono’anga Maori - ko te ‘akangāteitei e te tāporoporo i te au ākono’anga Maori ta matou e umu’umu nei. **(Cook Island)**

Keimami taleitaka ka doka nai tovo kei nai valavala vakavanua – keimami na maroroya me dau vakabibitaki taumada nai tovo kei nai valavala vakavanua eso vakapasifika ena cakacaka eda cakava vata. **(Fiji)**

Tokiofa mo e fakalilifu e aga fakamotu - To fakamooli a mautolu ke gahua auloa ke tokiofa mo e

fakalilifu e aga fakamotu, mo e tuku e tau aga fakamotu he tau tagata Pasifika ki mua. **(Niue)**

E taua ma aloaia tu ma aga – la mautinoa le galuega ua galulue ai, o tu ma aga e talafeagāiga mo tagata Pasefika, i o latou talitonuga. O mea taua I le lumana’i. **(Samoa)**

E āva, fakata'ua ma amanakia e kimātou te aganuku - e fo'lafola atu e kimātou, ko tamātou gāluega ē fai fakatahi, ke fetau tonu ki te aganuku, ma tuku fakapitoa ki mua nā aganuku ma nā itū e taua i te aganuku, pe ko nā talitonuga fakaaganuku o Tagata Pahefika. **(Tokelau)**

'Oku mau mahu'inga'ia mo faka'apa'apa'i 'a e anga fakafonua - 'Oku mau fakapapau'i ko e ngaue temau fakahoko 'oku fehoanaki lelei mo e ngaahi anga fakafonua, pea temau fakamu'omu'a ma'u pe 'a e ngaahi anga, to'onga mo e founa fakafonua 'a e kakai Pasifiki. **(Tonga)**

E amanaia kae fautua ne matou a tu mo faifāiga masani – e fakamalosi matou ki galuega kola e fai ne matou ke taugatonu mo tu mo faifāiga masani kae fakatulaga muamua a tu mo faifāiga a tino Pasefika, pela foki mo olotou talitonuga. **(Tuvalu)**

We value and respect culture - we will ensure that the work that we do together is culturally appropriate and puts *'Pacific families'* cultural concepts, values or beliefs at the forefront. The commissioning agency will ensure that *'Pacific families'* concepts, principles, values and beliefs are key factors/components of their way of working.

Ka anga'anga kapiti tatou – te ano'ano nei matou kia rota'i tatou i te rave'anga i te 'anga'anga kia manuia ta tatou e umu'umu ana. **(Cook Island)**

Keimami cakacaka vata ena veitokani – keimami veiliutaki ena ivakarau ni qaravi tavi, cakacaka vata vakailala, ka vakalevutaka na noda kaukauwa cokovata me rawa kina na noda inaki. **(Fiji)**

Fuhiulu fakalataha ke he gahua - Takitaki mo e gahua a mautolu, fakatahi pehe, gahua auloa mo e matakau ke lafilafi e tau malolo ke hokotia e tau gahua kua taute. Fakatolomaki e lotomatala ke kumikumi mo e makaka, ke moua e tau puhala gahua poke tau manamanatu foou. Gahua a mautolu ke fakaaoga e tau manatu foou mo e lafi ki luga ke he tau pulotu foou. Moua e mautolu e pulotu mai he tau tagata oti, mo e fakaaoga e tau fakailoaga foou mo e tau pulotu foou, ke fakamooli e tau gahua ha mautolu. **(Niue)**

Galulue e le fa'atua'oaia - E tauto'alua, e faia fa'ata'ita'iga. E iloa galulue fa'atasi ma tu'u fa'atasi le malosi ia ma'ea se galuega. **(Samoa)**

E gālulue fakatahi kimātou ma omātou hoa - ē taki e kimātou i nā fakatakitakiga, e alatahi kimātou i na gāluega ma fofakaātili ai tomātou mālohi ma ōpoipoi fakatahi ke fakatāunuku ai amātou tonu. **(Tokelau)**

'Oku mau fengaue'aki fakataha - 'Oku mau tataki 'aki 'a e ta-sipinga, ngaue fakataha mo fakatupulaki 'emau ngaahi a'usia lelei kotoa pe, ke malava fakahoko 'emau ngaahi taumu'a. **(Tonga)**

Matou e galue ite tulaga kau fakatasi – e takitaki matou i motou galuega fakaasi, e galue matou fakatasi pela me se potukau kae tuku fakatasi o motou malosi ke fakataunu ei o motou

fakamoemoega. **(Tuvalu)**

We work collectively, in partnership – we lead by example, work as a team and maximise collective strengths to achieve our goals and aspirations.

Te Puni Kōkiri and the commissioning agency for Pacific families will be expected to operate as a team, tasked with delivering the outcomes required. This will require all parties to practise open and honest communication, respond quickly and proactively to issues raised by each other and share responsibility for finding both opportunities and solutions to problems.

E aru'aru ana matou i te tūranga teitei - ko te turanga teitei to matou kaveinga. (Cook Island)

Keimami cicimuria na veika vinaka sara – keimami sasaga kina veika vinaka sara ka vakavuana.

Keimami cakacaka ena yalo qaqa ni dau gadrevi, bolea na dredre me rawa na vua ni sasaga. **(Fiji)**

Ukufakina a mautolu ke kautu - Ukufakina a mautolu ke moua e kautu mo e fakamooli ha mautolu a tau gahua. Fakamakai mo e fakatoatoa a mautolu a tau puhala gahua he falu a tau magaaho kua lata ke pihia, gahua fakatoatoa mo e onoono ke he fakaotiaga mo e fakamooli he tau gahua. **(Niue)**

Matou te saili i mea silisili e gata ai - la saili mo mea sili e maua le tau. Fai ma le lototele, pe a mana'o ma talia fa'afitauli e ta'ita'iina ai I le l'uga. **(Samoa)**

E tulituli e kimātou te mea e tāoga oi lelei - e iviivinaki lava kimātou ki te mea e tāoga ma lelei, oi kimātou maua nā tau. E fakatino e kimātou i te lototele, kāfai e manakomia. E fuafua lelei nā tāuiviga, ma onoono tonu nā ikuga. **(Tokelau)**

Koe lelei taha 'oku mau fekumi kiai - 'Oku mau feinga ki he lelei taha, pea 'oku mau ma'u 'a e ola lelei mo tu'u ki mu'a. 'Oku mau ngaue 'aki 'a e lotolahi fe'unga 'i he taimi 'o e faingata'a. 'Oku mau fakahoko 'a e fakafuofua ngaue lelei, pea 'oku taafataha 'emau tokanga ki he ola 'emau ngaue.

(Tonga)

E kausaki matou ki te lei katoatoa – E taumafai matou mo te lei katoatoa kae maua ne matou a fuataga o galuega lei. E galue matou mo te loto malosi manafai e manakogina, amanaia tulaga fāigata kae fakapitoa motou taumafāiga ke maua a fuataga lei. **(Tuvalu)**

We pursue excellence - we strive for excellence and we get results. We act with courage when required, take calculated risks and are results focused.

Our commissioning activities will be linked to outcomes-based performance indicators.

Commissioning evolution – it is anticipated that commissioning activities will evolve over time and the contracting framework will therefore be designed to accommodate constructive changes that improve achievement of overall outcomes.

