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## **REQUEST FOR PROPOSALS**

### **CONSULTANCY SERVICES FOR IMPLEMENTATION OF SAP BANK COMMUNICATION MANAGEMENT (BCM)**

**Procurement No: AUC/PBFA/C/003**

**April 2020**

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## SUPPLIERS CHECKLIST PRIOR TO SUBMISSION OF BID DOCUMENT

No	Description	Tick
1	Duly filled and signed <b>bid form together with Technical Proposal</b>	
2	Duly filled and signed Financial Proposal	
3	Bid validity (90 days)	
4	Read and understood the Terms Reference	
5	Read and understood the bid data (section 3)	
6	Attached copies of relevant Registration documents to the technical proposal	
7	Separate Envelope for Financial and Technical	
8	Financial proposal is Password protected	
9	Correct Procurement Number and Title	
10	CVs and Statements of Availability for the proposed experts	



## Section I: Letter of Invitation

29 April 2020

Dear Sirs,

**REF: REQUEST FOR PROPOSALS: CONSULTANCY SERVICES FOR IMPLEMENTATION OF SAP BANK COMMUNICATION MANAGEMENT (BCM); PROCUREMENT NUMBER AUC/PBFA/C/003**

1. The African Union Commission would like to engage the services of a consulting **Firm** for **Implementation of SAP Bank Communication Management**. 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** will be selected under the *Quality and Cost Based Selection Method* 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

Section 7. Standard Form of Contract

4. The **TECHNICAL** and **FINANCIAL** offers must be delivered in **TWO SEPARATE** documents to the address below. The Financial Proposal **must be password protected**.

5. The deadline for submission of proposals is 2 June 2020 at 1500hrs. Late bids will be rejected. The subject of the e-mail shall be the title of the procurement and the procurement number.

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)** with a copy to [Munhamoa@africa-union.org](mailto:Munhamoa@africa-union.org) (E-mail addresses are for Clarifications Only)

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7. Bidders must submit the following mandatory documents: (i) Certificate of incorporation (Company Registration); (ii) Trade Licence (SAP Certification for the firm) (iii) At Least 3 Contactable references for work done in the last 3 years and (iv) Company profile demonstrating at least 5 years experience (v) CVs of proposed Experts (vi) Statements of Availability for the proposed experts. These documents must be part of the Technical Proposal.

8. The address for deposit of bids is: **The Chairperson, Internal Procurement Commission, African Union Commission, [tender@africa-union.org](mailto:tender@africa-union.org)**

Yours sincerely,

**Head, Procurement, Travel and Stores Division**

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## 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*

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*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 firms 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

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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.

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actions of another party;

(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.

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

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- 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 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



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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

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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

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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.

<b>Evaluation of Technical Proposals</b>	<p>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.</p> <p>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.</p>
<b>Public Opening and Evaluation of Financial Proposals: Ranking (QCBS, Fixed-Budget, and Least-Cost Selection Methods Only)</b>	<p>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.</p> <p>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.</p> <p>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.</p> <p>5.8 In case of <b>QCBS</b>, the lowest priced Financial Proposal (Fm) will be given a financial score (Sf) of 100 points. The financial scores (Sf) of the other Financial Proposals will be computed as indicated in the Data Sheet. Proposals will be ranked according</p>

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to their combined technical ( $St$ ) and financial ( $Sf$ ) 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

$$S = St \times T\% + Sf \times P\%$$

- 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

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- 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 Implementation of SAP Bank Communication Management; AUC/PBFA/C/003**
- 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:  
**[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:  
  
                         Refer to the Terns of Reference
- ITC Clause 3.3(vi)    Reports that are required under the assignment shall be submitted **in English.**
- 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. The Financial proposal shall be password protected.**
- ITC Clause 4.4 The address for submission of proposals is: [tender@africa-union.org](mailto:tender@africa-union.org)
- ITC Clause 4.5 Proposals must be submitted no later than: **1500 hours on Friday 31 May 2019**
- 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:
- i. Specific Experience of the firm in providing similar services - **(10 Points)**
  - ii. Qualifications and Experience of proposed staff **(40 Points)**
    - a. **Expert 1 (15 points)**
      - Education - 2
      - SAP Certification in related field - 3
      - SAP Experience in Similar projects – 10
    - b. **Expert 2 (13 points)**
      - Education - 2
      - SAP Certification in related field - 3
      - SAP Experience in Similar projects – 8
    - c. **Expert 3 (12 Points)**
      - Education - 2
      - SAP Certification in related field - 3
      - SAP Experience in Similar projects – 7
  - ii. Methodology and Work Plan - **(45 Points)**
    - Technical approach methodology – 30 Marks
    - Work plan - 10 Marks
    - Organization and staffing – 5 Marks
  - iv. Firms from Africa - **(5 Points)**

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 exchange rates is: prevailing **UN** rate.

