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## **REQUEST FOR PROPOSALS**

**REQUEST FOR PROPOSAL: CONSULTANCY SERVICES FOR CONDUCTING A  
STUDY ON PORTS EFFICIENCY AND COMPETITIVENESS IN AFRICA**

**Procurement No: AUC/IED/C/290**

**July 2018**

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## Section I: Letter of Invitation

26 July 2018

Dear Sirs,

**REF: REQUEST FOR PROPOSAL: CONSULTANCY SERVICES FOR CONDUCTING A STUDY ON PORTS EFFICIENCY AND COMPETITIVENESS IN AFRICA**

1. The African Union Commission would like to engage the services of a consultant for a **Consultancy Services For Conducting A Study On Ports Efficiency And Competitiveness In Africa**. The African Union Commission invites interested and eligible bidders to submit technical and financial proposals for the assignment as per attached Terms of Reference (TORS).
2. A firm / team will be selected under the *Quality and Cost Based Selection Method* and procedures described in this RFP. The weight for technical and financial scores shall be 80% and 20% respectively.
3. The RFP includes the following documents:
  - Section 1 – This Letter of Invitation
  - Section 2 - Information to Consultants
  - Section 3 – Data Sheet
  - Section 4 - Terms of Reference
  - Section 5 - Technical Proposal - Standard Forms
  - Section 6 - Financial Proposal - Standard Forms
4. The **TECHNICAL** and **FINANCIAL** offers must be delivered in **TWO SEPARATE** envelopes enclosed in an OUTER envelope to the address below.
5. The deadline for submission of proposals is 24 August 2018 at 1500hrs. Late bids will be rejected and returned unopened to bidders. The Outer envelope should bear the name and address of the bidder.
6. Bidders may request for clarifications no less than 7 days from the deadline for submission, from **The Chairperson, Internal Procurement Committee, African Union Commission, Telephone number (+251) 11 5517700, Ext 4341, Email [tender@africa-union.org](mailto:tender@africa-union.org)** (E-mail is for Clarifications Only)

7. Bidders must submit the following documents: (i) Certificate of incorporation (Company Registration); (ii) At Least 3 Contactable references in the last 5 years and (iii) Company profile demonstrating at least 5 experience (v) Samples of two most recent similar works

8. The address for deposit of bids is: **The Chairperson, Internal Procurement Commission, African Union Commission, Building C, 3rd floor, TENDER BOX, Roosevelt Street, P. O. Box 3243, Addis Ababa, Ethiopia.**

9. **E-mail submissions will not be accepted.**

Yours sincerely,

**Thereza Negokhe**  
**O-I-C, Procurement, Travel and Stores Division**

## Section 2: Information to Consultants

### 1. Introduction

- 1.1 The Client named in the Data Sheet will select a consultant from those listed in the Letter of Invitation, in accordance with the method of selection specified in the Data Sheet.
- 1.2 The consultants are invited to submit a Technical Proposal and a financial proposal, or a Technical Proposal only, as specified in the Data Sheet for consulting services required for the assignment named in the Data Sheet. The proposal will be the basis for contract negotiations and ultimately for a signed contract with the selected firm.
- 1.3 The assignment shall be implemented in accordance with any phasing indicated in the Data Sheet. When the assignment includes several phases, the performance of the consultant under each phase must be to the Client's satisfaction before work begins on the next phase.
- 1.4 The consultants must familiarise themselves with local conditions and take them into account in preparing their proposals. To obtain first - hand information on the assignment and on the local conditions, consultants are encouraged to visit the Client before submitting a proposal and to attend a pre-proposal conference if one is specified in the Data Sheet. Attending any specified pre-proposal conference is optional. The consultants' representative should contact the officials named in the Data Sheet to arrange for their visit or to obtain additional information on any pre-proposal conference. Consultants should ensure that these officials are advised of the visit in adequate time to allow them to make appropriate arrangements.
- 1.5 African Union policy requires consultants to provide professional, objective, and impartial advice, and at all times hold the Client's interests paramount, without any consideration for future work, and strictly avoid conflicts with other assignments or their own corporate interests. Consultants shall not be hired for any assignment that would be in conflict with their prior or current obligations to other clients, or that may place them in a position of not being able to carry out the assignment in the best interests of the Client.
  - 1.5.1 Without limitation on the generality of this rule, consultants shall not be hired under the circumstances set forth below:
    - (a) *Conflict between consulting activities and procurement of goods, works or services: A firm that has been engaged to provide goods, works, or services for a project, and each of its affiliates, shall be disqualified from providing consulting services related to those goods, works or services. Conversely, a firm hired to provide consulting services for the preparation or implementation of a project, and each of its affiliates, shall be disqualified from subsequently providing goods, works or services resulting from or*

*directly related to the firm's consulting services for such preparation or implementation (other than a continuation of the firm's earlier consulting services for the same project).*

*(b) Conflict among consulting assignments: Neither consultants (including their personnel and sub-consultants) nor any of their affiliates shall be hired for any assignment that, by its nature, may be in conflict with another assignment of the consultants.*

*(c) Relationship with AUC staff: Consultants (including their personnel and sub-consultants) that have a business or family relationship with a member of AUC staff (or of the Client staff, or of a beneficiary of the assignment) who are directly or indirectly involved in any part of: (i) the preparation of the TOR of the contract, (ii) the selection process for such contract, or (iii) supervision of such contract may not be awarded a contract.*

