VANUATU NATIONAL PROVIDENT FUND
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EXPRESSION OF INTEREST (EOI)

REVIEW AND UPDATE OF EXISTING POLICIES AND DEVELOPMENT OF NEW POLICIES, PROCEDURES, GUIDELINES AND STANDARD OPERATING PROCEDURES (SOPs)

1. Background

VNPF is Vanuatu's national provident fund, established to safeguard and grow the retirement savings of its members. In line with good governance practice and the Fund's commitment to operational excellence, VNPF continues to review and strengthen its internal policy framework on an ongoing basis, to ensure that all policies, procedures, guidelines, and SOPs remain current, compliant, fit for purpose, and aligned with regulatory requirements and industry best practice.

As part of this continuing exercise, VNPF now seeks to engage a qualified Consultant to support the next phase of policy review, update, and development.

2. Invitation

The Vanuatu National Provident Fund (VNPF) invites suitably qualified and experienced consultants, consulting firms, or individual practitioners ("the Consultant") to submit an Expression of Interest (EOI) for the review and update of VNPF's existing policies and the development of new policies, procedures, guidelines, and Standard Operating Procedures (SOPs) across the Fund's operations.

3. Objective of the Assignment

The objective of this assignment is to:

- Review and update VNPF's current suite of policies, procedures, and guidelines for relevance, compliance, consistency, and operational effectiveness;
- Identify gaps, outdated provisions, and areas requiring alignment with legislation, regulatory requirements, and best practice; and

- Develop new and/or revised policies, procedures, guidelines, and Standard Operating Procedures (SOPs) that are clear, practical, and readily implementable across the organisation.

4. Scope of Services

The scope of services to be provided by the Consultant includes, but is not limited to, the following:

1. Conduct an initial review and assessment of the existing VNPF policies (per the list provided by VNPF), procedures, and guidelines.
2. Assess each policy against applicable legislation, regulatory obligations, corporate governance standards, and industry best practice.
3. Identify and document gaps, inconsistencies, duplications, and outdated content across the existing policy framework.
4. Consult with relevant VNPF departments, management, and staff to understand operational requirements and practical constraints.
5. Develop a standardised policy framework/template to ensure consistency in structure, format, and language across all VNPF policy documents.
6. Draft new and/or revised policies, procedures, and guidelines in line with the agreed framework.
7. Develop a set of Standard Operating Procedures (SOPs) that translate approved policies into clear, step-by-step operational processes for staff use.
8. Facilitate validation workshops and/or consultation sessions with VNPF management and relevant stakeholders to review draft outputs.
9. Incorporate feedback and finalise all policy, procedure, guideline, and SOP documents for management and Board approval.
10. Provide a final report summarising the review process, key findings, recommendations, and an implementation/rollout plan.
11. Provide capacity-building/orientation to relevant VNPF staff on the use and application of the finalised documents, where required.

5. Key Deliverables

- Inception Report, including detailed methodology and work plan.
- Gap Analysis Report on existing policies, procedures, and guidelines.
- Standardised Policy and SOP Framework/Template.
- Draft Policies, Procedures, and Guidelines (per the list provided by VNPF).
- Draft Standard Operating Procedures (SOPs) for corresponding policies.
- Consultation/Validation Workshop Reports.

- Final Policies, Procedures, Guidelines, and SOPs, incorporating stakeholder feedback.
- Final Assignment Report with recommendations and an implementation plan.

6. Terms of Reference (TOR)

6.1 Purpose

To engage a qualified Consultant to review VNPF's existing policy framework and develop new/revised policies, procedures, guidelines, and SOPs that strengthen governance, compliance, and operational consistency across the Fund.

6.2 Duration of Assignment

The assignment is expected to be completed within 8 weeks from the date of contract signing, in accordance with a work plan to be agreed with VNPF at inception.

6.3 Reporting

The Consultant will report directly to the Director/designated officer of VNPF and will be required to provide regular progress updates throughout the assignment, in a format and frequency to be agreed at inception.

6.4 Required Qualifications and Experience

- A relevant tertiary qualification in law, business administration, public policy, human resources, governance, or a related field;
- Demonstrated experience in policy review, policy development, and/or development of SOPs, preferably within the financial services, superannuation/provident fund, or public sector environment;
- Sound understanding of corporate governance principles and regulatory compliance requirements applicable in Vanuatu;
- Proven ability to consult effectively with stakeholders at all levels of an organisation;
- Strong analytical, writing, and report-drafting skills;
- Prior experience working with provident funds, pension funds, financial institutions, or statutory bodies is an advantage; and
- Availability to commence the assignment within an agreed timeframe.

6.5 Ethics and Confidentiality

The Consultant will be required to sign a confidentiality/non-disclosure undertaking prior to commencement, given the sensitive nature of the internal policy documents and information to be accessed during the course of the assignment.

7. Content of the Expression of Interest

Interested consultants (firms or individuals) should submit an EOI comprising the following:

1. A cover letter expressing interest in the assignment;
2. A brief technical proposal outlining the applicant's understanding of the assignment and proposed approach/methodology;
3. Curriculum Vitae(s) of the individual consultant or key personnel to be assigned (for firms), highlighting relevant qualifications and experience;
4. Evidence of relevant past experience, including at least two (2) references from similar assignments;
5. Company profile and registration documents (for consulting firms), where applicable; and
6. An indicative timeframe and financial proposal/estimated fee for the assignment.

8. Obtaining the List of Policies

Interested consultants may obtain the current list of VNPF policies subject to this review via the following link: https://www.vnpf.com.vu/expression-of-interests.html.

9. Submission of EOI

Completed Expressions of Interest should be submitted in a sealed envelope marked "Expression of Interest – Review and Development of VNPF Policies, Procedures, Guidelines and SOPs" and/or emailed, no later than 4th October 2026, to:

- Mrs Sulia Manaroto, Director, Corporate Services Division
- Vanuatu National Provident Fund (VNPF)
- Email: Sulia.Manaroto@vnpf.com.vu
- Address:

Mr. Paul Kaun

Chief Executive Officer
Vanuatu National Provident Fund
PO Box 420
Port Vila – Vanuatu

Late submissions will not be considered.

10. Evaluation of EOIs

EOIs will be evaluated based on, but not limited to, the following criteria:

Criteria	Weighting
Relevant qualifications and experience	30%
Understanding of assignment and proposed methodology	25%
Demonstrated track record on similar assignments	20%
Proposed timeframe	10%
Value for money / financial proposal	15%

VNPF reserves the right to shortlist, request clarifications from, or interview any applicant, and to accept or reject any or all EOIs without assigning any reason.

11. General Conditions

- This EOI does not constitute an offer of contract by VNPF.
- VNPF is not bound to accept the lowest-priced or any EOI submitted.
- All costs associated with the preparation and submission of the EOI shall be borne by the applicant.
- Shortlisted applicants may be invited to submit a detailed technical and financial proposal and/or attend an interview.
- All information obtained during the assignment must be treated as strictly confidential.

For enquiries regarding this Expression of Interest, please contact Ms Sulia Manaroto, Director of the Corporate Services Division, at Sulia.Manaroto@vnpf.com.vu.