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

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

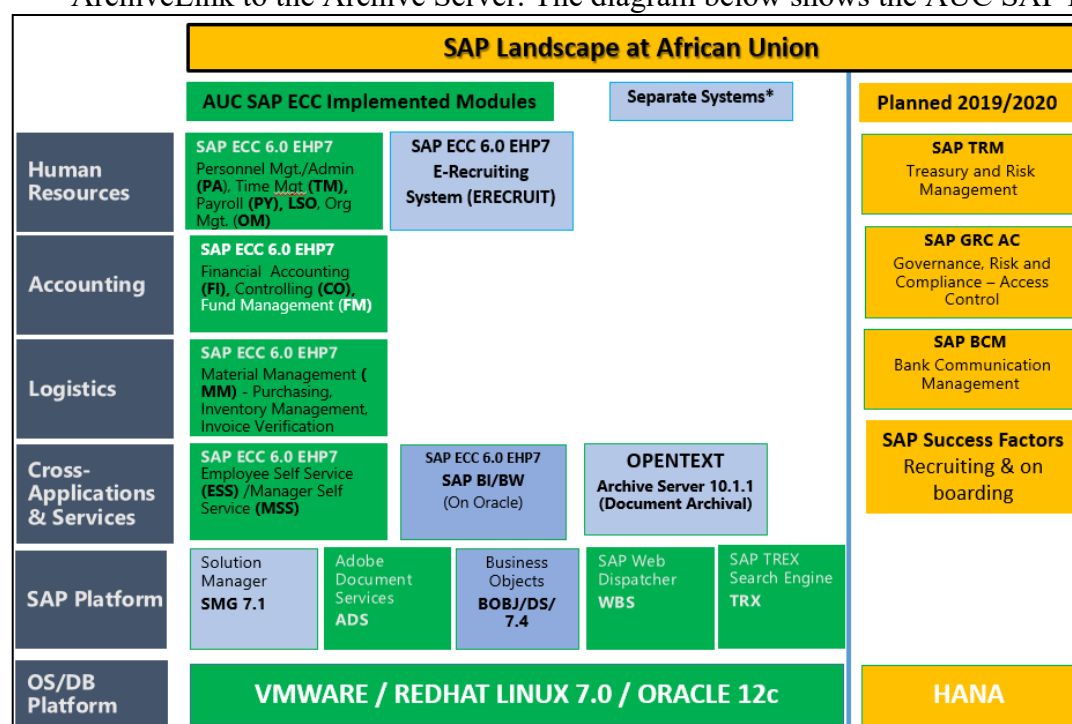
### 1. INTRODUCTION

The African Union (AU) was established as a unique Pan African continental body, charged with spearheading Africa's rapid integration and sustainable development by promoting unity, solidarity, cohesion and cooperation among the peoples of Africa and African States as well as developing a New Partnership worldwide. Its Headquarters is located in Addis Ababa, capital city of Ethiopia. The African Union Commission (AUC) is the secretariat of the AU and is the key organ playing a central role in the day-to-day management of the AU. The AU is funded from assessed contribution from the 55 Member states and funds from Institutional Partners for specific projects in line with its Strategic Plan and agreed priorities with the partners. Africa Union has been undergoing significant reforms for at least 5 years. Some of the reforms have largely affected Systems, Structure, Staffing and many other areas.

### 2. PROJECT BACKGROUND

Presently AUC runs SAP ERP ECC 6.0, Enhancement Package Level 7 (EHP7) system that consists of the following key modules;

- Financial and Controlling (FI/CO) including Fund Management.
- Human Resource (Payroll, Time management, Personnel Administration, Organization, Management, Learning Solution & Personnel Development)
- Material Management (Purchasing and Inventory Management)
- Travel Management
- Employee and Manager Self Service
- SAP E-Recruiting
- Electronic Document Workflows in above Modules
- SAP Business Warehouse ECC 6.0 EHP7 / SAP Business Objects 4.1
- Integrated with OpenText 10.1.1 Archive Server for Document Archival / The Services Starter Package Document Access with DocuLink. The SAP system is connected via ArchiveLink to the Archive Server. The diagram below shows the AUC SAP Landscape.



AUC has continuously carried out improvements in the ERP system by addition of new modules as well as customizations of existing functionality to suit its needs. So far the SAP ERP has been deployed to AUC Headquarters, five Organs and over forty Regional, Liaison and Pan African University offices. With the recent Decision of the Heads of State to roll out the alternative sources of funding for Africa Union, it has become imperative that SAP Bank Communication Management module be implemented and operationalized within the current SAP set up of the AUC. SAP Bank Communication Management is used to efficiently manage inbound (current day reports, prior day reports, payment file, and transaction level acknowledgements) and outbound (AR, HR, Treasury Payments) communications with banking partners. It provides additional capabilities such as payments batching, approval capabilities using standard workflow, digital signature and payment status tracking.

### **3. AUC CURRENT SAP ERP GAPS**

- i. Without BCM, the Disbursement Division of PBFA (FMD) is not able to merge payments from various payment runs using pre-configured rules and route them to existing signatories for their respective authorizations.
- ii. SAP users are not able to process and track file transaction level acknowledgements that banks provide.
- iii. Current system has no consolidated payment run reports
- iv. The current system is dependent on receipt of bank statements to track the status of payments that have been sent to the bank.
- v. It is not possible to import status messages from bank system into the current SAP system.
- vi. It is also not possible to see from a high level the status of bank statements received.
- vii. Bank reconciliation is partially automated i.e. cannot be directly uploaded from bank systems

### **4. MERITS OF IMPLEMENTING SAP BCM**

- i. The ability to merge payments from various runs using predefined rules and create batches that can be routed for approvals. There are many payment attributes (such as amount, payment origin, company code, payment methods, currency, house bank, and value date) that can be used to batch payments together. However, Payments from the SAP ERP HCM (Human Capital Management) module cannot be merged with payments from AP and Treasury. The ability to create rules for HR Payments originating from SAP HCM (Salary Transfers). The ability to approve payments before they are delivered to the bank. A payment batch can still be sent to the bank without approval, if approvals after the payment runs are not necessary. SAP Bank Communication Management provides functionality to have as many approvals as required using standard SAP workflow.
- ii. The ability to import both file- and transaction-level acknowledgments into the SAP system. Upon successful import of acknowledgments, the payment batch status is updated in the SAP system. The Batch and Payment Monitor (BNK\_MONI) in SAP Bank Communication Management shows all payments and their associated statuses.
- iii. The ability to set up custom alerts if a batch status is not updated as per the agreed upon time frame.

- iv. SAP Bank Communication Management's bank statement monitor gives Treasury and bank reconciliation users a quick view of the status of bank statements imported for the day. The report also notifies users of any bank statements missing for the day.
- v. Minimises incidences of fraud.
- vi. Increase the efficiency and automation of payment processing and payment reconciliation.
- vii. Payment exchanges between the SAP System and the Banks platform has to be done securely with support of industry standard encryption and digital signatures technologies.

## **5. OBJECTIVE OF THE SERVICE**

The objective of the assignment is to implement SAP Bank Communication Management module for all the banks of African Union Commission from end-to-end. The AUC currently uses 6 banks. AUC uses a wide range of payment types in a multiple currency set up. To achieve the stated objective, AUC wishes to engage the services of a competent consultant Firm to work with the Commission to implement and operationalize the usage of the BCM.

## **6. MANDATORY REQUIREMENTS**

### **FUNCTIONAL REQUIREMENTS**

The required SAP Bank Communication should be able to communicate with all banks through PI via SWIFT. The AU needs to implement BCM so to enable different levels of approval for outgoing payments using the Workflow Methodology. AUC will be expected to send payments to different approving authorities based on set approval limits. It is expected that payments approval will be moved from bank web applications to SAP ECC. As such, the following functionalities will be required with the envisaged implementation of BCM.

#### **I. Payment Approval**

With BCM, Payments will have to be sorted out in batches and each batch will be evaluated for release and will have dual control, triple control and automatic release among others. Batches of payments will also be evaluated based on the default currency if the payments in the batches consist of different currencies or different company codes. There should also be the option to generate an email to alert approvers of a pending Approval batch. It should also be possible to approve or reject a whole batch or each individual payment. It should be possible to carry out Batch monitoring so as to allow users to check the current status of each batch throughout its life cycle. This should include the ability to display the history of the status changes, the contents of the payment file, the approvers etc

#### **II. Payment Grouping**

Bank Communication is expected to allow payment grouping; this is where payments are classified according to several rules. All payments within AUC require dual approval.