1.6 The African Union requires that Officers of the AU, as well as Bidders/ Suppliers/ Contractors/ Consultants, observe the highest standard of ethics during the procurement and execution of such contracts.<sup>1</sup> In pursuance of this policy the AU:

(a) defines, for the purposes of this provision, the terms set forth below as follows:

(i) “corrupt practice”<sup>2</sup> is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;

(ii) “fraudulent practice”<sup>3</sup> is any act or omission including a misrepresentation that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;

(iii) “collusive practice”<sup>4</sup> is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;

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<sup>1</sup> *In this context, any action taken by a bidder, supplier, contractor, sub-contractor or consultant to influence the procurement process or contract execution for undue advantage is improper.*

<sup>2</sup> *“another party” refers to an officer of the AU acting in relation to the procurement process or contract execution. In this context, “officer of the AU” includes staff and employees of other organisations taking or reviewing procurement decisions.*

<sup>3</sup> *a “party” refers to any officer of the AU; the terms “benefit” and “obligation” relate to the procurement process or contract execution; and the “act or omission” is intended to influence the procurement process or contract execution.*

<sup>4</sup> *“parties” refers to any participants in the procurement process (including officers of the AU) attempting to establish bid prices at artificial, non competitive levels.*

(iv) “coercive practice”<sup>5</sup> is impairing or harming or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;

(v) “obstructive practice” is deliberately destroying, falsifying, altering or concealing of evidence material to any investigation or making false statements to investigators in order to materially impede any investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation;

(b) will reject a recommendation for award of contract if it determines that the bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the contract in question;

(c) will declare a firm ineligible, either indefinitely or for a stated period of time, to be awarded an African Union financed contract if it at any time determines that the firm has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for, or in executing, an African Union financed contract.

1.7 Consultants shall not be under a declaration of ineligibility for corrupt, fraudulent, collusive, coercive or obstructive practices issued by the.

**2. Clarification and Amendment of RFP Documents**

2.1 Consultants may request a clarification of any of the RFP documents up to the number of days indicated in the Data Sheet before the proposal submission date. Any request for clarification must be sent in writing by mail, facsimile, or electronic mail to the Client’s address indicated in the Data Sheet. The Client will respond by facsimile, courier or electronic mail to such requests and will send written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all invited consultants who intend to submit proposals.

2.2 At any time before the submission of proposals, the Client may, for any reason, whether at its own initiative or in response to a clarification requested by an invited firm, amend the RFP. Any

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<sup>5</sup> a “party” refers to any participant in the procurement process or contract execution.

amendment shall be issued in writing through addenda. Addenda shall be sent by mail, facsimile, or electronic mail to all invited consultants and will be binding on them. The Client may at its discretion extend the deadline for the submission of proposals.

- 3. Preparation of Proposal**
- Technical Proposal**
- 3.1 Consultants are requested to submit a proposal (paragraph 1.2) written in the language(s) specified in the Data Sheet.
- 3.2 In preparing the Technical Proposal, consultants are expected to examine the documents constituting this RFP in detail. Material deficiencies in providing the information requested may result in rejection of a proposal.
- 3.3 While preparing the Technical Proposal, consultants must give particular attention to the following:
- (i) If a consultant considers that it does not have all the expertise for the assignment, it may obtain a full range of expertise by associating with individual consultant(s) and/or other consultants or entities in a joint venture or sub-consultancy, as appropriate. Consultants may associate with the other consultants invited for this assignment only with approval of the Client as indicated in the Data Sheet. Consultants must obtain the approval of the Client to enter into a joint venture with consultants not invited for this assignment. The consultants are encouraged to seek the participation of local consultants by entering into a joint venture with, or subcontracting part of the assignment to consultants who are Nationals of African Union Member States.
  - (ii) For assignments on a staff-time basis, the estimated number of professional staff-months is given in the Data Sheet. The proposal shall, however, be based on the number of professional staff-months estimated by the firm. For fixed-budget-based assignments, the available budget is given in the Data Sheet, and the Financial Proposal shall not exceed this budget.
  - (iii) It is desirable that the majority of the key professional staff proposed be permanent employees of the firm or have an extended and stable working relationship with it.
  - (iv) Proposed professional staff must, at a minimum, have the experience indicated in the Data Sheet, preferably working under conditions similar to those prevailing in the Country specified for Performance of the Services.
  - (v) Alternative professional staff shall not be proposed, and only one Curriculum Vitae (CV) may be submitted for each position.
  - (vi) Reports to be issued by the consultants as part of this assignment must be in the language(s)

specified in the Data Sheet.