E ātui ana matou te kite ou e te au ravenga tuketuke – tuitui'ia te kite ou e te au ravenga tuketuke kia riro ei meitaki no te tuatau ki mua. **(Cook Island)**

Keimami dau ni buli ka kei na vakavure vakasama vou – keimami vakatovolea na veivakasama eso ka vakatubu kilaka vou. Keimami vuli mai vei ira na tani ka yalo dei ena vakayagataka nai tukutuku kei

na kilaka vou eso me vua ni sasaga. **(Fiji)**

Fakatolomaki e lotomatala ke kumikumi mo e makaka, ke moua e tau puhala gahua poke tau manamanatu foou - Moua e mautolu e pulotu mai he tau tagata oti, mo e fakaaoga e tau fakailoaga foou mo e tau pulotu foou, ke fakamooli e tau gahua ha mautolu. **(Niue)**

Ua alualu pea i luma ma ua fa'ataoto fo'i mea fou. Ua fa'ata'ita'i mea fou, ma fa'aaoga mea fou. Ua maua mai i nisi ma ua vaaia lona taua ma le aoga. **(Samoa)**

Ko kimātou e mau auala, oi hākilikili foki ni auala fōu - Ē kite foki lava nā lagona, ma fakatutū ni ala fōu. E kimātou ako maia mai iētāhi tino, oi lototele ai kimātou ke fakaaogā ni fakamatalaga ma ni iloa foū ke maua ai ni ikuga. **(Tokelau)**

'Oku mau poto'i fa'unga mo tupulaki a'usia - 'Oku mau sivi'i 'a e ngaahi fakakaukau lahi mo fa'unga 'a e ngaahi a'usia fo'ou. 'Oku mau ako meihe kakai kehe mo e taha kotoa pe. Pea 'oku mau fakapapau'i mo fakahoko 'a e ngaahi fakamatala fo'ou mo e 'ilo fe'unga ke ma'u 'a e ola lelei **(Tonga)**

E fakaoga ne matou a poto fou kae olo tasi matou mote mafuilifuliga ote poto – e tofo ne matou a mafaufauga kae faite foki ne matou a poto fou. E akoako matou mai nisi tino kae fakaoga foki ne matou a poto fou ke maua a fuataga lei. **(Tuvalu)**

We are creative and innovative – we test ideas and generate new knowledge about innovations and approaches that will support our *'Pacific families'* to build their capability to achieve their goals and aspirations. We learn from others and confidently apply new information and knowledge to get results.

Initiative and innovation – are expected in all aspects of commissioning activities and will be further rewarded where it enhances the achievement of outcomes.

3.3 What is the transition process to commissioning?

The proposed establishment arrangements are intended to support the earliest practicable commencement of commissioning activity by the commissioning agency for Pacific families.

To support the establishment process, a joint-establishment team will be formed with membership from Te Puni Kōkiri, the commissioning agency and relevant stakeholders. The establishment team will support the design and delivery of the Whānau Ora Results Commissioning Framework for Pacific Families and the implementation of processes and structures to initiate the operation of the commissioning agency for Pacific families; for example, establishing reporting and monitoring arrangements. The membership and scope of this team will be agreed through the contract negotiation process.

Establishment support

It is assumed that the commissioning agency for Pacific families will – on completion of the design and delivery of the Whānau Ora Results Commissioning Framework for Pacific Families – be

operational and complete limited commissioning activities in the 2013/14 financial year and will commence full commissioning activities from the 2014/15 financial year.

Te Puni Kōkiri acknowledges that the proposed commissioning approach is a new model and that respondents will require support to establish commissioning agency functions.

Te Puni Kōkiri will provide operational support to the commissioning agency for Pacific families during their establishment phase which is expected to take 12 to 18 months. This support may include, for example, assistance with research and contract management activities as well as communications and stakeholder management. The nature of the support and the period the support will be provided by Te Puni Kōkiri will be agreed through the contract negotiation process. As part of their response to this RFP, respondents are required to provide a detailed breakdown of their establishment costs. Please refer to the Price Response Template available on GETS with this RFP.

Further information about the allocation of commissioning funds and the proposed payment mechanism for the commissioning agency for Pacific families are discussed in the following sections.

Transition of existing Whānau Ora activities

Te Puni Kōkiri will maintain responsibility for existing Whānau Ora commitments under the Whānau Integration, Innovation and Engagement (WIIE) Fund and Service Delivery Capability which run to the end of the 2015/16 financial year. This includes managing relationships with service providers and other stakeholders.

Te Puni Kōkiri and the commissioning agency for Pacific families will jointly manage communications about the transition of the Whānau Ora model.

4. VALUE-FOR-MONEY, PRICE, FUNDING ARRANGEMENTS AND PAYMENT MECHANISM

The funding arrangements set out the structure of the funding that will be made available to the commissioning agency for Pacific families including the establishment of incentives for the commissioning agency for Pacific families to deliver the results and outcomes required in a manner that represents value-for-money.

4.1 Price and value-for-money

In terms of value-for-money, Te Puni Kōkiri is seeking to balance service quality and successfully working toward achieving the Whānau Ora outcomes – on the one hand – and the estimated cost for delivering this, on the other. Accordingly, operating support costs will be considered in the context of the proposed commissioning approach, investment plan and KPIs.

Te Puni Kōkiri is also developing an affordability indicator for the commissioning agency for Pacific families which will be discussed during the solution refinement and contract negotiation processes. The affordability indicator is based on a public sector comparator that represents the total net present cost of the commissioning agency for Pacific families if it were set up as a separate entity by Te Puni Kōkiri.

4.2 Overview of funding arrangement and payment mechanism

The objectives of the funding arrangements and payment mechanism are to:

- focus on drivers of performance that truly matter
- relate performance payments to those factors that are within the control of the commissioning agency for Pacific families
- ensure KPIs are met
- create incentives for innovation and performance.

There are five (5) major components to the funding arrangements:

- one-off set-up and establishment costs
- operating support for the commissioning agency for Pacific families
- funding allocation for commissioning activities
- payment structure for funds for commissioning
- determination of the KPIs for the commissioning agency.

4.3 One-off set-up and transition costs

Establishment costs may be provided to the commissioning agency for Pacific families to support the design and delivery of the Whānau Ora Results Commissioning Framework for Pacific Families and

the commencement of commissioning activities. These costs will be assessed on an entity-by-entity basis and respondents must provide clear rationale for why the funds are required and how they will assist the commissioning agency to commence commissioning activities.

The types of costs that are likely to be funded include – but are not restricted to – the following:

- activities associated with the design and delivery of the Whānau Ora Results Commissioning Framework for Pacific Families
- finance, management and human resource system development and set-up for the commissioning agency for Pacific families
- development and set-up of legal and operating processes for funding and contract management
- enhancing reporting and monitoring capability and systems including records management
- operating costs for commissioning agency establishment including programme management office
- provision to support other agreed capability development needs.

4.4 Operating support for the commissioning agency for Pacific families

The on-going operating costs of the commissioning agency for Pacific families will be agreed through the negotiation process. Over time, the operating costs are expected to decrease as the commissioning agency for Pacific families realise efficiencies in their business models.

Respondents are asked to estimate the operating support funding they require to operate as a commissioning agency for Pacific families. This should be provided in the Pricing Response Template which requires a detailed breakdown of the proposed operating support costs and the key assumptions that underpin these costs.

Examples of activities that may be covered by operating support funding include but are not restricted to:

- personnel costs
- commissioning and relationship management costs
- legal and finance support costs
- administrative and office expenses including IT costs
- travel costs
- rent and utilities costs.

To guide the development of operating support costs, Te Puni Kōkiri has estimated that operating support costs might be in the range of 10 to 20 per cent of the commissioning funds. This should only be treated as an approximate benchmark and respondents are encouraged to provide their best estimate of likely operating costs.

4.5 Funding allocation for commissioning activities

Commissioning funds are to be used to deliver outcomes for *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family*.

The Government has agreed to the profile of the funds available for commissioning activities and Te Puni Kōkiri will determine the allocation of funds for commissioning between the three (3) commissioning agencies. The proposed funding allocation approaches for the establishment period and once full commissioning activities have commenced are discussed below.