#### **III. Payment Status Management**

This should allow the SAP system to receive status of payments report from banks for example if a payment is rejected by the bank the system should reflect this in the report. The Interface should provide increased payment flow transparency by providing an easy to use platform for status monitoring of payments and bank statements.

#### **IV. Bank Statement Monitor**

This application should allow the viewing of the processing status of bank accounts, seeing the processing status of bank reconciliation, displaying of serial number status and the reconciliation status. This is a critical dashboard for bank statement processing.

#### **V. Release Strategy**

This functionality under BCM allows for different rules to releasing payments for example automatic release (no approval). It allows the Treasurer to take action on original documents in case they have been rejected or resubmitted (postponed to another date) in the approval process. It also allows for automatic reversal (FBRA) in case of rejection (so it accommodates 2 activities namely rejection and resubmission).

#### **VI. Digital Signatures :**

SAP BCM has facility for digital signatures, when a signature is executed in SAP, the system copies the signatory name together with the local time according to the signatory's personal time zone on the signed document. As payment data is highly confidential, it must be encrypted using approved industry standard encryption technologies before being transmitted to the banking platforms.

#### **VII. Mobile Applications**

This will allow for the approval of payments on mobile devices

### **7. SCOPE OF SERVICES AND TASKS**

The expected scope of services and tasks will be as follows

- Establish High level requirements through stakeholders' consultations and come up with a project charter / Inception Report which should include the Project plan.
- Conduct Blueprint Sessions to collect and understand Business requirements.
- Implement SAP Bank Communication Management (BCM) module (End to end) based on the requirements as per signed off Blueprint.
- Ensure seamless integration to existing modules such as SAP FICO, Treasury and Liquidity and SAP HCM (Payroll).
- Implement including configuration of any required technical systems for SAP BCM and the corresponding Process Integration,
- Advise on technical requirements for the SWIFTNET infrastructure for transmission and receipt of messages from SWIFT parties.
- Transport the developed applications from the Development platform to the Quality Assurance platform in the SAP landscape.
- Preparation of Test scripts for Unit and Integration Testing.
- Lead Business users in Unit and Integration Testing.
- Preparation of User Guides, Test Scripts (Unit/Integration), Configuration and Technical documentation.
- Conduct and coordinate Super Users and business users training.
- Conduct and Lead / Guide Cut-over activities before Go-live of BCM functionality.
- Conduct Training / Knowledge transfer / Hand Over to the in-house SAP Technical Team.

## 8. DELIVERABLES FOR THE ASSIGNMENT

The deliverables for this engagement will include:

- a. Signed off Project Charter
- b. Signed off Business Blueprint (BB)
- c. Fully configured and working SAP Bank Communication Management (BCM) Functionality as per Business Requirements.
- d. Preparation and Provision of User Guides / Business Process Procedures.
- e. Signed off Test Scripts for Unit/Integration Testing.
- f. Signed off Training Attendance for Super Users and Business Users Training.
- g. Technical / Configuration documentation for the steps followed to setup BCM Functionality, Process Integration and workflows.
- h. List of transport requests for all changes done should be included in configuration document.
- i. Signed off for Knowledge Transfer/Hand Over to in-house SAP Technical Team.
- j. Implementation support / Go-live Support where necessary.

## 9. QUALIFICATIONS REQUIREMENTS OF THE CONSULTANT / FIRM

### 9.1. MANDATORY REQUIREMENTS OF THE FIRM

All respondents MUST:

- i. Be a certified SAP Partner or SAP preferred vendor with at least **10 years' general experience in implementing projects preferably in Africa.**
- ii. The firm should have completed at least **3 (Three) Projects in the public sector industry.**
- iii. The firm should have at least **(7 Seven) years' experience in Bank Communication Management (BCM) projects or related work.**
- iv. The firm should have completed at least **3 (Three) SAP BCM Projects in the last 5 years.**

### 9.2. KEY QUALIFICATIONS AND SKILLS

The desire of the African Union is to hire a competent firm with key professionals that have ample experience in implementing the functionality and services / tasks required. To perform the assignment, the following minimum personnel will be required: -

No	Position / Qualifications
Key Expert 1:	SAP BCM Functional Consultant
Qualification and Skills	<p>The BCM Senior Consultant will be the lead resource for the assignment and must possess the following minimum credentials and experience: -</p> <ul style="list-style-type: none"><li>• At least 7 (Seven) years' experience in SAP Finance related implementation projects, out of which <b>5 (Five) years should be on SAP BCM module implementation projects.</b></li><li>• Should have worked as SAP BCM Consultant on <b>at least 3 (Three) end to end SAP BCM Implementation projects</b> with SAP experienced resource to support their implementation of SAP Bank Communication Management (BCM), BCM Connector and SAP Integration Package for SWIFT (SIPS) messages exchange with banks via SWIFT Net.</li><li>• The BCM consultant should have good knowledge of Banking and Finance, Automatic Bank Statement Processing and SWIFT to SAP Automation.</li></ul>

	<ul style="list-style-type: none"> <li>• AT least 5 years' SAP Treasury and Risk Management experience.</li> <li>• At least 5 years' Experience in configuration of core Finance and Bank Accounting Implementations.</li> <li>• Experience in developing functional/technical specs for RICEFW items.</li> <li>• Experience in Configuration of BCM workflow</li> <li>• Good understanding of the integration of BCM, FICO and HCM(Payroll)</li> <li>• At least SAP FI/CO certification.</li> <li>• Integration knowledge with other SAP Modules</li> <li>• Should possess Project Management Skills.</li> <li>• Good communication / interpersonal skills.</li> </ul>
<b>Key Expert 2:</b>	<b>SAP BCM Technical Consultant ( ABAP/PI/PO)</b>
<b>Qualification and Skills</b>	<p>The BCM Technical Consultant will be the lead resource for the assignment and must possess the following minimum credentials and experience: -</p> <ul style="list-style-type: none"> <li>• At least <b>5+ (Five) years of ABAP development experience with 4+ years in SAP PO/PI/XI development and integration experience</b> with proof of active role in at least 3 projects implemented recently over the last 5 years. Experience in SAP BCM projects will be added advantage. 2+ years of hands-on Java development and integration.</li> <li>• Should be involved in at least <b>3 (Three) SAP PO/PI/XI implementation projects</b> at least on SAP BCM and SWIFT integration.</li> <li>• Should have worked in PI version 7.0 and above and handled interfaces of huge volumes and many interfaces.</li> <li>• Experience working on Interfaces using SOAP, IDOC, File, SFTP, JMS, ODATA, Proxy adapters along with PO configuration experience.</li> <li>• Experience in creating the Interfaces based on external Schemas includes XSD, cXML and WSDL.</li> <li>• Experience in Development of BCM and Finance related workflows</li> <li>• Ability to co-ordinate and interact with multiple teams.</li> <li>• Ability to help resolve complex technical issues.</li> <li>• Ensure compliance of coding standard to existing and new developments.</li> <li>• Experience in full life cycle implementation projects.</li> <li>• Good communication / interpersonal skills</li> </ul>
<b>Key Expert 3:</b>	<b>SAP BASIS Consultant</b>
<b>Qualifications and Skills</b>	<ul style="list-style-type: none"> <li>• <b>SAP Certified BASIS Consultant with at least 5 (Five) years' experience</b> in BASIS work including extensive use of Solution Manager.</li> <li>• Proven BASIS experience in at least <b>3 (Three) SAP projects with at least two SAP BCM and PI integration including SWIFT integration.</b></li> <li>• Should be well versed in SLD Administration, Transport Management using CTS+, NWA configuration, Alert Configuration.</li> <li>• SAP Basis experience on SAP Netweaver Portal PI Configuration,</li> <li>• Use of Solution Manager to create projects, document processes, set up test scenarios and generated test scripts, technical documentation among other solution manager functionalities.</li> <li>• Have completed at least 3 (Three) full cycle SAP ERP implementations preferably in Public Sector</li> <li>• Good communication / interpersonal skills</li> </ul>