3.4 The Technical Proposal shall provide the following information using the Standard Forms attached in Section 4:

- (i) A brief description of the firm's organisation and an outline of recent experience on assignments (Section 4B) of a similar nature. For each assignment, the outline should indicate, inter-alia, the profiles of the staff proposed, duration of the assignment, contract amount, and the firm's involvement.
- (ii) Any comments or suggestions on the Terms of Reference and on the data, a list of services, and facilities to be provided by the Client (Section 4C).
- (iii) A description of the methodology and work plan for performing the assignment (Section 4D).
- (iv) The list of the proposed staff team by specialty, the tasks that would be assigned to each staff team member, and their timing (Section 4E).
- (v) CVs recently signed by the proposed professional staff and the authorized representative submitting the proposal (Section 4F). Key information should include number of years working for the firm/entity and degree of responsibility held in various assignments during the last ten (10) years.
- (vi) Estimates of the total staff input (professional and support staff; staff time) needed to carry out the assignment, supported by bar-chart diagrams showing the time proposed for each professional staff team member (Sections 4E and 4G).
- (vii) A detailed description of the proposed methodology, staffing, and monitoring of training, if the Data Sheet specifies training as a major component of the assignment.
- (viii) Any additional information requested in the Data Sheet.

3.5 The Technical Proposal shall not include any financial information.

**Financial Proposal**

3.6 In preparing the Financial Proposal, consultants are expected to take into account the requirements and conditions outlined in the RFP documents. The Financial Proposal should follow the Standard Forms in Section 5. These list all costs associated with the assignment, including (a) remuneration for staff, (foreign and local, in the field and at headquarters); and (b) reimbursable expenses such as subsistence (per diem, housing), transportation (international and local, for mobilisation and demobilisation), services and equipment (vehicles, office equipment, furniture,



and supplies), office rent, insurance, printing of documents, surveys, and training, if it is a major component of the assignment. Where appropriate, these costs should be broken down by activity, and, if appropriate, into foreign and local expenditures.

- 3.7 The Financial Proposal shall include all the costs the consultant incurs to provide the services (including travel expenses, translation, printing and the taxes the consultant pays for its business requirements by the law of the domicile country of the consultant), but shall exclude all local taxes levied within African Union Member States on the invoice issued by the consultant (such as local sales tax, services tax or withholding tax).
- 3.8 Consultants may express the price of their services in any freely convertible currency. The consultants may not use more than three foreign currencies. The Client may require consultants to state the portion of their price representing local costs in the Currency of the Country specified for performance of the Services if so indicated in the Data Sheet.
- 3.9 Commissions and gratuities, if any, paid or to be paid by consultants and related to the assignment will be listed in the Financial Proposal submission form (Section 5A).
- 3.10 The Data Sheet indicates how long the proposals must remain valid after the submission date. During this period, the consultant is expected to keep available the professional staff proposed for the assignment. The Client will make its best effort to complete negotiations within this period. If the Client wishes to extend the validity period of the proposals, the consultants who do not agree have the right not to extend the validity of their proposals.

#### **4. Submission, Receipt, and Opening of Proposals**

- 4.1 The original proposal (Technical Proposal and, if required, Financial Proposal; see paragraph 1.2) shall be prepared in indelible ink. It shall contain no interlineations or overwriting, except as necessary to correct errors made by the firm itself. Any such corrections must be initialled by the persons or person signing the proposal.
- 4.2 An authorised representative of the firm initials all pages of the proposal. The representative's authorisation is confirmed by a written power of attorney accompanying the proposal.
- 4.3 For each proposal, the consultants shall prepare the number of copies indicated in the Data Sheet. Each Technical Proposal and Financial Proposal shall be marked "Original" or "Copy" as appropriate. If there are any discrepancies between the original and the copies of the proposal, the original will govern.
- 4.4 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "Technical Proposal," and the original and all copies of the Financial

Proposal in a sealed envelope clearly marked “Financial Proposal” and warning: “Do Not Open with the Technical Proposal.” Both envelopes shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address and other information indicated in the Data Sheet and be clearly marked, “Do Not Open, Except in Presence of the Tender Opening Committee.”

- 4.5 The completed Technical and Financial Proposals must be delivered at the submission address on or before the time and date stated in the Data Sheet. Any proposal received after the closing time for submission of proposals shall be returned unopened.
- 4.6 After the deadline for submission of proposals, the Technical Proposal shall be opened immediately by the Bid Opening Committee. The Financial Proposal shall remain sealed and retained securely until all submitted proposals are opened publicly.
- 4.7 The Firm may withdraw its Proposal after the Proposal’s submission, provided that the written notice of the withdrawal is received by the Client prior to the deadline prescribed for submission of Proposals. The Firms’ withdrawal notice shall be prepared, sealed, marked, and dispatched in accordance with the provisions of clause Deadline for Submission of Proposals. The withdrawal notice may also be sent by telex or fax but followed by a signed confirmation copy. No Proposal may be modified subsequent to the deadline for submission of proposals. No Proposal may be withdrawn in the Interval between the deadline for submission of proposals and the expiration of the period of proposal validity specified by the firm on the Proposal Submission Form.

## **5. Proposal Evaluation General**

- 5.1 From the time the bids are opened to the time the contract is awarded, if any consultant wishes to contact the Client on any matter related to its proposal, it should do so in writing at the address indicated in the Data Sheet. Any effort by the firm to influence the Client in proposal evaluation, proposal comparison or contract award decisions may result in the rejection of the consultant’s proposal.
- 5.2 Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is completed.

## **Evaluation of Technical Proposals**

- 5.3 The evaluation committee appointed by the Client, as a whole, and each of its members individually, will evaluate the proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, sub-criteria (typically not more than three per criteria), and point system specified in the Data Sheet. Each responsive proposal will be given a technical score (St). A proposal shall be rejected if it does not respond to

important aspects of the Terms of Reference or if it fails to achieve the minimum technical score indicated in the Data Sheet.