Funding allocation for commissioning activities during establishment

It is expected that the commissioning agency for Pacific families will undertake limited initial commissioning activities in the second half of the 2013/14 financial year. To support this activity, up to \$1.0 to \$2.5m will be available for each commissioning agency to undertake commissioning activities. This funding is expected to cover initial opportunities assessment – including *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* engagement – and commissioned activities.

The actual quantum of funds for commissioning that will be allocated to the commissioning agencies will be agreed during the contract negotiation process and will depend on each agency's commissioning plan and their capacity to commencing commissioning.

Funding allocation for commissioning activities

From the 2014/15 financial year onwards, the quantum of funds available for commissioning will depend on the operating support costs provided to the commissioning agency for Pacific families (as these costs reduce the funds available for commissioning). It is estimated that approximately \$20 to \$25m p.a. of total funding will be available for Whanau Ora commissioning which will be allocated between the three (3) commissioning agencies. To distribute these funds, an allocation model that takes into account the following factors will be used:

- **population** – to reflect the population within each of the commissioning agency's constituencies (i.e. North Island, South Island and Pacific)
- **outcomes** – to focus on outcomes for *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family*, determined by *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* themselves
- **deprivation** – to factor in levels of deprivation within each of the commissioning agency's constituencies.

Based on the model outlined above, Te Puni Kōkiri will advise on the total funds allocated to each commissioning agency before the start of each financial year. The amount allocated for the 2013/14 financial year will be agreed during the contract negotiation period.

As the commissioning agencies build experience and the delivery of outcomes become more measurable, the allocation approach will also take into account the performance of the commissioning agencies and their commissioning plans.

4.6 Payment structure for funds for commissioning

From 2014/15 onwards, the proposed payment structure for the funds available for commissioning is as follows:

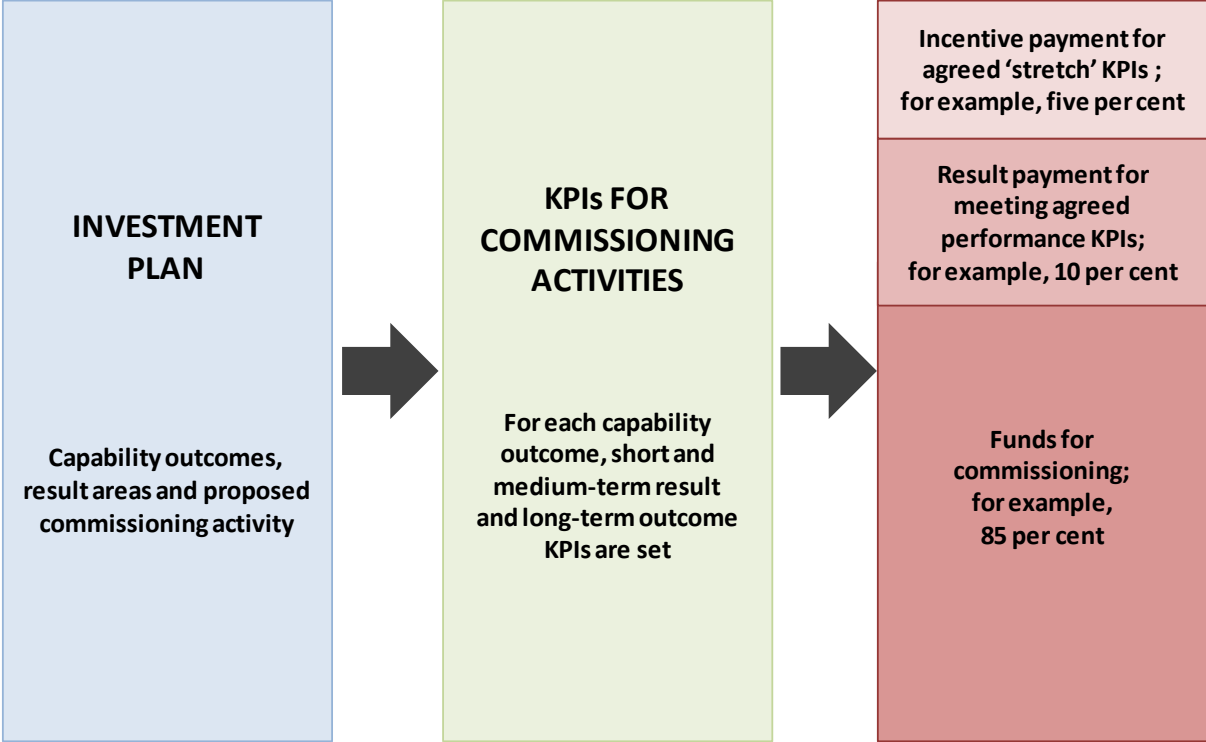
- periodic payment of commissioning funds based on commissioning plans; these funds will be determined in conjunction with the commissioning plans provided by the respondent and are inclusive of the operating costs of the commissioning agency
- an incentive payment for delivering results with two (2) components:
 - results payment for meeting agreed KPIs for business as usual activity and the delivery of commissioned activities. It is expected that this component would be applied to areas where intervention logic is established and the desired result improvement is quantifiable. The purpose of this component is to encourage the achievement of results
 - areas of 'stretch' activity that you have identified or aspire to in terms of achieving outcomes for *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family*. It is expected that this component would be linked to achieving agreed KPIs on capability outcomes and innovation in areas where intervention and results achievement may be challenging. The purpose of this component is to encourage the achievement of 'stretch' performance outcomes and innovative solutions. It may also result that this payment may be more than 100 per cent of the total funding available (i.e. a payment on top of the results payment and base commissioning funds payment).

This will need to be negotiated with the commissioning agency for Pacific families.

As part of the contract negotiation process, Te Puni Kōkiri will agree how any incentive payments received by the commissioning agency may be applied.

This structure is summarised in Figure 3 below.

FIGURE 3: Payment structure



4.7 How will the KPIs for each commissioning agency be determined?

Te Puni Kōkiri wishes to contract with the commissioning agency for Pacific families to deliver outcomes for *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family*.

The four (4) overarching Whānau Ora outcomes for Pacific families that will underpin the Whānau Ora Results Commissioning Framework for Pacific Families are described provided in Appendix 1 of this document. The commissioning agency for Pacific families will need to design and deliver the detailed Whānau Ora Results Commissioning Framework for Pacific Families which will leverage off the high-level outcomes described in Appendix 1 and provide examples of the long-term capability outcomes, and the short-term and medium-term results that the commissioning agency for Pacific families will seek to achieve. Once agreed by Te Puni Kokiri, respondents should use this framework to guide the development of their commissioning activities, result areas and KPIs.

As part of the response to this RFP, respondents are asked to provide a plan for the design and delivery of the detailed Whānau Ora Results Commissioning Framework for Pacific Families including suggesting possible KPIs to measure the successful delivery of the framework. The commissioning agency for Pacific families will also need to complete the Activity and KPI Plan Template in Document 3 for one (1) or more of the Whānau Ora for ‘Pacific families’ outcomes set out in Appendix 1. This template asks for example KPIs for each of the activities, results and capability outcomes that the respondent selects.

Te Puni Kōkiri expects that there will be two (2) streams of KPI reporting for commissioning activity:

- activity and quality outputs – for example, the number of *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* plans completed
- impact and effectiveness outcomes – for example, the impact of the interventions, activities and programmes on the proposed commissioning outcomes (i.e. the change or result achieved as a consequence of the intervention of activity such as an X% increase in use of *reo, vosa, vagahau, gagana, lea fakafonua, language*, in the family home or daily activities).

