



Terms of Reference (TOR) for Engagement of a Professional Consultancy Firm or Expert at Pine Group of Companies.

Following the Group Board Meeting in August 2023, the Board of Directors recommended that further evaluation be conducted on strengthening FPG's organizational capacity to streamline focus and strategic positioning in its strategy and objectives. FPG hopes to use the existing documentations and systems in place that is currently implemented, as well as its track record, relationships, and distinct organizational strengths, to clarify its identity, strategic management focus, and intentionally position itself as a key business that contributes to the shareholders of the company and the economy.

FPG aim in terms of developing its organizational capacities for conflict sensitivity is to invest in the **"Review of the existing strategic & business plan"** and the **Organizational Structure, HR Management, Governance, Risk Assessment** which would entail:

- ❖ A critical and erudition reflection on the organization's previous work (where is the organization particularly effective and successful, where is it not, how and what can it build on, etc.).
- ❖ Consultations with stakeholders, important target groups, and people.
- ❖ Context analysis updates, including anticipated trends and adaption strategies that FPG can take, where appropriate.
- ❖ Working to achieve operational clarity on the overall future path of the organization, including closely anticipating the effects of strategy design on the organization's internal structure and procedures.
- ❖ Review of the organization structure in line with best governance practices.
- ❖ Thorough examination of existing HR management and frameworks, including but not limited to: Performance Management Framework System, Capability Framework, Job Descriptions & MQR of jobs, Employee Engagement Survey, KPI Matrix, Balance Scorecard, and so on.

ABOUT FIJI PINE GROUP OF COMPANIES

Fiji Pine Group of Companies has four (4) core operational business areas which links to the main industry.

- Fiji Pine Limited (FPL) is the parent company managing land leases, managing its six forests (located in Viti Levu & Vanua Levu) and delivers logs to the subsidiary companies for further processing into value added products. It has over 84,000 hectares of leased land, and with industry's set goals the company is heading towards maintaining Pine Forest areas as well as expanding it for the future development and sustainability.
- Tropik Woods Industries Limited (TWIL) is the subsidiary of FPL and is based at Drasa, Lautoka. It manages the largest sawmill and wood chipping plant in the Country. It is also an Independent Power producer.
- Tropik Wood Products Limited (TWPL) is the subsidiary of TWIL and it operates a wood chipping plant and exports woodchips into the global commodity market.

- Tropik Pine Freight & Logistics Pte Limited's is a newly registered company to manage the fleet operations of Pine Group of companies. This company will own heavy diesel machinery (Forklifts, trucks, loaders, excavators, logging skidders, logging bell loaders, dozers, etc) which will then be contracted out to the Group companies.
- It employs more than 500 permanent workers, and around 120+ temporary workers (contracted out workers); inclusive of our Landowners.

The major transformation in Pine Industry commenced from 2011, with a new Vision to revive this industry and to bring back landowner confidence. A hope was created for the industry and Fiji Pine roused from there. Since, then there has been a massive transformation in all the 3 entities of The Pine **Group for sustainability**.

The new era for Pine Group began from year 2020 onward, when the current Management team developed a new "VISION" for the industry. The creation of the new Vision was purely for our Landowners, our Employees, and our Economy. The evolution of Pine Group began in the year 2021 with the enforcement of the new Vision. No stones were left unturned and the outcome has been something that our FSC™ auditors have commended as nothing short of world standards.

THE EVOLUTION INCLUDED CREATION OF STRATEGIC DOCUMENTS NOT JUST FOCUSED ON OPERATIONS & GOVERNANCE, BUT THE CORE ASSETS "PEOPLE – EMPLOYEES" AND "PINE LANDOWNERS" – 2 KEY STAKEHOLDERS:

OUR VISION--- TEAM FOCUS TO BUILD A VIBRANT INDUSTRY.

EXISTING CORPORATE DOCUMENTS AND SYSTEMS IN PLACE

- a) **Strategic documents that are currently in place from 2020, onwards.**
 - (i) FPG_ New Vision – New Drive 2020
 - (ii) Pine Industry Background, Challenges & New Focus – 2021
 - (iii) Pine Industry Strategic - Strategic Direction (Corporate Goals) – 2022
 - (iv) Operating Plan – 2023

- b) **Human Resources key strategies and implementations, including on-going work-in-progress and future projects**
 - (i) Human Resources Strategic Plan
 - (ii) Performance Management Framework System & FPG Employee Recognition Framework
 - (iii) FPG Career Progression Plan
 - (iv) Employee Engagement Survey
 - (v) Fiji Pine Group EIR – 2022
 - (vi) FPG People Capability Framework – work -in-progress
 - (vii) FPG Job Evaluation Exercise – work – in – progress

- c) **Corporate Risk Identification**
 - (i) FPG use risk management to discover, analyze, assess, and address threats to its operations, assets, and reputation. Our risk management process tries to prepare businesses to meet and minimize risks that may prevent them from accomplishing their goals. Implementing risk management methods can assist improve the overall security of the firm and ensure compliance with relevant requirements.