**Public Opening and Evaluation of Financial Proposals: Ranking (QCBS, Fixed-Budget, and Least-Cost Selection Methods Only)**

- 5.4 In the case of Quality-Based Selection, Selection Based on Consultant's Qualifications, and Single-Source Selection, the highest ranked firm, or the firm selected on a single-source basis, is invited to negotiate a contract on the basis of the Technical Proposal and the Financial Proposal submitted in accordance with the instructions given in paragraph 1.2 and the Data Sheet.
- 5.5 After the evaluation of technical quality is completed, the Client shall notify those consultants whose proposals did not meet the minimum qualifying score or were considered non-responsive to the RFP and Terms of Reference, indicating that their Financial Proposals will be returned unopened after completing the selection process. The Client shall simultaneously notify the consultants that have secured the minimum qualifying score, indicating the date and time set for opening the Financial Proposals. The opening date shall not be sooner than one week after the notification date. The notification may be sent by registered letter, facsimile, or electronic mail.
- 5.6 The Financial Proposals shall be opened publicly in the presence of the consultants' representatives who choose to attend. The name of the consultant, the technical scores, and the proposed prices shall be read aloud and recorded as the Financial Proposals are opened. The Client shall prepare minutes of the public opening.
- 5.7 The evaluation committee will determine whether the Financial Proposals are complete (i.e., whether they have cost all items of the corresponding Technical Proposals; if not, the Client will cost them and add their cost to the initial price), correct any computational errors, and convert prices in various currencies to the single currency specified in the Data Sheet. The official selling rates used, provided by the source indicated in the Data Sheet, will be those in effect on the date indicated in the Data Sheet. The evaluation shall exclude those taxes, duties, fees, levies, and other charges imposed that are subject to the African Union exemption on the payment of taxes and duties, and estimated as per paragraph 3.7.
- 5.8 In case of **QCBS**, the lowest priced Financial Proposal ( $F_m$ ) will be given a financial score ( $S_f$ ) of 100 points. The financial scores ( $S_f$ ) of the other Financial Proposals will be computed as indicated in the Data Sheet. Proposals will be ranked according to their combined technical ( $S_t$ ) and financial ( $S_f$ ) scores using the weights ( $T$  = the weighting for the Technical Proposal;  $P$  = the weighting for the Financial Proposal as indicated in the Data Sheet.  $T + P = 1$ ); The firm achieving the highest combined technical and financial score using the formula below would be invited for negotiations

$$S = S_t \times T\% + S_f \times P\%$$

5.9. In the case of Fixed-Budget Selection, the Client will select the firm that submitted the highest ranked Technical Proposal within the indicated budget price. Proposals that exceed the indicated budget will be rejected. In the case of the Least-Cost Selection, the Client will select the lowest evaluated cost proposal among those that passed the minimum technical score. The selected firm will be invited for negotiations.

## **6. Negotiations**

6.1 Negotiations will be held at the address indicated in the Data Sheet. The aim is to reach agreement on all points and sign a contract.

6.2 Negotiations will include a discussion of the Technical Proposal, the proposed methodology (work-plan), staffing, and any suggestions made by the firm to improve the Terms of Reference. The Client and firm will then agree final Terms of Reference, staffing, and bar charts indicating activities, staff, periods in the field and in the home office, staff-months, logistics, and reporting. The agreed work plan and final Terms of Reference will then be incorporated in the "Description of Services" and form part of the contract. Special attention will be paid to getting the most the firm can offer within the available budget and to clearly defining the inputs required from the Client to ensure satisfactory implementation of the assignment.

6.3 Financial negotiations will reflect agreed technical modifications in the cost of the services, and will include a clarification of the firm's tax liability (if any) in the Country specified for performance of the Services, and the manner in which it will be reflected in the contract. The financial negotiations will not normally involve either the remuneration rates for staff (no breakdown of fees), or other proposed unit rates under QCBS, Fixed-Budget Selection, or the Least-Cost Selection methods. For other methods of selection, an Appendix will be provided for the firm to explain the required information on remuneration rates.

6.4 Having selected the firm on the basis including an evaluation of proposed key professional staff, the Client expects to negotiate a contract on the basis of the experts named in the proposal. Before contract negotiations, the Client will require assurances that the proposed experts will be actually available. The Client will not consider substitutions during contract negotiations unless both parties agree that undue delay in the selection process makes such substitution unavoidable or that such changes are critical to meet the objectives of the assignment. If this is not the case and if it is established that key staff were offered in the proposal without confirming their availability, the firm may be disqualified.

6.5 The negotiations will conclude with a review of the draft form of the contract. On completion of negotiations, the Client and the firm will initial the agreed contract. If negotiations fail, the

Client will invite the firm whose proposal received the second highest score to negotiate a Contract.

**7. Award of Contract**

7.1 The contract will be awarded following negotiations. After negotiations are completed, the Client will promptly notify other consultants on the shortlist that they were unsuccessful and return the unopened Financial Proposals of those consultants who did not pass the technical evaluation (paragraph 5.3).