The proposed KPIs should be structured across three (3) time horizons:

- short-term results – are expected to focus on the establishment of the commissioning model, the identification of whānau and family needs, and the proposed reach and scale of commissioning activities. The link between short-term results and the higher level outcome goals should be described.
- medium-term results – are expected to focus on the delivery and quality of commissioning activities (e.g. of a good standard and delivered by qualified people) and the extent to which these activities are effective (e.g. contribute positive to result areas) and contribute to the high-level outcome goals.
- long-term outcomes – are expected to focus on the effectiveness of commissioning activities in contributing to the achievement of commissioning outcomes and the success of innovative approaches (e.g. approaches that result in broader or deeper reach, are more cost-effective or that contribute to outcomes that have been identified as difficult or where there is no established intervention logic).

Recognising the time it will take for medium-term result and long-term outcome KPIs to be measurable, performance monitoring will initially focus on short-term results. Respondents should outline the progression from reporting on short-term results to medium-term results and the relevance to long-term capability outcomes.

Respondents should also note how they expect the KPIs to be related to the payment mechanism, where a portion of commissioning funding is conditional on achievement of agreed KPIs.

The commissioning agency for Pacific families will be required to monitor its performance against the agreed KPIs, and the monitoring of this performance will be audited by Te Puni Kōkiri. Figure 4 below shows the relationship between the Whānau Ora Results Commissioning Framework for Pacific Families, the KPIs that will be agreed with Te Puni Kōkiri, and the payment mechanism for commissioning activities.

FIGURE 4: Relationship between outcomes, KPIs and payment mechanism



5. COMMERCIAL AND CONTRACTUAL ARRANGEMENTS

5.1 What is the term of the contract?

The term of the contract for the commissioning agency for Pacific families will be three (3) years with an option for Te Puni Kōkiri alone to determine whether to renew for a further two (2) years. This term has been set to optimise the level of innovation and efficiency of the operations of the commissioning agency for Pacific families and to allow for the term to be extended if the commissioning approach works well and delivers the desired outcomes.

Before the contract term expires or is brought to an end, Te Puni Kōkiri and the commissioning agency for Pacific families will discuss the future for commissioning services and any necessary transitions arrangements if commissioning services will no longer be provided by that commissioning agency.

5.2 Relationship principles

Te Puni Kōkiri would like the contract to include several relationship principles that focus the attention of Te Puni Kōkiri and the commissioning agency for Pacific families on how to best achieve the outcomes described in the Whānau Ora Results Commissioning Framework for Pacific Families.

The contract will reflect principles such as the following:

- decisions will be guided by how the parties can achieve the greatest success against the results to be described in the Whānau Ora Results Commissioning Framework for Pacific Families
- responsibilities of the parties clearly defined and reflect the principles outlined in the Relationship Principles in section 3.2 of the RFP
- key performance indicators are used to measure the commissioning agency for Pacific families' performance
- innovation – to the extent that it empowers greater success against the results to be described in the Whānau Ora Results Commissioning Framework for Pacific Families or reduces the cost of providing commissioning services – is actively encouraged and rewarded
- all communications will be open and based on a relationship of honesty and trust
- other alliance contracting-type principles such as establishing a culture of no blame in the parties' dealings with each other and encouraging open, honest and efficient sharing of information and the resolution of issues or differences in opinion.
- the effective resolution of performance issues including the need for appropriate remedial measures.

5.3 Contractual arrangements

Te Puni Kōkiri wants to appoint the commissioning agency for Pacific families for an initial term of three (3) years with the option for renewal for a period of two (2) years at the discretion of Te Puni Kōkiri. Te Puni Kōkiri intends to use the new outcomes-focused contracting framework being developed as part of the Streamlined Contracting with NGOs project led by the Ministry of Business, Innovation and Employment. Further information on the contracting framework and the streamlined contracting project is available at <http://www.business.govt.nz/procurement/procurement-reform/streamlined-contracting-with-ngos>

In recognition of the importance of the relationship between Te Puni Kōkiri and the commissioning agency for Pacific families, Te Puni Kōkiri wants to enter into a comprehensive contract management plan with the commissioning agency for Pacific families. This is to ensure that the parties share a mutual understanding of their respective roles and responsibilities, and that they build and maintain a positive and collaborative working relationship.

5.4 Impartiality – what are the requirements around separation of service provision and commissioning?

Demonstrating transparency and impartiality will be particularly important where the respondent is currently a service provider or where the respondents' proposed consortium has members which are service providers. In this context, there are two (2) key examples of how impartiality might be demonstrated:

- **Separation** – respondents are required to demonstrate in their proposal how they will implement adequate controls to ensure that service provision is sufficiently separated from commissioning activities
- Where potential conflicts of interest may arise, parties who are involved with service provision should be excluded from any commissioning activities. In these circumstances, parties need to advise on the steps that will be taken to ensure that the purchasing decision to buy services for *kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family* is impartially made and there is no bias toward service provision by the commissioning agency or its related entities.
- Respondents will be asked in their proposals to demonstrate that impartiality, sufficient separation and associated conflict of interest management processes will be in place as appropriate.
- **Transparency** – to demonstrate transparency and impartiality, Te Puni Kōkiri will require the commissioning agency for Pacific families to publish an annual report which includes:
 - names of service providers or groups that were commissioned

- the relationship (if any) of the commissioning agency to contracted providers
- number of entities commissioned and recipients of commissioning funding
- spend by region.

6. RFP PROCESS

6.1 What are the timeframes?

The timeframes for this RFP are set out in the table below. These are indicative only and may be subject to change at the sole discretion of Te Puni Kōkiri. Te Puni Kōkiri will notify respondents by notice on GETS of any changes to these dates that will impact them.

TABLE 7: Timeframes

EVENT	DATE
RFP issue date – clarification period begins	23 August 2013
Clarification period ends	13 September 2013
Written answers posted	16 September 2013
Closing date	20 September 2013, 3.00 pm
Evaluation of proposals	From 25 September 2013
Presentations – if required	October 2013
Preliminary decisions/negotiations (if no solution refinement process)	October 2013
Solution refinement (if required)	October – November 2013
Further evaluation following solution refinement or initial negotiations	November 2013
Negotiations (commercial)	November – December 2013
Finalise award recommendation and sign-off	December 2013
Notification of successful respondents	December 2013
Debriefs to successful and unsuccessful respondents	December 2013

Note that actual timing with regard to finalising contracts and subsequent notification will be dependent on:

- whether Te Puni Kōkiri determines a solution refinement stage is required to decide who to appoint in any commissioning area
- the complexity of contract negotiations.

6.2 Clarification period

During the period from the date the RFP is issued to the end of the clarification period (13 September 2013), potential respondents may contact Te Puni Kōkiri by emailing questions or clarifications to whānauoracommissioning@tpk.govt.nz. Only questions and clarifications received by email will be

considered. Te Puni Kōkiri will endeavour to respond to all clarification questions within two (2) to three (3) business days of receipt.

Te Puni Kōkiri does not intend to respond to requests for clarification or additional information received after the clarification period although it reserves the right to do so. Te Puni Kōkiri will not publish information regarding individual proposals or details concerning other respondents.

6.3 Submission of proposals

All proposals must be received by the closing date of **3.00 pm on Friday 20 September 2013**.

Please provide:

- ten (10) hard copies of the non-price section
- a separately packaged and clearly labelled copy of the price section of your proposal
- an electronic version (on CD) of your full proposal.

Proposals – both non-price and price sections – should be securely packaged and clearly labelled:

Whānau Ora Commissioning Agency Proposal – Pacific Families

Proposals should be addressed/delivered to:

Whānau Ora Commissioning Agency RFP – Pacific Families

Te Puni Kōkiri House

143 Lambton Quay

Wellington 6011

or

PO Box 3943

Wellington 6140

Te Puni Kōkiri intends to notify respondents that all sections of their proposal have been received within two (2) business days of the closing date. By submitting a proposal, each respondent warrants that all information provided by it to Te Puni Kōkiri in relation to its proposal is true, complete, accurate and not misleading in all material respects.