### 9.3. EVALUATION AND QUALIFICATION CRITERIA

For evaluation of the expressions of interest the following criteria will be applied:

- i. Specific Experience of the firm in providing similar services - **(10 Points)**
- ii. Qualifications and Experience of proposed staff (Marks will be allocated based on educational, SAP Certification and Experience based on the related experience. - **(40 Points)**
  - b. Expert 1 - 15
  - c. Expert 2 – 13
  - d. Expert 3 – 12
- iii. Methodology and Work Plan - **(50 Points)**
  - e. Technical approach methodology – 30 Marks
  - f. Work plan - 15 Marks
  - g. Organization and staffing – 5 Marks
- v. Firms from Africa - **(5 Points)**

### 9.4. CLIENT’S INPUT AND REPORTING

The Consultant shall report to the Head, Financial Management Division (FMD) and shall closely collaborate with the designated responsible staff as determined by the Head FMD.

### 9.5. DURATION OF THE ASSIGNMENT AND RENUMERATION SCHEDULE

The duration of the assignment is estimated to be four Calendar Months. The payment schedule will be in accordance with the below schedule:

Item	Description of Deliverable	Breakdown of Payment
1	Inception Report / Signed Project Charter	10%
2	Submission and signed off the Blueprint document	20%
3	Submission of documentation for System Design; Training / User Guides; Testing/Unit and Integration Test Scripts; Final Preparation / Cut-over documents; Go-live / Configuration and Technical documents	50%
4	Knowledge Transfer, Trainings and submission of Final Report and Technical documents	20%



## 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**

---

On the Terms of Reference:

- 1.
- 2.

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

- 1.
- 2.

**4D. DESCRIPTION OF THE METHODOLOGY AND WORK PLAN FOR  
PERFORMING THE ASSIGNMENT**

---

**4E. TEAM COMPOSITION AND TASK ASSIGNMENTS**

<b>1. Technical/Managerial Staff</b>		
Name	Position	Task

<b>2. Support Staff</b>		
Name	Position	Task



---

## 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.}*

---

**Certification:**

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

\_\_\_\_\_  
*{Signature of staff member and authorized representative of the firm}*      Date: \_\_\_\_\_  
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>6</sup>	Amount(s)
Total Amount of Financial Proposal		<hr/>

---

<sup>6</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		_____

---

**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>7</sup>					
5.	Office rent/accommodation/ clerical assistance					
	Grand Total					_____

---

<sup>7</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 _____					
2.	and _____					
3.	Drafting, reproduction of reports					
4.	Equipment: vehicles, computers, photocopiers, etc.					
5.	Software					
	Other (specify)					
	Grand Total					_____ _____

## Section 7. Standard Form of Contract

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## 1. Form of Contract

### COMPLEX LUMP-SUM PAYMENT

This CONTRACT (hereinafter called the “Contract”) is made the *[day]* day of the month of *[month]*, *[year]*, between, on the one hand, *[name of client]* (hereinafter called the “Client”) and, on the other hand, *[name of consultants]* (hereinafter called the “Consultants”).

*[Note: If the Consultants consist of more than one entity, the above should be partially amended to read as follows: “...(hereinafter called the “Client”) and, on the other hand, a joint venture consisting of the following entities, each of which will be jointly and severally liable to the Client for all the Consultants’ obligations under this Contract, namely, [name of consultants] and [name of consultants] (hereinafter called the “Consultants”).]*

#### WHEREAS

- (a) the Client has requested the Consultants to provide certain consulting services as defined in the General Conditions of Contract attached to this Contract (hereinafter called the “Services”);
- (b) the Consultants, having represented to the Client that they have the required professional skills, and personnel and technical resources, have agreed to provide the Services on the terms and conditions set forth in this Contract;
- (c) the Client has received funding towards the cost of the Services and intends to apply a portion of this funding to eligible payments under this Contract;

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents attached hereto shall be deemed to form an integral part of this Contract:
  - (a) The Special Conditions of Contract;
  - (b) The General Conditions of Contract;
  - (c) The following Appendices: *[Note: If any of these Appendices are not used, the words “Not Used” should be inserted below next to the title of the Appendix and on the sheet attached hereto carrying the title of that Appendix.]*

Appendix A: Description of the Services  
Appendix B: Reporting Requirements  
Appendix C: Key Personnel and Sub-Consultants  
Appendix D: Breakdown of Contract Price in Foreign Currency  
Appendix E: Breakdown of Contract Price in Local Currency  
Appendix F: Services and Facilities Provided by the Client  
Appendix G: Form of Bank Guarantee for Advance Payments



2. The mutual rights and obligations of the Client and the Consultants shall be as set forth in the Contract, in particular:

- (a) The Consultants shall carry out the Services in accordance with the provisions of the Contract; and
- (b) the Client shall make payments to the Consultants in accordance with the provisions of the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

For and on behalf of *[name of client]*

---

*[Authorised Representative]*

For and on behalf of *[name of consultants]*

---

*[Authorised Representative]*

**[Note:** *If the Consultants consist of more than one entity, all these entities should appear as signatories, e.g., in the following manner:]*