7.2 The firm is expected to commence the assignment on the date and at the location specified in the Data Sheet.

**8. Confidentiality**

8.1 Information relating to the evaluation of proposals and recommendations concerning awards shall not be disclosed to the consultants who submitted the proposals or to other persons not officially concerned with the process, until the winning firm has been notified that it has been awarded the contract.

### Section 3: Data Sheet

#### ITC Clause Reference

- ITC Clause 1.1 The name of the Client is:  
**African Union Commission;**
- The method of selection is: **Quality and Cost Based Selection Method**  
**The Weights shall be 80% quality and 20% Cost.**
- ITC Clause 1.2 The name, and Procurement Number of the assignment are: **Consultancy Services For Conducting A Study On Ports Efficiency And Competitiveness In Africa AUC / IED/C/280**
- ITC Clause 1.5 The Client will provide the following inputs:  
**Background documents to the Project**
- ITC Clause 2.1 **Clarifications may be requested not less than Seven (7) days before the submission deadline.**
- The address for requesting clarifications:  
**African Union Headquarters, Roosevelt Street, 3<sup>rd</sup> Floor Building C, Addis Ababa, Ethiopia; [tender@africa-union.org](mailto:tender@africa-union.org) with a copy to [Munhamoa@africa-union.org](mailto:Munhamoa@africa-union.org) or (+251) 11 5517700, Ext 4341**
- ITC Clause 3.1 **Proposals should be submitted in the English Language**
- ITC Clause 3.3(iv) The minimum required experience of proposed professional staff is: **10 years**
- Port and Maritime Expert:** Must have a minimum of ten (10) years of professional experience in ports Management, Maritime Transport and Logistics; Ports infrastructure;
- Transport Economist:** Have a minimum of ten (10) years of professional experience as Transport Economist; economic and financial project evaluation/feasibility studies, intermodal transport/hinterland;
- ITC Clause 3.3(vi) Reports that are required under the assignment shall be submitted **in any of the AU Languages.**
- ITC Clause 3.4(viii) **Additional information required in the Technical Proposal is: Refer to (TORs)**
- ITC Clause 3.10 **Proposals must remain valid for 90 days after the submission date.**

ITC Clause 4.3 **Consultants must submit the Technical and Financial proposals separately sealed but enclosed in one outer envelope. One Original and 3 Copies.**

ITC Clause 4.4 The address for submission of proposals is: **The Chairperson, Internal Procurement Committee , African Union Commission, P. O. Box 3243, Addis Ababa, Ethiopia, Roosevelt Street, Building C, 3<sup>rd</sup> Floor**

ITC Clause 4.5 Proposals must be submitted no later than:  
**1500 hours on Friday 24 August 2018**

ITC Clause 5.1 The addresses for communications to the Client are:  
**Procurement, Travel and Stores Division, African Union Commission, Building C, 3<sup>rd</sup> Floor, Addis Ababa, Ethiopia. e-mail: [tender@africa-union.org](mailto:tender@africa-union.org) +251 11 551 7700 Ext. 4341**

ITC Clause 5.3 The number of points to be given under each of the technical evaluation criteria are:

<b>Criteria</b>	<u>Points</u>
(i) Firm's Experience Related to the Assignment	25
(ii) Experience and Qualifications of Key Staff (Two Key Experts)	20
(iii) <b>Technical approach and methodology</b>	40
(iv) Proposed Work Plan	10
(v) Language Diversity	5
<b>Total Points:</b>	<b>100</b>

The minimum technical score required to pass is **70** points.

ITC Clause 5.7 The single currency for price conversions is: **United States Dollars**

The source of official selling rates is: prevailing **UN** rate.

The date of exchange rates is **the deadline for the submission**

#### Section 4. Technical Proposal - Standard Forms

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ITC Clause 5.8 The Final Score shall be computed as: **80% Quality and 20% Cost**

ITC Clause 6.1 Negotiations, if required will be held at :  
**The African Union Commission,  
P. O. Box 3243, Addis Ababa, Ethiopia  
Roosevelt Street**

ITC Clause 7.2 The assignment is expected to commence immediately after contract signing.

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## Section 4: Terms of Reference

### BACKGROUND AND INTRODUCTION

In Africa, maritime transport and port platforms have historically occupied a strategic place in the development of trade. About 95% of trade in goods, people has passes through the continent. With 30,725 km of coastline, Africa has 90 main ports and many other ports offering services for fishing and tourism. African ports play a significant role in the economic growth, key sectors of African economies. Despite an exceptional growth rate, accelerated by the intensification of trade relations, particularly with the Asian continent (**Yann and Alix, 2007**), Africa's share represents only **3%** of the world's share of international freight transport, **5 %** of world trade and less than **2%** of global container traffic.

With little participation in international trade, no African port is in the world rankings. With annual traffic from the port of Abidjan (Ivory Coast) **700,000 million** TEU, the Port of Lagos with its two terminals saw nearly 1.5 million transit in 2017. Notable numbers, but still very far more than **20 million** containers passing through the port of Ningbo-Zhoushan (China), more than **12 million** through the port of Rotterdam (Netherlands) and nearly **10 million** in Anvers (Belgium).