6.4 Late proposals

Te Puni Kōkiri does not intend to accept any proposal for evaluation that is received after the closing date other than in exceptional circumstances. In particular, Te Puni Kōkiri will not accept a late proposal if it considers that:

- there is any real risk of collusion on the part of the respondent
- the respondent might have knowledge of the content of any other proposal(s)
- it would be unfair to any other respondent(s) to accept the late proposal.

6.5 Content and format of proposals

Non-price sections of proposals should be prepared following the format and question order set out in the RFP Response Template (Document 1).

Price sections of proposals should be prepared and submitted using the Pricing Response Template (Document 5).

All proposals are to be submitted by respondents on the basis that they remain open for consideration by Te Puni Kōkiri for a minimum period of six (6) months after the closing date or such later date as may be mutually agreed.

Once it is submitted, a proposal is irrevocable and may not be withdrawn or modified except with written consent from Te Puni Kōkiri.

Any assumptions made in the preparation of a proposal must be clearly documented in that proposal. To allow for this, a specific question has been asked in the RFP Response Template (Document 5).

6.6 Consortia proposals or a new entity to be a commissioning agency

Te Puni Kōkiri is equally open to proposals from an existing organisation, a consortia or a new entity. Any option will need to be assessed against the strength of the key personnel – and entities for consortia – behind the proposal.

For the purpose of this proposal, a consortium is a group of existing legal entities which come together and form a legal or trading entity to undertake commissioning.

A new entity is defined as a new legal entity specifically created to undertake commissioning where the individuals put forward in the proposal are (or will be) employees or contractors of the new entity.

Consortia or new entity proposals

Respondents may submit proposals from consortia provided that each consortium member is expressly jointly and severally liable for performance of all services and obligations of any members of the consortium or the proposal details the roles, responsibilities and accountability of each consortium member to the satisfaction of Te Puni Kōkiri.

If offering a consortia proposal, Te Puni Kōkiri expects that at a minimum:

- all the nominated consortia parties have discussed their respective roles and responsibilities from an infrastructure and delivery perspective including the division of payments received from Te Puni Kōkiri
- parties have agreed nominated representative(s) who can speak on behalf of all consortia members – including how internal governance would operate to ensure that consortia members can discuss and agree matters necessary to be able to effectively and

efficiently provide commissioning services

- consortia members have identified how long it will take for the consortia to begin commissioning activity as opposed to establishing the necessary systems and processes for consortia members to effectively and efficiently provide commissioning services
- parties have identified what legal vehicle will be used to contract with Te Puni Kōkiri
- parties have signed a letter of intent/commitment to document these matters before submitting a proposal.

For a new entity, similar considerations will be relevant especially the internal governance arrangements and the establishment time required before the new entity can effectively and efficiently provide commissioning services.

6.7 Probity

An independent probity auditor has been appointed by Te Puni Kōkiri to overview this RFP process and verify that the procedures set out in this RFP are complied with and that probity principles are adhered to.

The probity auditor is not a member of the Evaluation Panel. The probity auditor will:

- provide independent, high-level opinion and advice to Te Puni Kōkiri on the probity of this RFP process and management of probity and conflicts of interest
- audit this RFP process and report to Te Puni Kōkiri on compliance with public sector guidelines and industry best practice regarding probity on the completion of the evaluation process.

7. EVALUATION

Te Puni Kōkiri will establish an Evaluation Panel of suitably qualified experts to evaluate the proposals. Respondents must not communicate with any member of the Evaluation Panel or any third party in relation to this RFP or its subject matter.

Te Puni Kōkiri may provide any proposal(s) to independent advisors appointed by Te Puni Kōkiri for the purpose of carrying out an independent review of such proposal(s) or to any relevant professional advisors including legal and financial advisors. These advisors will be bound by confidentiality agreements and will be required to declare any conflicts of interest.

7.1 What is the evaluation process?

It is intended that the evaluation process will include the following phases:

- initial screening for compliance with the qualification criteria (set out in Section 1 of the RFP Response Template)
- detailed assessment of each proposal against the evaluation criteria
- requests for clarification and/or additional information from respondents (if required)
- presentations (if required)
- dialogue and further development of the preferred proposal(s) (if required)
- further evaluation of any revised proposal following the solution refinement/initial negotiation stage
- negotiations (if required)
- awarding of service contracts to successful respondents (if any) in the agreed form
- execution of service contracts with successful respondents (if any) in the agreed form.

Te Puni Kōkiri is under no obligation to award any service contract to any respondent if it cannot reach agreement satisfactory to Te Puni Kōkiri with that respondent.

Te Puni Kōkiri may direct the Evaluation Panel or its nominees to undertake due diligence relating to any respondent(s) at any time during the evaluation process including reference checks.

This process will be managed by Te Puni Kōkiri.

7.2 What are the evaluation criteria?

The evaluation criteria fall into nine (9) broad categories. Within each category are individual evaluation questions. All of the questions are included in the RFP Response Template contained in Document 1.

Respondents are required to respond to each question as each question will count towards the evaluation.

TABLE 7: Evaluation criteria overview

EVALUATION CRITERIA CATEGORY	DESCRIPTION	WEIGHTING %	RESPONSE TEMPLATE SECTION
Qualification criteria	This section gathers general information about the existing or proposed business operations, key contacts and conflicts of interest.	Not scored but must be completed to an acceptable standard to progress to further evaluation.	Section 1
Understanding of Whānau Ora for <i>'Pacific families'</i> , which captures how traditional and contemporary Pacific cultural concepts are imbedded in the everyday lives of <i>kopu tangata, vuvale, magafaoa, aiga, fāmili, kāiga, family</i>	This section seeks information about the respondent's approach to performing commissioning in a way that reflects traditional and contemporary Pacific cultural concepts and demonstrates an in-depth understanding of Whānau Ora for <i>'Pacific families'</i> .	20 %	Section 2.1

EVALUATION CRITERIA CATEGORY	DESCRIPTION	WEIGHTING %	RESPONSE TEMPLATE SECTION
Strategies for identifying aspirations of <i>kopu tangata</i> , <i>vuvale</i> , <i>magafaoa</i> , <i>aiga</i> , <i>fāмили</i> , <i>kāiga</i> , family	<p>This section seeks information about the respondent's strategies for identifying aspirations of <i>kopu tangata</i>, <i>vuvale</i>, <i>magafaoa</i>, <i>aiga</i>, <i>fāмили</i>, <i>kāiga</i>, family to support their aspirations and self-management.</p> <p>This section also seeks information about the respondents' plan for developing the Whānau Ora Results Commissioning Framework for Pacific Families.</p>	10 %	Section 2.2
Stakeholder relationships enabling the commissioning agency to undertake commissioning to build <i>kopu tangata</i> , <i>vuvale</i> , <i>magafaoa</i> , <i>aiga</i> , <i>fāмили</i> , <i>kāiga</i> , <i>family capability</i>	This section seeks information about the respondent's stakeholder engagement approach and networks that the respondent can mobilise to undertake commissioning.	10 %	Section 2.3
Understanding of commissioning approach and demonstrated ability to undertake commissioning activities in the context of Whānau Ora for ' <i>Pacific families</i> '	This section seeks information about the respondent's approach and experience in the five steps of the commissioning cycle and asks respondents to set possible KPIs linked to Whānau Ora for ' <i>Pacific families</i> ' outcomes. As part of this section, respondents are also asked to complete a 90-day commissioning plan.	35 %	Section 2.4 Document 2 Document 3