For and on behalf of each of the Members of the Consultants

*[name of member]*

---

*[Authorised Representative]*

*[name of member]*

---

*[Authorised Representative]*

## 2. General Conditions of Contract

### 1. GENERAL PROVISIONS

**1.1 Definitions** Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

- (a) “Applicable Law” means International Law;
- (b) “Contract” means the Contract signed by the Parties, to which these General Conditions of Contract (GCC) are attached, together with all the documents listed in Clause 1 of such signed Contract;
- (c) “Contract Price” means the price to be paid for the performance of the Services, in accordance with GCC Clause 6;
- (d) “Country specified for performance of the Services” means the Country specified in the SCC;
- (e) “Effective Date” means the date on which this Contract comes into force and effect pursuant to GCC Clause 2.1;
- (f) “Foreign Currency” means any currency other than Currency of the Country specified for performance of the Services;
- (g) “GCC” means these General Conditions of Contract;
- (h) “Local Currency” means the Currency of the Country specified for performance of the Services;
- (i) “Member,” in case the Consultants consist of a joint venture of more than one entity, means any of these entities; “Members” means all these entities, and “Member in Charge” means the entity specified in the SCC to act on their behalf in exercising all the Consultants’ rights and obligations towards the Client under this Contract;
- (j) “Party” means the Client or the Consultants, as the case may be, and “Parties” means both of them;
- (k) “Personnel” means persons hired by the Consultants or by any Sub-Consultant as employees and assigned to the performance of the Services or any part thereof. “Foreign Personnel” means such persons who at the time of being so hired had their domicile outside the Country specified for the performance of the Services. “Local Personnel” means such persons who at the time of being so hired had their domicile within the Country

specified for performance of the Services. “Key Personnel” means the Personnel referred to in GCC Clause 4.2(a).

- (l) “SCC” means the Special Conditions of Contract by which the GCC may be amended or supplemented;
- (m) “Services” means the work to be performed by the Consultants pursuant to this Contract, as described in Appendix A hereto;
- (n) “Sub-Consultant” means any person or entity to whom/which the Consultants subcontract any part of the Services in accordance with the provisions of GCC Clauses 3.5 and 4.
- (o) “Third Party” means any person or entity other than the Client, the Consultants or a Sub-Consultant.

**1.2 Law Governing the Contract** This Contract, its meaning and interpretation, and the relation between the Parties shall be governed by the Applicable Law.

**1.3 Language** This Contract has been executed in the language specified in the SCC, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this Contract.

**1.4 Notices** Any notice, request, or consent made pursuant to this Contract shall be in writing and shall be deemed to have been made when delivered in person to an authorised representative of the Party to whom the communication is addressed, or when to such Party at the address specified in the SCC.

**1.5 Location** The Services shall be performed at such locations as are specified in Appendix A and, where the location of a particular task is not so specified, at such locations as the Client may approve.

**1.6 Authorised Representatives** Any action required or permitted to be taken, and any document required or permitted to be executed, under this Contract by the Client or the Consultants may be taken or executed by the officials specified in the SCC.

**1.7 Taxes & Duties**

**1.7.1 African Union Exemption from Taxes & Duties** The African Union and its organs are exempted from all direct taxes, and are exempted from customs duties in respect of articles imported or exported for its official use in conformity with the General Convention on Privileges and Immunities. Accordingly, the Consultant authorises the Commission of the African Union (AUC) to deduct from payments any amount representing such taxes or duties charged to the African Union by the Consultant. In the event

that any taxing authority refuses to accept the African Union's exemption from such taxes or duties, the Consultant shall immediately consult with the AUC.

**1.7.2 Consultant  
Obligations on  
Taxes &  
Duties**

A Consultant shall be responsible for obtaining exemption for the African Union of all such taxes, duties, license fees, and other impositions incurred within African Union Member States, unless otherwise agreed in writing by the AUC.

Consultants, Sub-Consultants, and their Personnel shall pay such other taxes, duties, fees, and other impositions as may be levied by the law of their domicile country.

**2. COMMENCEMENT, COMPLETION, MODIFICATION, AND TERMINATION OF CONTRACT**

**2.1  
Effectiveness  
of Contract**

This Contract shall come into force and effect on the date (the "Effective Date") of the Client's Letter of Acceptance instructing the Consultants to begin carrying out the Services. This notice shall confirm that the effectiveness conditions, if any, listed in the SCC have been met.

**2.2  
Commence  
ment of  
Services**

The Consultants shall begin carrying out the Services thirty (30) days after the date the Contract becomes effective, or at such other date as may be specified in the SCC.

**2.3 Expiration  
of Contract**

Unless terminated earlier pursuant to Clause 2.6, this Contract shall terminate at the end of such time period after the Effective Date as is specified in the SCC.

**2.4  
Modification**

Modification of the terms and conditions of this Contract, including any modification of the scope of the Services or of the Contract Price, may only be made by written agreement between the Parties.

**2.5 Force  
Majeure**

**2.5.1 Definition**

- (a) For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Party and which makes a Party's performance of its obligations under the Contract impossible or so impractical as to be considered impossible under the circumstances. Force Majeure includes, but is not limited to, war,

riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial action (except where such strikes, lockouts or other industrial action are within the power of the Party invoking Force Majeure to prevent), confiscation or any other action by government agencies.

(b) Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's Sub-Consultants or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both: (a) take into account at the time of the conclusion of this Contract; and (b) avoid or overcome in the carrying out of its obligations under this Contract.

(c) Force Majeure shall not include insufficiency of funds or failure to make any payment required under the Contract.

### **2.5.2 No Breach of Contract**

The failure of a Party to fulfill any of its obligations under the contract shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event: (a) has taken all reasonable precautions, due care and reasonable alternative measures in order to carry out the terms and conditions of this Contract; and (b) has informed the other Party as soon as possible about the occurrence of such an event.

### **2.5.3 Extension of Time**

Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

### **2.5.4 Payments**

During the period of their inability to perform the Services as a result of an event of Force Majeure, the Consultants shall be entitled to continue to be paid under the terms of this Contract, as well as to be reimbursed for additional costs reasonably and necessarily incurred by them during such period for the purposes of the Services and in reactivating the Service after the end of such period.

## **2.6 Termination**

**2.6.1 By the Client** The Client may terminate this Contract, by not less than thirty (30) days' written notice of termination to the Consultants, to be given after the occurrence of any of the events specified in paragraphs (a) through (d) of this GCC Clause 2.6.1 and sixty (60) days' in the case of the event referred to in (e):

- (a) if the Consultants do not remedy a failure in the performance of their obligations under the Contract, within thirty (30) days after being notified or within any further period as the Client may have subsequently approved in writing;
- (b) if the Consultants become insolvent or bankrupt;
- (c) if, as the result of Force Majeure, the Consultants are unable to perform a material portion of the Services for a period of not less than sixty (60) days;
- (d) if the Consultant, in the judgment of the Client has engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for or in executing the Contract.  
For the purpose of this clause:

“corrupt practice”<sup>8</sup> is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;

“fraudulent practice”<sup>9</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;

“collusive practice”<sup>10</sup> is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;

“coercive practice”<sup>11</sup> is impairing or harming or threatening to impair or harm, directly or indirectly, any

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<sup>8</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>9</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>10</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.