Overall, African ports are poorly equipped, quite outdated, very few are able to accommodate and manage the largest ships of current generation. Very often used beyond their capacity, the African ports are confronted by the inefficiency of the land transport. Indeed, the lack of rail and road links in many African countries is a real handicap, especially in African ports, which are very often poorly equipped in handling containers. And the efficiency of port operations differs greatly from one country to another. With high container costs, extremely long trade delays, poor port infrastructure and poor logistical performance, African ports are still lagging behind. Port traffic flows in Africa are relatively low compared to other developing regions.

The average cost of transporting containers to and from Africa, excluding North Africa, is relatively high compared to other parts of the world. For example, average container export and import costs (TEU) in Africa, excluding North Africa, were **US \$ 2201** and **US \$ 2931** respectively in 2014. Equivalent costs in East Asia and in the Pacific, **US \$ 868** and **US \$ 902**, respectively.

In recent years, the rise in development projects of African ports is evolving. Between 2007 and 2017, more than **fifty (50) billion** dollars were invested in the modernization of equipment and port terminals<sup>6</sup>, the dynamics of trade, the rate of growth of volume, the quality of the services, and the skills played an important role in the global transport system. There is no doubt that the expansion of container ships and inter-modality have revolutionized the African port landscape. The competitiveness between the ports is in clear progression because of the mergers and

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<sup>6</sup> <https://afrimag.net/transport-maritime-lafrique-redessine-carte-maritime/>

acquisitions operations realized over the last ten years. Though certainly considerable, but compared to the rest of the world, the Continent still faces a significant delay and remains marginalized in all port activities.

In fact to tackle the challenges of port performance in Africa, the ministers in charge of transport recommended to African Union Commission during the first ordinary session held in Lome, Togo in March 2017 to prepare a study on Ports efficiency and competitiveness.

The African Union Commission now invites eligible **Consulting firms** to indicate their interest in providing the Services. Interested candidate must provide information demonstrating that he/she has the required qualifications and relevant experience to perform the Services. Consulting firms may propose individual consultant, but only the experience and qualifications of individual shall be used in the selection process, and that his or her corporate experience shall not be taken into account, and the contract would be signed with the proposed individual.

### **OBJECTIVE**

The need to restructure all activities, while focusing on an appropriate organization that combines efficiency and competitiveness of African ports is more than a reality today for the port authorities. The efficiency and competitiveness of port activities is therefore part of a new dynamic. The assignment will entail the following:

- ❖ Provide strategic guidance on the port efficiency and competitiveness;
- ❖ Make the maritime sector in Africa even more performing and visible;
- ❖ Strengthening and new logistics organization in African ports;
- ❖ Propose solutions relating to the efficiency and competitiveness of ports in Africa;
- ❖ Make significant proposals for the performance of this sector in Africa.

### **SCOPE OF WORK**

**The work will be organized in four (4) phases:**

#### **Phase 1: Data collection / diagnostics in 5 ports by regions (30 days)**

- ❖ Collect data and evaluate African Ports situation: **Port of Abidjan, Walvis Bay, Port of Mombasa, Port of Tangier, and Port of Pointe-Noire;**
- ❖ Collect of data from the port authorities of the five (5) regions of the continent: (Facilities, technical equipment, quality of services offered, tariffs etc...).
- ❖ Collect data, survey and Analyze the current situation of Port Authorities
- ❖ Collect data, survey and Analyze the role and actions of Port Associations;
- ❖ Collect data, survey of actors of logistic service providers;
- ❖ Evaluate maritime and customs legislations (National, Regional, Continental and International);
- ❖ Identify and conduct discussions with key stakeholders

#### **Phase 2: Port Efficiency Evaluation (30 days):**

- ❖ Review existing literature/ case studies on the subject;
- ❖ Identify and measure the factors determining the effectiveness of Ports in Africa;
- ❖ Analyze the risks in the management of Ports
- ❖ Develop a comparative analysis of port efficiency at the national, regional, continental and international levels;
- ❖ Conduct a qualitative and quantitative analysis of the port infrastructure;
- ❖ Identify opportunities and constraints in the management of port infrastructure;
- ❖ propose strategic axes of effectiveness

### **Phase 3: Analysis of the competitiveness of the ports (30 days):**

- ❖ Review existing literature/ cases studies on the subject;
- ❖ Analyze the factors determining the competitiveness of port (import and export cost, traffic, trade flow, geographical location, merchandise processing time, delay on the port of goods, improvement of infrastructure and facilities, electronic customs clearance system, liberalization of container traffic, the transaction cost of operators, the decongestion of the port traffic;
- ❖ Conduct surveys of the actors of logistics service providers, administrations;
- ❖ Develop a comparative analysis of the use of the ports;
- ❖ Evaluate other stakeholders of the port platform and their performance (forwarding agents, freight forwarders, handling companies, etc.);
- ❖ Develop a diagnosis of the road transport chain of goods through the description and analysis of the circuits on the corridors;
- ❖ List the legislation and regulations of transport and transit;
- ❖ Identify and analyze the costs and charges borne by shippers during transit;
- ❖ Identify and evaluate flows of products imported, exported and in transit through corridors (nature and tonnage) and identify their frequency;
- ❖ Analyze, with a view to possible adaptation, the administrative and customs procedures on the corridors;
- ❖ Analyze the positive relationship by improving customs procedures and performance;
- ❖ Analyze the impact of the use of different ports by economic operators;
- ❖ Propose strategic axes of competitiveness.
- ❖ Evaluate the development potential of the ports with the hinterland.
- ❖