EVALUATION CRITERIA CATEGORY	DESCRIPTION	WEIGHTING %	RESPONSE TEMPLATE SECTION
Capacity to deliver Whānau Ora for <i>'Pacific families'</i> commissioning	<p>This section seeks information from the respondent about its capacity to deliver commissioning in addition to any BAU (business as usual) activities. To support this, respondents are asked to provide information about who will perform the commissioning activities and how the respondents will ensure a national presence.</p> <p>Respondents are asked for information about previous experience they have collaborating with other entities to deliver results for <i>kopu tangata, vuvale, magafaoa, aiga, fāmili, kāiga, family</i>.</p> <p>Respondents are also asked for information on the systems and processes they have in place to meet organisational KPIs.</p>	20 %	Section 2.5 Document 2 Document 4
Financial viability and structure	<p>This section seeks financial accounts and a forecast budget for the current financial year from respondents. It also asks for information about respondents' financial structure including details of any financial support provided by the parent company/entity or consortium members.</p>	5 %	Section 3.1

EVALUATION CRITERIA CATEGORY	DESCRIPTION	WEIGHTING %	RESPONSE TEMPLATE SECTION
Payment mechanism and commercial approach	This section seeks the respondent's views on the optimal payment structure to deliver base operating activities and 'stretch' activities' to drive an appropriate incentive payment structure.	Not scored	Section 3.2
Price and value-for-money	This section seeks information on proposed establishment and operating costs of the commissioning agency. As part of this section, you are asked to evidence the cost assumptions used. Respondents are also asked to provide your views on what Te Puni Kōkiri should provide in terms of support during the establishment and set-up phase. As part of this section, respondents are also required to complete the Pricing Response Template.	Evaluated as part of the solution refinement process and/or negotiation process	Section 3.3 Document 5

7.3 Solution refinement

Te Puni Kōkiri recognises that – following the initial evaluation – there may be a need to further clarify which respondent can offer commissioning services that:

- are fit-for-purpose
- can design and deliver the Whānau Ora Results Commissioning Framework for Pacific Families with broad stakeholder engagement in a quick timeframe
- has a strong reach or network of stakeholders
- offer good value-for-money

- can deliver commissioning activities in the third quarter of the 2013/14 financial year.

As such, Te Puni Kōkiri may enter into discussions on areas of a respondent's proposal to ensure that the outcomes Te Puni Kōkiri is seeking from the commissioning agency for Pacific families are achievable and can be delivered.

In addition, there may be areas of the proposal that present risk to Te Puni Kōkiri and these could also be addressed as part of these discussions.

On this basis, Te Puni Kōkiri may use a solution refinement process with two (2) or more preferred respondents for the commissioning agency for Pacific families. The solution refinement process is likely to be run as a series of workshops. It provides the opportunity for:

- Te Puni Kōkiri to provide feedback on the strengths, weaknesses and identified risks with a preferred respondent's initial proposal
- preferred respondents to refine their proposal to address the areas Te Puni Kōkiri identifies as potential weaknesses or risk areas or further develop areas of strength
- Te Puni Kōkiri to gain a greater understanding and confidence in each preferred respondent's proposal.

The refined proposals would then be re-evaluated by the Evaluation Panel at the end of the solution refinement process.

Only respondents that have been selected to proceed to the solution refinement process will be asked to submit refined proposals.

If Te Puni Kōkiri decides to undertake a solution refinement process with any respondents, those respondents will be notified accordingly and the objectives, format and content of those workshops will be presented to the preferred respondents. The solution refinement process is an opportunity to refine and clarify aspects of the respondent's proposal and is not an invitation to submit a completely new and/or different proposal.

7.4 Negotiations

Te Puni Kōkiri may enter into contract negotiations with some or all respondents and expects to award one (1) contract for each commissioning agency. Negotiations may take place directly following the evaluation or following the solution refinement process if this process is used.

Scope of negotiations

During negotiations (if any), Te Puni Kōkiri may seek to develop proposals to ensure an appropriate outcome is achieved and may invite any respondent to amend its proposal during this process.

Te Puni Kōkiri expects to enter into negotiations only on aspects of a respondent's proposal which relate to commissioning activities, establishment costs and operating costs.

Te Puni Kōkiri may discontinue negotiations with any respondent(s) at any time at its sole discretion.

7.5 Clarification and additional information

Te Puni Kōkiri may request clarification and/or additional information from any respondent(s) and/or third party about any aspect of a proposal but is not required to request the same clarification and/or additional information from each respondent.

Each respondent authorises Te Puni Kōkiri to collect any information from the respondent and/or any referees (except for commercially sensitive pricing information in the case of information collected from referees) and to use that information in evaluating the respondent's proposal.

Any clarification(s) or additional information must be received within the time notified by Te Puni Kōkiri. The Evaluation Panel will amend or confirm initial evaluation scores in the light of clarifications and additional information provided.

If a respondent fails to respond adequately and/or in a timely manner to any request for clarification or additional information, Te Puni Kōkiri may cease evaluating the respondent's proposal without seeking further clarification from the respondent.

7.6 Notification of successful respondents

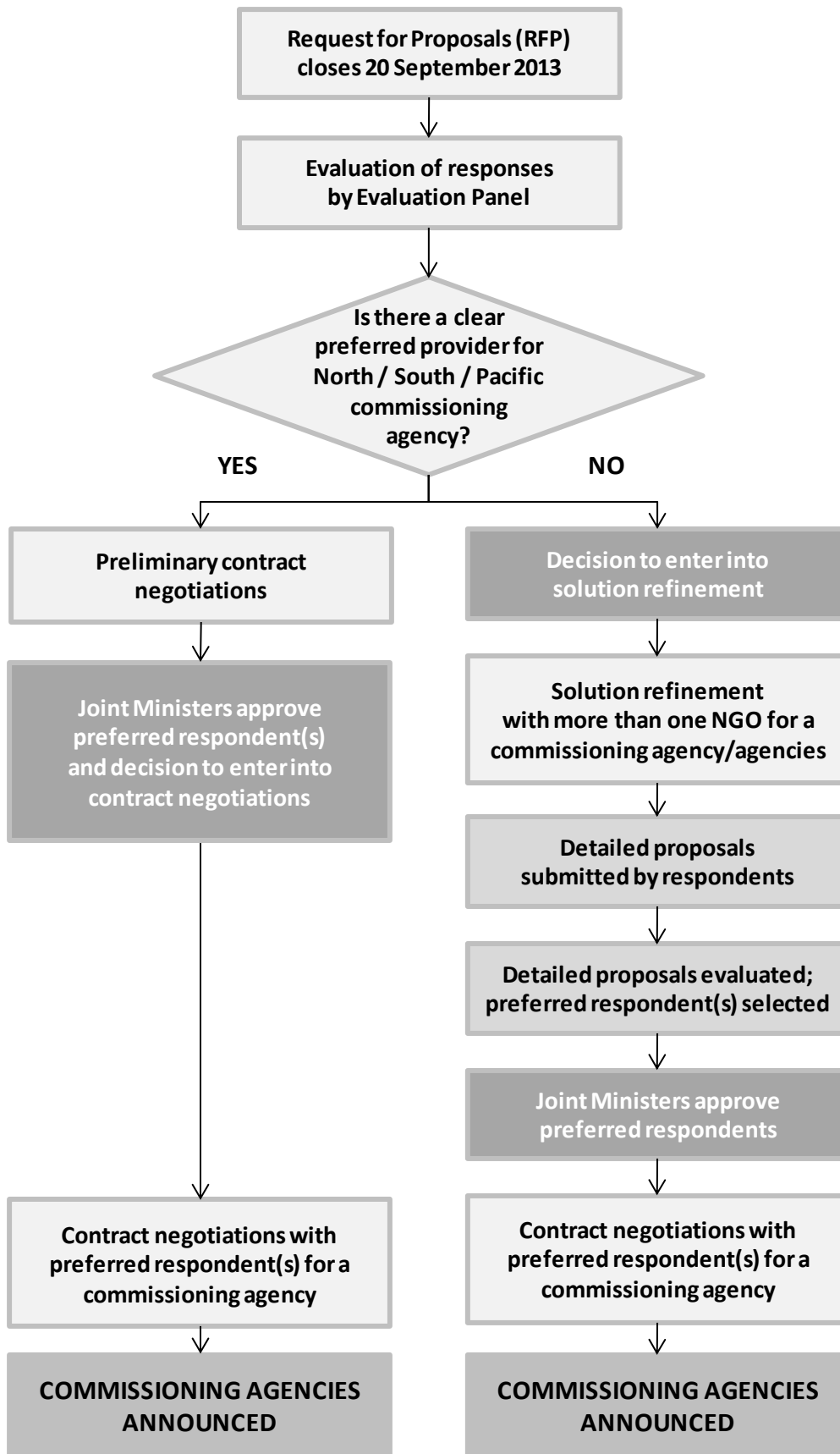
Te Puni Kōkiri intends to notify all respondents in writing of the outcome of the RFP process in December 2013.