<sup>11</sup> a “party” refers to any participant in the procurement process or contract execution.

party or the property of the party to influence improperly the actions of a party;

“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;

- (e) if the Client, in its sole discretion, decides to terminate this Contract.

### **2.6.2 By the Consultants**

The Consultants may terminate this Contract, by not less than thirty (30) days’ written notice to the Client, such notice to be given after the occurrence of any of the events specified in paragraphs (a) and (b) of this GCC Clause 2.6.2:

- (a) if the Client fails to pay any monies due to the Consultants pursuant to this Contract and not subject to dispute pursuant to GCC Clause 7 within forty-five (45) days after receiving written notice from the Consultants that such payment is overdue; or
- (b) if, as the result of Force Majeure, the Consultants are unable to perform a material portion of the Services for a period of not less than sixty (60) days.

### **2.6.3 Payment upon Termination**

Upon termination of this Contract pursuant to GCC Clauses 2.6.1 or 2.6.2, the Client shall make the following payments to the Consultants:

- (a) remuneration pursuant to GCC Clause 6 for Services satisfactorily performed prior to the effective date of termination;
- (b) except in the case of termination pursuant to paragraphs (a) and (b) of GCC Clause 2.6.1, reimbursement of any reasonable cost incident to the prompt and orderly termination of the Contract, including the cost of the return travel of the Personnel and their eligible dependents.

### **2.7 Entire Agreement**

This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth within the Contract or written modifications thereto pursuant to

GCC Clause 2.4.

### 3. OBLIGATIONS OF THE CONSULTANTS

#### 3.1 General

##### **3.1.1 Standard of Performance**

The Consultants shall perform the Services and carry out their obligations with all due diligence, efficiency, and economy, in accordance with generally accepted professional techniques and practices, and shall observe sound management practices, and employ appropriate advanced technology and safe methods. The Consultants shall always act, in respect of any matter relating to this Contract or to the Services, as faithful advisers to the Client, and shall at all times support and safeguard the Client's legitimate interests in any dealings with Sub-Consultants or Third Parties.

#### 3.2 Conflict of Interests

##### **3.2.1 Consultants Not to Benefit from Commissions, Discounts, etc.**

The remuneration of the Consultants pursuant to GCC Clause 6 shall constitute the Consultants' sole remuneration in connection with this Contract or the Services, and the Consultants shall not accept for their own benefit any trade commission, discount, or similar payment in connection with activities pursuant to this Contract or to the Services or in the discharge of their obligations under the Contract, and the Consultants shall use their best efforts to ensure that the Personnel, any Sub-Consultants, and agents of either of them similarly shall not receive any such additional remuneration.

##### **3.2.2 Compliance with Procurement Rules**

If the Consultants, as part of the Services, have the responsibility of advising the Client on the procurement of goods, works or services, the Consultants shall comply with the African Union procurement regulations and at all times exercise such responsibility in the best interest of the Client. Any discounts or commissions obtained by the Consultants in the exercise of such procurement responsibility shall be for the account of the Client.



**3.2.3 Consultants  
and Affiliates  
Not to be  
Otherwise  
Interested in  
Project**

The Consultants agree that, during the term of this Contract and after its termination, the Consultants and their affiliates, as well as any Sub-Consultant and any of its affiliates, shall be disqualified from providing goods, works, or services (other than the Services and any continuation thereof) for any project resulting from or closely related to the Services.

**3.2.4 Prohibition  
of Conflicting  
Activities**

Neither the Consultants nor their Sub-Consultants nor the Personnel shall engage, either directly or indirectly, in any of the following activities:

- (a) during the term of this Contract, any business or professional activities in the Country specified for performance of the Services which would conflict with the activities assigned to them under this Contract; or
- (b) after the termination of this Contract, such other activities as may be specified in the SCC.

**3.3  
Confidentiality**

The Consultants, their Sub-Consultants, and the Personnel of either of them shall not, either during the term or within two (2) years after the expiration of this Contract, disclose any proprietary or confidential information relating to the Project, the Services, this Contract, or the Client's business or operations without the prior written consent of the Client.

**3.4 Insurance  
to be Taken  
Out by the  
Consultants**

The Consultants (a) shall take out and maintain, and shall cause any Sub-Consultants to take out and maintain, at their own cost but on terms and conditions approved by the Client, insurance against the risks, and for the coverage, specified in the SCC; and (b) at the Client's request, shall provide evidence to the Client showing that such insurance has been taken out and maintained and that the current premiums have been paid.

**3.5 Consultants'  
Actions  
Requiring  
Client's Prior  
Approval**

The Consultants shall obtain the Client's prior approval in writing before taking any of the following actions:

- (a) entering into a sub-contract for the performance of any part of the Services,
- (b) appointing such members of the Personnel not listed by name in Appendix C ("Key Personnel and Sub-Consultants"), and
- (c) any other action that may be specified in the SCC.

**3.6 Reporting  
Obligations**

The Consultants shall submit to the Client the reports and documents and software specified in Appendix B in the form, in the numbers, and within the periods set forth in the said Appendix.

**3.7 Documents**

All plans, drawings, specifications, designs, reports, other documents and software submitted by the Consultants in accordance

**Prepared by  
the  
Consultants to  
Be the  
Property of the  
Client**

with Clause 3.6 shall become and remain the property of the Client, and the Consultants shall, not later than upon termination or expiration of this Contract, deliver all such documents and software to the Client, together with a detailed inventory thereof. The Consultants may retain a copy of such documents and software. Restrictions about the future use of these documents, if any, shall be specified in the SCC.

#### **4. CONSULTANTS' PERSONNEL**

##### **4.1 Description of Personnel**

The titles, agreed job descriptions, minimum qualifications, and estimated periods of engagement in the carrying out of the Services of the Consultants' Key Personnel are described in Appendix C. The Key Personnel and Sub-Consultants listed by title as well as by name in Appendix C are hereby approved by the Client.

##### **4.2 Removal and/or Replacement of Personnel**

- (a) Except as the Client may otherwise agree, no changes shall be made in the Key Personnel. If, for any reason beyond the reasonable control of the Consultants, it becomes necessary to replace any of the Key Personnel, the Consultants shall provide as a replacement a person of equivalent or better qualifications.
- (b) If the Client finds that any of the Personnel have (i) committed serious misconduct or have been charged with having committed a criminal action, or (ii) has reasonable cause to be dissatisfied with the performance of any of the Personnel, then the Consultants shall, at the Client's written request specifying the grounds thereof, provide as a replacement a person with qualifications and experience acceptable to the Client.
- (c) The Consultants shall have no claim for additional costs arising out of or incidental to any removal and/or replacement of Personnel.