### **Phase 4: Recommendation and Report Synthesis (40 days)**

- ❖ Identify organizations or financial institutions that can contribute to the performance of African ports;
- ❖ Develop case studies;
- ❖ Develop concrete proposals on the positive relationship between efficiency and competitiveness;
- ❖ Define the partnership strategy with the different port authorities and identify positive actions;
- ❖ Demonstrate existing potentials in current African ports;
- ❖ Organize a document validation workshop and presentation on the progress of the work;

## RESULTS

The Consultant will have to produce a Methodological Proposal and a work program: Initial formulation report which will specify his understanding of the work and will detail the methodology. This initial report will help to understand how the work will be done by specifying the method, data sources and procedures that will be applied. This report should be accompanied by a detailed timetable including details of interactions with port authorities and other stakeholders

The Consultant will prepare a questionnaire (French / English) to collect data on the ports from:

- a) the different port authorities namely: **The Port of Abidjan, Walvis Bay, the Port of Mombasa, the Port of Tangier, and the Port of Pointe-Noire**, as well as the corridors of the regions concerned;
- b) Ministries and the authorities concerned, maritime and transport operators and missions in identified ports and corridors;
- c) **African Ports Associations;**
- d) **Maritime Organizations in Africa**

The Consultant will produce a final document (French / English) enriched with guidelines and recommendations that will serve as a framework document during the validation of the study.

The study will be led by AUC consultant and professional staff. Once the study is finalized, it will be reviewed and validated by a regional panel composed of port development experts and key partners in the maritime sector.

### **The ultimate expected result will be:**

- a) To ensure that performance in port activities is integrated into policy development and that countries and regions put priority in modernizing port and maritime transport sector;
- b) Harmonization is adopted across African stakeholders, particularly policy makers, civil society, local private sector, academia and community-based organizations; and
- c) To deliver concrete case studies that are centered on improving port efficiency and competitiveness in Africa for the Maritime transport sector.

## TIMEFRAMES

The consultant is expected to start working from July 2018. A first complete draft report is expected during the first week of December 2018, for comments and review, and a final draft ready for publication in January 2019.

## METHODOLOGY

- ❖ Prepare a questionnaire for data collection in the five ports by regions of the case study that will support the production of the report;

- ❖ Produce a report on the efficiency and competitiveness of ports in Africa: the report will be based on a thorough review and analysis of the situation of seaports, logistics; corridors; the performance.

## **QUALIFICATION AND EXPERIENCE**

Interested consulting firms can bid for the study according to the attached the detailed terms of reference for the study on ports efficiency and competitiveness. The study required two key experts:

### **(i) Transport Economist Expert:**

- ❖ Graduate degree in Master (+5) at least ( Shipping Management or Maritime Economics);
- ❖ Have a minimum of ten (10) years of professional experience as Transport Economist; economic and financial project evaluation/feasibility studies, intermodal transport/hinterland;
- ❖ Strong knowledge of sea transport, maritime freight, cargoes and passenger.
- ❖ Strong on Knowledge on maritime and transport matters, and transport geography;
- ❖ Proven track record on similar studies in Africa. International level is desirable
- ❖ Comprehensive understanding of the maritime industry.
- ❖ Comprehensive understanding of the national ports in the regional or continental context;
- ❖ Comprehensive understanding of the shipping sector;
- ❖ Proven track record on National port performance and maritime activities studies. Regional and continental level will be an asset;
- ❖ Fluent in English and / or French. A working knowledge of the other language will be an asset.

### **(ii) Port and Maritime Expert:**

- ❖ Graduate degree in Master (+5) at least (Shipping Management, Economist or Engineering);
- ❖ Have a minimum of ten (10) years of professional experience in ports Management, Maritime Transport and Logistics; Ports infrastructure;
- ❖ Experience working in maritime safety and security, or transport matters, ports at the national. Regional or continental level is desirable;
- ❖ Comprehensive understanding of Africa's development challenges, in particular the constraints faced by ports;
- ❖ Proven track record for infrastructure projects in Africa; International level is desirable;
- ❖ Proven track record on similar studies in Africa. International level is desirable;
- ❖ Strong experience on the strategic advice on port development, hinterland transport development, port management and privatization in Africa; International level in desirable;
- ❖ Fluent in English and / or French. A working knowledge of the other language will be an asset.

**Section 5: Technical Proposal Submission Form**

{*Location, Date*}

To: {*Name and address of Client*}

Sir / Madam:

We, the undersigned, offer to provide the consulting services for {*Title of consulting services and Procurement Number*} in accordance with your Request for Proposals dated {*Date*} and our Proposal. We are hereby submitting our technical Proposal,

If negotiations are held during the period of validity of the Proposal, i.e., before {*Date*} we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorised Signature:  
Name and Title of Signatory:  
Name of Firm:  
Address:

**B. REFERENCES**

**Relevant Services Carried Out in the Last Five Years  
That Best Illustrate Qualifications**

Using the format below, provide information on each assignment for which your firm/entity, either individually as a corporate entity or as one of the major companies within an association, was legally contracted.