Te Puni Kōkiri intends to enter into the contract(s), subject to successful negotiations (if any), soon after notification of the preferred respondent(s).

Te Puni Kōkiri will offer a debriefing to each respondent that is not selected as a preferred respondent to convey information as to why its proposal was unsuccessful. Te Puni Kōkiri will agree the timeframe for debriefing with each respondent; however, Te Puni Kōkiri is unlikely to conduct these until after any contracts have been entered into with the preferred respondent(s).

The key steps in the evaluation process are shown in Figure 5 below.

FIGURE 5: Evaluation process



8. RFP TERMS AND CONDITIONS

8.1 General

The terms and conditions of this RFP are set out below. These terms and conditions are non-negotiable and do not require a response. Each respondent that submits a proposal will be deemed to have agreed to these terms and conditions without reservation or variation.

8.2 Responsibilities of respondents

Each respondent will:

- examine this RFP and any documents referenced by this RFP and any other information made available by Te Puni Kōkiri to the respondent
- identify and obtain any additional information it may require to design, cost and provide firm pricing for appropriate services that meet the specifications in this RFP
- obtain any independent advice it requires before making a decision to submit a proposal
- consider all the risks, contingencies, impacts and other circumstances having an effect on their proposal
- satisfy themselves as to the correctness of its proposal and of the pricing submitted as part of the proposal, and the sufficiency of the proposed services in their proposal to meet the specifications in this RFP
- list any assumptions and perceived risks identified and/or made in putting forward proposed solutions, services and pricing in their proposal.

8.3 Reliance by respondents

All information contained in this RFP or given to any respondent by Te Puni Kōkiri is for the purpose of allowing that respondent to prepare its proposal. Te Puni Kōkiri has endeavoured to ensure the integrity of such information. However, it has not been independently verified and may not be updated.

8.4 Reliance by Te Puni Kōkiri

Te Puni Kōkiri may rely upon all statements made by any respondent in its proposal and in correspondence or negotiations with Te Puni Kōkiri or its representatives. If a respondent is selected as a successful respondent, any such statements may be included in the contract.

Each respondent must ensure all information provided to Te Puni Kōkiri is true, complete, accurate and not misleading in all material respects. Te Puni Kōkiri is under no obligation to check any proposal for errors, omissions or inaccuracies. Each respondent will notify Te Puni Kōkiri promptly

upon becoming aware of any errors, omissions or inaccuracies in its proposal or in any additional information provided by the respondent.

If Te Puni Kōkiri discovers or is notified of any errors, omissions or inaccuracies in a respondent's proposal and the correction of such errors, omissions or inaccuracies will not involve re-calculation, re-pricing or any other material change, Te Puni Kōkiri may amend the error, omission or inaccuracy and invite the respondent to confirm that its proposal remains open for acceptance as amended. Unless the respondent confirms its proposal as amended, the proposal may be deemed to be withdrawn.

On learning that any information provided by a respondent contains a material error, omission or inaccuracy, Te Puni Kōkiri may cease evaluating the respondent's proposal and, where applicable, may cease negotiating with the respondent.

8.5 Influencing and undisclosed benefits

Respondents must not discuss this RFP or its subject matter with any third party except with the prior written consent of Te Puni Kōkiri or otherwise in accordance with this RFP.

Without limiting the above paragraph, respondents must not directly or indirectly provide any form of personal inducement or reward, approach, lobby or attempt to influence any Te Puni Kōkiri or Ministry of Pacific Island Affairs representative, Pacific Senior Officials Group, Whānau Ora Governance Group member, Evaluation Panel member or any Minister who is directly or indirectly involved with this RFP.

Business as usual communications will be maintained with the usual contacts. However, during this RFP process, respondents must not use business as usual contacts to solicit or discuss this RFP or its subject matter with any person at Te Puni Kōkiri or its agents including Evaluation Panel members. The consequence of any breach of these requirements may be that the offending party is disqualified from participating in this RFP process at the sole discretion of Te Puni Kōkiri.

8.6 Ownership and intellectual property

Related to the purchaser's intellectual property (Te Puni Kōkiri)

This RFP document and any other documents provided by Te Puni Kōkiri to any respondent remain the property of Te Puni Kōkiri. All copyright and other intellectual property rights in this RFP and any documentation and other information provided to any respondent or any other person by or on behalf of Te Puni Kōkiri in connection with this RFP will remain with, and belong at all times to, Te Puni Kōkiri or its licensors. Te Puni Kōkiri may request the immediate return of all documents supplied and any copies made of them at any time. Respondents must comply with any such request in a timely manner.

Each respondent may only distribute this RFP to the extent necessary for the purpose of preparing its proposal.

Related to the proposer's intellectual property

Any proposals supplied by any respondent to Te Puni Kōkiri will become the property of Te Puni Kōkiri and will not be returned to the respondent. Ownership of the intellectual property rights in a proposal does not pass to Te Puni Kōkiri. However, in submitting a proposal, each respondent grants Te Puni Kōkiri a non-exclusive, non-transferable, perpetual licence to use, disclose and copy its proposal for any purpose related to this RFP process.

By submitting a proposal, each respondent warrants that the provision of that information to Te Puni Kōkiri, and the use of it by Te Puni Kōkiri for the evaluation of its proposal and for any resulting negotiation, will not breach any third party intellectual property rights.

8.7 Public statements

The Minister for Whānau Ora and the Minister of Finance will jointly announce the names of the successful respondent(s) and may make public the names of any unsuccessful respondents.

No advertising, press release or other information relating to the acceptance or submission of any proposal shall be published in any newspaper, magazine, journal, website or other medium without the prior written consent of Te Puni Kōkiri.

Respondents, including successful respondents, are asked not make any public statements to any third party in relation to any aspect of this RFP process or the awarding of any contract without the prior written permission of Te Puni Kōkiri.

8.8 Confidentiality

This RFP and all information and communications in respect of it are confidential to Te Puni Kōkiri.

The Evaluation Panel and its advisors will be bound by confidentiality agreements and will be required to declare any conflicts of interests.

Each respondent agrees to keep this RFP and all information provided in connection with this RFP strictly confidential. No such information may be used by a respondent in any other context, nor divulged to any other party, without the prior written consent of Te Puni Kōkiri, although such consent is not required if the respondent is only disclosing such information to its partners, principals, directors, employees, contractors, officers, professional advisors and related entities who are directly involved in the preparation of its proposal. Each respondent shall take all reasonable steps to ensure that such recipients do not disclose such information to any person.