#### **5. OBLIGATIONS OF THE CLIENT**

##### **5.1 Assistance and Exemptions**

Unless otherwise specified in the SCC, the Client shall use its best efforts to ensure that the African Union Commission shall:

- (a) provide the Consultants, Sub-Consultants and Personnel with work permits and such other documents as shall be necessary to enable the Consultants, Sub-Consultants or Personnel to perform the Services;
- (b) arrange for the Personnel and, if appropriate, their eligible dependents to be provided promptly with all necessary entry and exit visas, residence permits, exchange permits and any other documents required for their stay in the Country specified for

performance of the Services;

- (c) facilitate prompt clearance through customs of any property required for the Services and of the personal effects of the Personnel and their eligible dependents;
- (d) issue to officials, agents and representatives of the African Union Commission all such instructions as may be necessary or appropriate for the prompt and effective implementation of the Services;
- (e) exempt the Consultants and the Personnel and any Sub-Consultants employed by the Consultants for the Services from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a corporate entity according to the Laws of the Country specified for performance of the Services;
- (f) grant to the Consultants, any Sub-Consultants and their Personnel the privilege, pursuant to the Applicable Law, of bringing into the Country specified for performance of the Services reasonable amounts of foreign currency for the purposes of the Services or for the personal use of the Personnel and their dependents, and of withdrawing any such amounts as may be earned therein by the Personnel in the execution of the Services

**5.2**  
**Modification of Contract Sum**

If, after the date of this Contract, there is any change with respect to a failure by the Client to gain exemption from taxes and duties which increases the cost of the services rendered by the Consultants, then the remuneration and reimbursable expenses otherwise payable to the Consultants under this Contract shall be increased accordingly by agreement between the Parties, and corresponding adjustments shall be made to the ceiling amounts referred to in GCC Clauses 6.1 and 6.2.

**5.3 Services**

The Client shall make available to the Consultants, free of any charge, the Services and Facilities listed under Appendix F.

**and  
Facilities**

**6. PAYMENTS TO THE CONSULTANTS**

**6.1 Lump-Sum  
Remuneration**

The Consultant's total remuneration shall not exceed the Contract Price and shall be a fixed lump-sum including all staff costs, Sub-Consultants' costs, printing, communications, travel, accommodation, and the like, and all other costs incurred by the Consultant in carrying out the Services described in Appendix A. Except as provided in GCC Clause 5.2, the Contract Price may only be increased above the amounts stated in GCC Clause 6.2 if the Parties have agreed to additional payments in accordance with GCC Clause 2.4.

**6.2 Contract  
Price**

(a) The price payable in foreign currency is set forth in the SCC.

(b) The price payable in local currency is set forth in the SCC.

**6.3 Payment  
for  
Additional  
Services**

For the purpose of determining the remuneration due for additional services as may be agreed under Clause 2.4, a breakdown of the lump-sum price is provided in Appendices D and E.

**6.4 Terms  
and  
Conditions of  
Payment**

Payments will be made to the account of the Consultants and according to the payment schedule stated in the SCC. Unless otherwise stated in the SCC, the first payment shall be an advance payment made against the provision by the Consultants of a bank guarantee for the same amount, and shall be valid for the period stated in the SCC. Any other payment shall be made after the conditions listed in the SCC for such payment have been met, and the Consultants have submitted an invoice to the Client specifying the amount due.

**6.5 Interest  
on Delayed  
Payments**

If the Client has delayed payments beyond ninety (90) days after receipt by the Client, interest shall be paid to the Consultants for each day of delay at the rate stated in the SCC.

**7. SETTLEMENT OF DISPUTES**

**7.1 Amicable  
Settlement**

The Parties shall use their best efforts to settle amicably all disputes arising out of or in connection with this Contract or its interpretation.

**7.2 Dispute**

Any dispute between the Parties as to matters arising pursuant to this Contract that cannot be settled amicably within thirty (30) days after

**Settlement** receipt by one Party of the other Party's request for such amicable settlement may be submitted by either Party for settlement in accordance with the provisions specified in the SCC.



### 3. Special Conditions of Contract

Number of GCC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
<b>GCC Clause 1.1 (d)</b>	The Country specified for performance of the Services is:
<b>GCC Clause 1.3</b>	The language of the contract is English
<b>GCC Clause 1.4</b>	<p>The addresses for notices are:</p> <p>Client: _____</p> <p>Attention: _____</p> <p>e-mail: _____</p> <p>Facsimile: _____</p> <p>Consultants: _____</p> <p>Attention: _____</p> <p>e-mail: _____</p> <p>Facsimile: _____</p>
<b>GCC Clause 1.6</b>	<p>The Authorised Representatives are:</p> <p>For the Client: _____</p> <p>For the Consultants: _____</p>
<b>GCC Clause 1.7</b>	<p>The Client warrants that the Consultants, the Sub-Consultants and the Personnel shall be exempt from any local taxes, duties, fees, levies and other impositions imposed within the Country specified for performance of the Services on the Consultants, the Sub-Consultants and the Personnel in respect of:</p> <p>(a) any payments whatsoever made to the Consultants, Sub-Consultants and the Personnel (other than nationals or permanent residents of the Country specified for performance of the Services), in connection with the carrying out of the Services;</p> <p>(b) any equipment, materials and supplies brought into the Country specified for performance of the Services by the Consultants or Sub-Consultants for the purpose of carrying out the Services and</p>

which, after having been brought into the country, will be subsequently withdrawn therefrom by them;

- (c) any equipment imported for the purpose of carrying out the Services and paid for out of funds provided by the Client and which is treated as property of the Client;
- (d) any property brought into the Country specified for performance of the Services by the Consultants, any Sub-Consultants or the Personnel (other than nationals or permanent residents of the Country specified for performance of the Services), or the eligible dependents of such Personnel for their personal use and which will subsequently be withdrawn therefrom by them upon their respective departure from the Country specified for performance of the Services, provided that:
  - (1) the Consultants, Sub-Consultants and Personnel, and their eligible dependents, shall follow the usual customs procedures in importing property into the Country specified for performance of the Services; and
  - (2) if the Consultants, Sub-Consultants or Personnel, or their eligible dependents, do not withdraw but dispose of any property in the Country specified for performance of the Services upon which customs duties and taxes have been exempted, the Consultants, Sub-Consultants or Personnel, as the case may be, shall bear such customs duties and taxes in conformity with the regulations of the Country specified for the performance of the Services.

*[The issue of local taxes and duties must be discussed and agreed during negotiation in respect of whether the Consultants should have to pay levies of this kind, or should be exempted from any such levies.]*

**GCC Clause 2.1** The effectiveness of the Contract is subject to the following conditions:  
*[List any conditions of effectiveness of the Contract. If there are no effectiveness conditions, delete this Clause SCC 2.1 from the SCC.]*

**GCC Clause 2.3** The time period for expiration of the Contract shall be *[length of time]* or such other time period as the parties may agree in writing.