Assignment Name:		Country:
Location within Country:		Professional Staff Provided by Your Firm/Entity(profiles):
Name of Client:		No. of Staff:
Address:		No. of Staff-Months; Duration of Assignment:
Start Date (Month/Year):	Completion Date (Month/Year):	Approx. Value of Services (in Current US\$):
Name of Associated Consultants, If Any:		No. of Months of Professional Staff Provided by associated Consultants:
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:		
Narrative Description of Project:		
Description of Actual Services Provided by Your Staff:		

Firm's Name: \_\_\_\_\_

**C. COMMENTS AND SUGGESTIONS OF CONSULTANTS ON THE TERMS OF REFERENCE AND ON  
DATA, SERVICES, AND FACILITIES TO BE PROVIDED BY THE CLIENT**

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On the Terms of Reference:

- 1.
- 2.

On the data, services, and facilities to be provided by the Client:

- 1.
- 2.



**F. FORMAT OF CURRICULUM VITAE (CV)**

Proposed Position: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Name of Staff: \_\_\_\_\_

Profession: \_\_\_\_\_

Date of Birth: \_\_\_\_\_

Years with Firm/Entity: \_\_\_\_\_ Nationality: \_\_\_\_\_

Membership in Professional Societies: \_\_\_\_\_

\_\_\_\_\_

Detailed Tasks Assigned: \_\_\_\_\_

\_\_\_\_\_

**Key Qualifications:**

*{Give an outline of staff member's experience and training most pertinent to tasks on assignment. Describe degree of responsibility held by staff member on relevant previous assignments and give dates and locations. Use about half a page.}*

\_\_\_\_\_

**Education:**

*{Summarize college/university and other specialized education of staff member, giving names of schools, dates attended, and degrees obtained. Use about one quarter of a page.}*

\_\_\_\_\_

**Languages:**

*{For each language indicate proficiency: excellent, good, fair, or poor in speaking, reading, and writing.}*

\_\_\_\_\_

**Employment Record:**

*{Starting with present position, list in reverse order every employment held. List all positions held by staff member since graduation, giving dates, names of employing organizations, titles of positions held, and locations of assignments. For experience in last ten years, also give types of activities performed and client references, where appropriate. Use about two pages.}*

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**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience.

\_\_\_\_\_ Date: \_\_\_\_\_  
*{Signature of staff member and authorized representative of the firm} Day/Month/Year*

Full name of staff member: \_\_\_\_\_

Full name of authorised representative: \_\_\_\_\_

**Section 6: Financial Proposal - Standard Forms**

5A. Financial Proposal submission form.

5B. Summary of costs.

5C. Breakdown of price per activity.

5D. Reimbursable per activity.

5E. Miscellaneous expenses.

**5A. FINANCIAL PROPOSAL SUBMISSION FORM**

{Date}

To: {Name and address of Client}

Sir / Madam:

We, the undersigned, offer to provide the consulting services for {Title of consulting services and Procurement Number} in accordance with your Request for Proposals dated {Date} and our Proposal (Technical and Financial Proposals). Our attached Financial Proposal is for the sum of {Amount in words and figures}. This amount is exclusive of the local taxes which shall be identified during negotiations and shall be added to the above amount.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e., {Date}.

Commissions and gratuities, if any, paid or to be paid by us to agents relating to this Proposal and Contract execution, if we are awarded the Contract, are listed below:

Name and Address of Agents	Amount and Currency	Purpose of Commission or Gratuity
_____	_____	_____
_____	_____	_____
_____	_____	_____

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorised Signature:  
Name and Title of Signatory:  
Name of Firm:  
Address:

**5B. SUMMARY OF COSTS**

Cost Elements	Currency(ies) <sup>7</sup>	Amount(s)
Total Amount of Financial Proposal		<hr/>

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<sup>7</sup> Maximum of three currencies in addition to the Currency of the Country specified for performance of the Services.

**5C. BREAKDOWN OF PRICE PER ACTIVITY**

Activity No.: \_\_\_\_\_

Description: \_\_\_\_\_

Price Component	Currency(ies)	Amount(s)
Remuneration		
Reimbursables		
Miscellaneous Expenses		
Subtotal		<hr/>

**5D. REIMBURSABLE PER ACTIVITY**

Activity No: \_\_\_\_\_

Name of Activity: \_\_\_\_\_

Item No.	Description	Unit	Quantity	Currency	Unit Price	Total Amount
1.	International flights	Trip				
2.	Miscellaneous travel expenses	Trip				
3.	Subsistence allowance	Day				
4.	Local transportation costs <sup>8</sup>					
5.	Office rent/accommodation/ clerical assistance					
	Grand Total					_____

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<sup>8</sup> Local transportation costs are not included if local transportation is being made available by the Client. Similarly, in the project site, office rent/accommodations/clerical assistance costs are not to be included if being made available by the Client.

**5E. MISCELLANEOUS EXPENSES**

Activity No. \_\_\_\_\_

Activity Name: \_\_\_\_\_

Item No.	Description	Unit	Quantity	Currency	Unit Price	Total Amount
1.	Communication costs between _____ and _____					
2.						
3.	Drafting, reproduction of reports					
4.	Equipment: vehicles, computers, photocopiers, etc.					
5.	Software					
	Other (specify)					
	Grand Total					_____ _____