Te Puni Kōkiri may refuse any request from a third party under the Official Information Act 1982 for official information relating to this RFP where it considers this is justified under that Act. Te Puni Kōkiri cannot, however, ensure that any decision not to release such information will not be

successfully challenged and the official information ultimately disclosed. Each respondent should identify any parts of its proposal that it considers are commercially sensitive. It will not be acceptable for a respondent to identify its entire proposal as commercially sensitive.

Te Puni Kōkiri will not, subject to its legal obligations (including under the Official Information Act) and its obligations to Parliament, provide commercially sensitive information to any third party, except for members of the Evaluation Panel and its personnel, advisors and contractors who are directly involved in this RFP process.

8.9 Rights of Te Puni Kōkiri

Te Puni Kōkiri reserves the right to:

- reject all or any proposal(s) and not award or accept the lowest priced of any proposal
- consider, accept or reject any non-conforming proposal
- accept any proposal at any time for evaluation provided that, if a proposal is not received by the closing date, in so accepting it there is no material prejudice to the other respondents
- seek clarification of any proposal
- re-invite proposals
- amend or extend any date in this RFP process on written notice to respondents
- amend this RFP or any associated documents on written notice to respondents
- waive any irregularities or informalities in this RFP process
- accept part of a proposal from any respondent(s) and, at Te Puni Kōkiri's option, re-tender for the remainder
- reissue this RFP
- suspend (in whole or in part) this RFP process if a material or significant issue emerges during the process
- cancel this RFP on written notice to respondents
- take into account any other relevant information that Te Puni Kōkiri may have in its possession and to make enquiries of any person to assist it in the evaluation process, which (if relevant) will be done in a manner to ensure all respondents are treated equally and fairly
- contact, liaise and negotiate with any respondent(s), which may be to the exclusion of any other respondent(s), at any time before or after the selection of the successful respondent(s) (if any) or award of the contract(s), and on any terms and conditions
- negotiate and conclude any number, type or class of contract(s) with any respondent(s) to the exclusion of other respondents (on the basis of a proposal or any alternative basis)

- reject or not consider further any documentation related to a proposal that it may receive from a respondent
- give whatever weight it considers appropriate to any policy or criteria relating to participation in this RFP process or evaluation of any proposal
- ensure that the successful respondent(s) have the capability and capacity necessary to deliver commissioning
- not enter into any contract in relation to the matters described in this RFP
- run this RFP in such a manner as Te Puni Kōkiri may see fit.

8.10 No contractual obligations created

No statement in this RFP binds or places Te Puni Kōkiri under any contractual or other obligation.

This RFP does not constitute an offer by Te Puni Kōkiri to acquire goods or services or enter into any agreement with any respondent. The request for, and receipt of, proposals does not imply any obligation on Te Puni Kōkiri to contract for any services included in any proposal. Te Puni Kōkiri will not be bound in any way until a supply agreement is entered into.

Te Puni Kōkiri makes no representations and gives no warranties in this RFP.

Any verbal communications made by Te Puni Kōkiri during this RFP process will not be binding on Te Puni Kōkiri and are subject to the terms of this RFP.

8.11 No process contract

Despite any other provision in this RFP or any other document relating to this RFP, the issue of this RFP does not legally obligate or otherwise commit Te Puni Kōkiri to proceed with, or follow the process outlined in, this RFP, or to evaluate any proposal or enter into any negotiations or contractual arrangements with any respondent.

For the avoidance of doubt, this RFP process does not give rise to a process contract.

8.12 No anti-competitive behaviour

This RFP process is intended to promote fair competition between respondents. Respondents must not engage in collusive, deceptive or improper conduct in the preparation of their proposals or other submissions, or in any discussions or negotiations with Te Puni Kōkiri.

Te Puni Kōkiri may require statutory declarations, and other evidence as it sees fit, throughout this RFP process in pursuing its goal to ensure the probity of the overall RFP process.

8.13 Exclusion of liability

Te Puni Kōkiri will not be liable (whether in contract, tort, including negligence, or otherwise) for any cost, damage, expense or loss suffered or incurred by any respondent, its affiliates or any other person arising directly or indirectly in connection with this RFP, including without limitation:

- the evaluation process
- the preparation of any proposal
- any investigations of or by any respondent
- negotiating or concluding any contract
- the acceptance or rejection of any proposal
- the suspension or cancellation of the process contemplated in this RFP
- any information given or not given to any respondent(s).

By participating in this RFP process, each respondent waives any rights that it may have to make any claim against Te Puni Kōkiri. To the extent that legal relations between Te Puni Kōkiri and any respondent cannot be excluded as a matter of law, the liability of Te Puni Kōkiri is limited to \$1. Nothing contained or implied in or arising out of this RFP or any other communications by Te Puni Kōkiri to any respondent shall be construed as legal, financial or other advice of any kind.

8.14 Amendments and clarifications

Where Te Puni Kōkiri amends any date in this RFP process, this RFP or any associated documents, it may implement such amendment by way of written amendment notice. A copy of each amendment notice will be issued on www.gets.govt.nz

All amendment notices or clarifications issued will become part of this RFP.

8.15 Governing law and jurisdiction

This RFP will be construed according to, and governed by, New Zealand law and each respondent agrees to submit to the exclusive jurisdiction of New Zealand courts in any dispute concerning this RFP or any proposal.

APPENDIX 1: Whānau Ora Results Commissioning Framework for Pacific Families



'Prosperity for all Pacific families living in Aotearoa/New Zealand by supporting and building kopu tangata, vuvale, magafaoa, āiga, fāmili, kāiga, family capability'

	Kopu tangata, vuvale, magafaoa, āiga, fāmili and kāiga	Pacific families in communities in Aotearoa/New Zealand	Pacific families in the economy and Aotearoa/New Zealand
'Pacific families' are prosperous in Aotearoa/New Zealand.⁸	Kopu tangata, vuvale, magafaoa, āiga, fāmili and kāiga claim, attain and maintain education, health, socio and economic supports as entitlements as citizens of Aotearoa/New Zealand.	Pacific families access and mobilise resources to support, attain and maintain educational achievement, financial goals, and health and wellbeing.	Pacific families are educated, healthy, independent, active and demonstrable participants in the economy and in Aotearoa/New Zealand.
'Pacific families' are strong and confident in their Pacific identity.	Kopu tangata, vuvale, magafaoa, āiga, fāmili and kāiga claim, attain and maintain their cultural heritage, language and spirituality.	Pacific families actively support kopu tangata, vuvale, magafaoa, āiga, fāmili and kāiga to embrace and maintain their cultural heritage, language and spirituality.	Pacific families are positive contributors in Aotearoa/New Zealand based on our Pacific cultures.
'Pacific families' self-determine what they need in their lives to be successful.	Kopu tangata, vuvale, magafaoa, āiga, fāmili and kāiga claim, attain and maintain their right to be acknowledged and treated with respect as Pacific.	Pacific families access community resources to claim, attain and maintain educational achievement, financial goals and health and wellbeing.	Pacific families are active and demonstrably involved in ensuring that Pacific has a legitimate voice and place in Aotearoa/New Zealand.
'Pacific families' influence decision-making on matters that affect Pacific peoples at all levels.	Kopu tangata, vuvale, magafaoa, āiga, fāmili and kāiga make an impact at local and regional levels.	Pacific families have an active and demonstrable voice at regional and national levels.	Government policies and legislation for Pacific are designed and actively informed by Pacific families.

⁸ Definition of social and economic prosperity from Ministry of Pacific Island Affairs, NZ (1999) Pacific Directions Report: Social and Economic Prosperity for Pacific Peoples