**GCC Clause 3.4** The risks and insurance coverage shall be:

- (a) Third Party motor vehicle liability insurance in respect of motor vehicles operated in the Country specified for performance of the Services by the Consultants or their Personnel or any Sub-Consultants or their Personnel, with a minimum coverage of *[amount]*;



- (b) Third Party liability insurance, with a minimum coverage of *[amount]*;
- (c) professional liability insurance, with a minimum coverage of *[amount]*;
- (d) employer's liability and workers' compensation insurance in respect of the Personnel of the Consultants and of any Sub-Consultant, in accordance with the relevant provisions of the Applicable Law, as well as, with respect to such Personnel, any such life, health, accident, travel or other insurance as may be appropriate; and
- (e) insurance against loss of or damage to
  - (i) equipment purchased in whole or in part with funds provided under this Contract, (ii) the Consultants' property used in the performance of the Services, and (iii) any documents prepared by the Consultants in the performance of the Services.

**GCC Clause 6.2(a)**      The amount in foreign currency or currencies is *[insert amount]*.

**GCC Clause 6.2(b)**      The amount in Local Currency is *[insert amount]*.

**GCC Clause 6.4**      The bank accounts are:

for foreign currency: *[insert account]*

for local currency: *[insert account]*

Payments shall be made according to the following schedule:

*[Insert the payment schedule and conditions specifically drafted for this contract.]*

Payments shall be made within *[number]* days of receipt of the invoice and the relevant documents specified in Clause 6.4 and within *[number]* days in the case of the final payment.

**GCC Clause 6.5**      The annual interest rate is *[percentage]*.

**GCC Clause 7.2**      Settlement of Disputes:

*[Note: (a) should always be retained for a Contract with a foreign Supplier (b) is an alternative that may be substituted for a Contract with a Consultant who is a National of the Country specified for the performance of the Services:]*

***[Example Clauses:]***

**(a) Contract with a foreign Supplier:**

Any dispute, controversy or claim arising out of or relating to this Contract, or breach, termination or invalidity thereof, shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules as at present in force.

**(b) Contracts with Consultant firm that is national of the Country specified for performance of the Services:**

In the case of a dispute between the Client and a Consultant who is a national of the Country specified for performance of the Services, any dispute shall be settled in accordance with arbitration procedures as agreed between the parties during contract negotiations.

*[The arbitration procedures that will apply should be agreed during contract negotiations, and only applicable clauses should be retained in the SCC.]*

In any arbitration proceeding hereunder:

- (a) unless otherwise agreed by the Parties, proceedings shall be held in *[location]*;
- (b) the English language shall be the official language for all purposes, with interpretation to other AU working languages when necessary; and
- (c) the decision of the sole arbitrator or of a majority of the arbitrators (or of the third arbitrator if there is no such majority) shall be final and binding.

## 4. Appendices

### APPENDIX A—DESCRIPTION OF THE SERVICES

*[Give detailed descriptions of the Services to be provided, dates for completion of various tasks, place of performance for different tasks, specific tasks to be approved by the Client, etc.]*

### APPENDIX B—REPORTING REQUIREMENTS

*[List format, frequency, and contents of reports; persons to receive them; dates of submission; etc. If no reports are to be submitted, state here “Not applicable.”]*

### APPENDIX C—KEY PERSONNEL AND SUB-CONSULTANTS

- [List under:*
- C-1 Titles [and names, if already available], detailed job descriptions and minimum qualifications of foreign Personnel to be assigned to work in the Country specified for performance of the Services, and staff-months for each.*
  - C-2 Same as C-1 for Key foreign Personnel to be assigned to work outside the Country specified for performance of the Services.*
  - C-3 Same information as C-1 for Key local Personnel.]*
  - C-4 List of approved Sub-Consultants (if already available); same information with respect to their Personnel as in C-1 or C-2.*

### APPENDIX D—BREAKDOWN OF CONTRACT PRICE IN FOREIGN CURRENCY

*[List here the elements of cost used to arrive at the breakdown of the lump-sum price—foreign currency portion:*

- 1. Monthly rates for Personnel (Key Personnel and other Personnel).*
- 2. Reimbursable expenditures.*

*This appendix will exclusively be used for determining remuneration for any additional services.]*

**APPENDIX E—BREAKDOWN OF CONTRACT PRICE IN LOCAL CURRENCY**

*[List here the elements of cost used to arrive at the breakdown of the lump-sum price—local currency portion:]*

1. *Monthly rates for Personnel (Key Personnel and other Personnel).*
2. *Reimbursable expenditures.*

*This appendix will exclusively be used for determining remuneration for additional services.]*

**APPENDIX F—SERVICES AND FACILITIES PROVIDED BY THE CLIENT**

*[List Services, facilities, property and counterpart personnel to be made available to the Consultants by the Client.]*

## APPENDIX G—FORM OF BANK GUARANTEE FOR ADVANCE PAYMENTS

*[Note: See Clause GCC 6.4. The Client should insert here an acceptable form of a bank guarantee. An example is set forth below.]*

TO:    {*Name and Address of Client*}  
       {*Name of Contract for Consultants' Services*}

Sir / Madam:

In accordance with the provisions of Clause GCC 6.4) of the above-mentioned Contract (hereinafter called “the Contract”), {*name and address of Consultant*} (hereinafter called “the Consultants”) shall deposit with {*name of Client*} a bank guarantee to guarantee their proper and faithful performance under the said provisions of the Contract in an amount of {*amount of Guarantee*}, {*amount of Guarantee in words*}.<sup>3</sup>

We, the {*bank or financial institution*}, as instructed by the Consultants, agree unconditionally and irrevocably to guarantee as primary obligor and not as Surety merely, the payment to {*name of Client*} on his first demand without whatsoever right of objection on our part and without his first claim to the Consultants, in the amount not exceeding {*amount of Guarantee*}, {*amount of Guarantee in words*}.

We further agree that no change or addition to or other modification of the terms of the Contract which may be made between {*name of Client*} and the Consultants, shall in any way release us from any liability under this guarantee, and we hereby waive notice of any such change, addition or modification.

This guarantee shall remain valid and in full effect from the date of the advance payment under the Contract until [*state conditionality for discharge of the bank guarantee as indicated in GCC Clause 6.4 and the SCC*].

Yours truly,

---

Name, Signature and Seal

---

Name of Bank/Financial Institution

---

Address

---

Date

---

<sup>3</sup> An amount is to be inserted by the bank or financial institution as specified in SCC Clause GCC 6.4.