 - (ii) Additionally, FPG abides by the Enterprise Risk Management – Policy No. B5.0 (Effective from 01.06.2022) as per the FPG – Corporate & Human Resources Policies

and Procedures. Company Principle is above and applicable to all: ***“No Lies & No Abuse”***.

d) Strengthening & Improving Governance Procedures and Governance for Organization Structure

- (i) Governance structure refers to the framework of management, especially regarding rules, procedures, roles and the division of responsibilities within the whole decision-making process. At FPG we have a strong, systematic and controlled systems in place, safeguarding the interest of the company. We believe in a leaner structure where there is a direct contact from the top of the hierarchy all the way to operational floor level.

The structure of our governance principle is in line with our company principle:

- ✓ Logic
- ✓ Adequacy
- ✓ Transparency
- ✓ Repeatability
- ✓ Efficiency

e) High Level Stakeholder Analysis

- (i) From 2020 – to-date there has been an extraordinary engagement with our Landowners through continuous landowner consultations; which has led to form a strong relationship with them and instilled hope in them to achieve greater things by supporting the organization for their future developments.
- (ii) FPG never hesitated to look after the interest of its workers, as our people are integral part of the organization. Classic example; COVID ---19, the organization continued to provide full time employment to all workers and not just that, our workers were rewarded with incentives such as: Employee of the Month/Quarter, increments and bonus payout.
- (iii) The Executive Management – CEO, Management team is in contact with all FPG employees. The degree of engagement with employees is unparalleled and cannot be compared to other firms. The Executive's concept toward management and workers is that workplace relationships are heart-to-heart connections rather than individual contracts. Talanoa informal sessions (face-to-face, communications) are all present at FPG.

Background and the purpose of the consultancy for the existing key strategic plans, corporate, operational and Human Resources documentations is due to the new proposal made in accordance with discussions held with Company Board of Directors.

Pine Group of Companies to advertise externally “Expressions of Interest” to engage a suitably qualified and experienced consultant to undertake the review, standardization and implementation of ***existing plans and ongoing developments***:

- a. CORPORATE STRATEGY - Review the existing strategic and business plans, make recommendations and produce a final document. (This shall include: corporate risk identification/reviews, guiding document, budget forecasts and capex plans)

- b. *GOVERNANCE, ORGANIZATION STRUCTURE AND STRENGTHENING AND IMPROVING GOVERNANCE PROCEDURES - Review the current organization structure; Review the existing documents*
- c. *CORPORATE RISK IDENTIFICATION – Review the current risk register documents and make recommendation*
- d. *CAPABILITY FRAMEWORK – Review the current capability framework documents (work-in-progress) and make recommendation*
- e. *STAFF ENGAGEMENT SURVEY – Review the current staff engagement survey documents and make recommendations*
- f. *CORE HR – Review the existing & current established Job Descriptions and make recommendation*
- g. *PERFORMANCE MANAGEMENT SYSTEM FRAMEWORK - Review the current PMFS and Key Human Resources documents established in place, which is not limited to: PMS, KPI matrix, Balance Scoreboards and make recommendation*
- h. *HIGH LEVEL STAKEHOLDER ANALYSIS – Review the current stakeholder survey and make recommendation.*

The Consultant Firm or Expert should be able to:

a) provide a fundamental evaluation of the organization's previous work via a critical and erudition (where is the organization particularly effective and successful, where is it not, how and what can it build on, and so on), and

b) an updated context analysis, including projected trends and adaption steps that FPG should take to position itself in this setting.

- ❖ Create a compelling vision based on engagement with FPG's stakeholders, target groups, and governance bodies that highlights FPG's unique value proposition.
- ❖ Clearly articulate strategic goals and define out the intervention rationale, approach, and capacities that FPG should use to achieve them as and where applicable in reference to existing plans.
- ❖ Map the consequences of existing plans and corporate documentations with new strategy on the organization's internal structure and procedures, and design a clear route to make the internal modifications required for strategy execution where practicable.
- ❖ Clear an adequate foundation for FPG to articulate measurement and findings.

Role and deliverables of the consultant

To meet the above-mentioned objectives, FPG will expect the selected consultant(s) to:

- 1. Conduct a basic evaluation of FPG's existing and recent work, assist FPG in conducting stakeholder engagements and updating its context analysis.**

Deliverables: Inception report outlining

a) the consultant's findings from his/her preliminary review of all existing documents.

b) the planned consultation strategy (list of interviewees and questions); Report from the consultations (input from stakeholders about FPG and context analysis findings) and encouraged discussions of the findings.

- 2. Facilitate strategy development workshops and support FPG in drafting the corresponding strategy document of the existing plans and corporate goals.**

Deliverables:

- a) planning and facilitating review of existing plans and strategy development workshops; writing & governance strategy support as requested by FPG.
- 3. Ensure that the final strategic framework clearly specifies FPG's impact aspirations and offers a stronger foundation (important impact ambitions and indicators) for improved results monitoring and communication.**

Deliverables:

- a) Finalization of the existing plans and strategic corporate documents based on FPG feedback; co-development of the plan's results framework; and identification of how the "Monitoring & Evaluation" will be carried out at the strategic level.
- 4. Assist FPG in determining how it should organize its existing (organizational structure/role division, governance, risk assessments, and Core Human Resources) to best deliver on the strategy.**

Deliverables:

- a) Assist in the creation of an operational plan that outlines how the organization will carry out its current strategy (approaches, structure, and capacities) and clarifies the organizational division of duties/responsibilities and the governance.

In-Brief

The Consultant will be required to:

- Evaluate and standardize existing, current and future documentations of FPG.
- Recommend an appropriate corporate profile function, operational strategies, governance structure and Human Resources trends after a thorough review. Evaluation factors are to be clearly defined; Scoring grades on these factors are determined; per job, points are allocated for each factor; define a structure or adjustment of the existing structure.
- Review and recommend changes if required with new processes for improvements.

Timeframe & Management

This project is expected to take about 90 consultancy days.

The consultant(s) will collaborate closely with FPG designated employees or the sub-committee, who will oversee the consultant's work, progress, and deliverables. The progress will be evaluated on a regular basis so that any necessary changes can be agreed upon in a timely manner. This project would ideally necessitate face-to-face sessions with the FPG team located in Head Office – Drasa, Lautoka.

At crucial phases of the review, the consultant shall provide key updates on the design and implementation of the review process to the executive and the high-level Sub-Committee as needed. The high-level Sub-Committee shall ensure that the consultant has access to all essential background information and documentation.

FPG will help to coordinate meetings and other activities related to this consulting.

Logistic and the Administrative Support to Prospect Consultancy Firm or Expert

FPG will provide office space to the prospect professional firm or expert, coordinate meetings, and provide administrative and logistical support.

Consultant Competencies, Experience and Skill Requirements:

Individual consultants and team of consultants possessing the qualifications outlined below are invited to send their expression of interest:

- ❖ Proven track record of successfully enabling participative strategy creation for large organizations in Fiji and the Pacific.
- ❖ Proven expertise supporting organization development, including the building/revision of organizational structures, governance structure, operational strategies, risk assessments, Core HR functions, organizational development and culture and broader stakeholder analysis.
- ❖ Familiarity on what is the purpose of FPG, key strategic objective in line to the mission, vision and value of the industry.
- ❖ Experience with the development of Monitoring and Evaluation plans will be considered an asset.
- ❖ Demonstrated ability to provide training and support services effectively.
- ❖ Methodological expertise to recommend systematic processes & plans for implementation according to organizational need; where appropriate.
- ❖ Integrity and strong track record of ensuring data security and confidentiality.

Application & Submission Guidelines:

Interested consultancy firms or experts are requested to submit the following documents:

1. A business profile that highlights relevant experience and successful initiatives.
2. Expression of interest highlighting firms' or experts' understanding of the project as well as applicable abilities and experiences with strategy and business plan formulation, governance process establishment, risk analysis, corporate HR developments, and infrastructure.
3. Proposed technique and timetable. If you are applying as a team of consultants, the methodological offer should include specify how the work will be divided & carried out.
4. A financial proposal that includes a complete price for the project, including working days and expected fees, availability, and travel costs from the place of operating residence to the business in Drasa - Lautoka and return.
5. Contact information for three references/previous clients who can remark on the firm's or individual expert's abilities to assist with strategy formulation what FPG is searching for.
6. Declaration of conflict of interest on any business dealings with the company, management, or the board of directors.
7. Any more information demonstrating the consultant's expertise.

Clarifications on Scope or Further Information:

For further information, please contact the Senior Manager HR & Risk, Kajal Raj on email kraj@tropik.com.fj or mobile 9995251 and the Company Secretary, Joeli Waqa on email joeli.waqa@tropik.com.fj or mobile 9995788.

Submissions:

Sealed submissions must be deposited in the Tender Box located at the Company's Head Office, Vakabuli Village Road, Drasa, Lautoka no later than 3.00pm on Friday 22nd September 2023 and addressed to:

The Tender Subcommittee

Tender - Ref# 010/2023

C/O- Tropik Wood Industries Limited,

Private Mail Bag, Lautoka.

For bidders who cannot travel to above stated address, tenders shall be emailed to the following tender recipients between 3.00pm to 3.30pm on the same day:

yhicks@tropik.com.fj

joeli.waqa@tropik.com.fj

"For any clarification or any tender related matters, interested bidders must strictly make contact with the contact person stated herein. Pine Group has a strict tender governance policy which is handled independently by the Tender Subcommittee. Any contact made with any other person within Pine Group can result in the tender being disqualified".