



AFRICAN PEER REVIEW MECHANISM

REQUEST FOR PROPOSAL

**FOR THE PROVISION OF FUNDRAISING SERVICES
AND MANAGING THE IMPLEMENTATION OF THE
15TH ANNIVERSARY CELEBRATIONS OF THE APRM**

Procurement Number: 1/APRM/COMM/05/17

August 2013

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Bid submission check list to establish Qualification of Bidders

No	Description	tick
1	Duly filled Technical Proposal in format under section 4 and guidelines in section 6 on Terms of Reference	
2	Duly filled Financial Proposal in format under section 5 and guidelines in section 6 on Terms of reference	
3	Read and understood the Terms of Reference (section 6) and Bid data under Section 3	
4	Bid validity (60 days)	

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5	Attached relevant and Mandatory documents	
	I. Certificate of incorporation	
	II. Valid trading license	
	III. VAT Registration certificate (If Applicable) and TAX Clearance certificate	
	IV. Audited Financial statements (last three years)	
	V. Company Profile	
6	Submitted ONE original and SIX copies of each Offer in separate envelopes, (please Note that the technical and Financial Proposal should be in separate envelopes)	



African Peer Review Mechanism Secretariat (APRM)
P.O. Box 1234, Halfway House • Midrand 1685, South Africa.

Physical Address:

230 15th Rd, 1st Floor, Randjespark, Midrand
Tel: +27 (0) 11 256 3401 • Fax: +27 (0) 11 256 3456 • Website: www.aprm-au.org



LETTER OF INVITATION

Dear Prospective Bidder,

The African Peer Review Mechanism (APRM) is a Specialised Agency of the African Union and the continent's self-monitoring and peer review tool for the promoting good governance. Launched in 2003, the Mechanism is acceded to voluntarily by African states and exists to create a platform for reviewed states to improve constitutionalism and policy formulation, adoption and implementation. The mechanism establishes best practices and supports member states in monitoring compliance with established African Union standards and principles. These practices and standards are catalysts for transformative leadership needed to achieve political stability, high economic growth, sustainable development and accelerated sub-regional and continental integration. The peer review processes provide a high level platform for experience sharing and promotion of successful best practices including identifying deficiencies and assessing requirements for national capacity building.

The mechanism thus works to ensure that national policies and practices conform to the agreed political, economic, corporate governance and socio-economic values, codes and standards contained in the Declaration on Democracy, Political, Economic and Corporate Governance; and the African Charter on Democracy, Elections and Governance, as well as other relevant treaties, conventions and instruments adopted by Participating States whether

Section 2. Information to Consultants

through the African Union or through other international platforms.” (APRM Statue, 2016: 7).

To date, thirty-five Member States of the African Union have voluntarily acceded to the Mechanism.

1.1. The African Peer Review Mechanism (APRM) now invites proposals from competent, well qualified and experienced firms that can support the APRM Secretariat to raise funds and to manage the implementation of these 15th anniversary celebrations.

1.2. **Firms must be able to raise up to an estimated amount of USD 1 million for APRM.**

Bidders are required to provide, but not limited to the following:

- **Valid registration documents,**
- **Submission of a technical and financial proposal in the format provided in the bid document. (Technical and financial offers must be in two separate sealed envelopes)**
- **Where bidders are bidding as a joint venture, a joint venture agreement or Memorandum of understanding is required. It should be clearly indicated who the lead bidder is.**

The deadline **for submission of bids is 30 May 2017 at 15.30hrs RSA time.** Technical bids shall be opened on **31 May 2017 at 15.30hrs RSA time** in the presence of bidders or bidders’ Representatives who choose to attend, at the African Peer Review Mechanism

Premises, 230, 15th Rd First Floor, Randjespark, in the APRM boardroom.

This is a TWO ENVELOPE BIDDING PROCESS. The technical and financial offers should be in two separate envelopes which must be sealed. Envelopes MUST be clearly marked with the Title and procurement number. Late bids will be rejected and returned unopened to bidders.

More details on the services are provided in the attached Terms of Reference.

A firm will be selected under *Quality and cost Based Selection Method* and procedures described in this RFP.

The RFP includes the following documents:

- Section 1 - Letter of Invitation
- Section 2 - Information to Bidders
- Section 3 – Data Sheet
- Section 4 - Technical Proposal - Standard Forms
- Section 5- Financial Proposal – Standard Forms
- Section 6- Terms of Reference, Deliverables and Time Frame

The bid is open to all eligible firms from AU/UN affiliated countries.

Yours sincerely,

Ag. Head of Procurement, APRM Secretariat

Section 2 Information to Bidders

Section 2. Information to Consultants

1. Introduction

- 1.1 The Client named in the Data Sheet will select a firm from those listed in the Letter of Invitation, in accordance with the method of selection specified in the Data Sheet.
- 1.2 The bidders are invited to submit a Technical Proposal and a financial proposal, as specified in the Data Sheet for 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 bidder under each phase must be to the Client's satisfaction before work begins on the next phase.
- 1.4 The Bidders must familiarise themselves with local (African) conditions and take them into account in preparing their proposals. To obtain first-hand information on the assignment and on the local conditions, Bidders 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. Bidders 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. Bidders should ensure that these officials are advised of the visit in adequate time to allow them to make appropriate arrangements.
- 1.5 The Client will provide the inputs specified in the Data Sheet, assist the firm in obtaining requirements needed to carry out the services, and make available relevant project data and reports.
- 1.6 Note that: (i) the costs of preparing the proposal and of negotiating the contract, including a visit to the Client, are not reimbursable as a direct cost of the assignment; and (ii) the Client is not bound to accept any of the proposals submitted.
- 1.7 African Peer Review Mechanism requires Bidders 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. Bidders 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.
 - 1.7.1 Without limitation on the generality of this rule, Bidders shall not be hired under the circumstances set forth below:
 - (a) Conflict between contracting activities and procurement of goods, works or services: A firm that has been

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engaged to provide goods, works, or services for a project, and each of its affiliates, shall be disqualified from providing consulting services related to those goods, works or services. Conversely, a firm hired to provide consulting services for the preparation or implementation of a project, and each of its affiliates, shall be disqualified from subsequently providing goods, works or services resulting from or directly related to the firm's contracting services for such preparation or implementation (other than a continuation of the firms earlier consulting services for the same project).

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

(c) Relationship with APRM staff: Bidders (including their personnel and sub-Bidders) that have a business or family relationship with a member of APRM 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.

1.7.2 As indicated in paragraph 1.7.1 (a) above, Bidders may be hired for downstream work, when continuity is essential, in which case this possibility shall be indicated in the Data Sheet and the factors used for the selection of the consultant should take the likelihood of continuation into account. It will be the exclusive decision of the Client whether or not to have the downstream assignment carried out, and if it is carried out, which consultant will be hired for the purpose.

1.7.3 In the event of 1.7.2. and in order to ensure fairness and transparency in the selection process, it is required that Bidders or their affiliates competing for a specific assignment do not derive a competitive advantage from having provided consulting services related to the assignment in question. To that end, all information that would in that respect give a consultant a competitive advantage shall be made available to all the short-listed Bidders together with the request for proposals.

Section 2. Information to Consultants

1.8 The African Peer Review Mechanism requires that Officers of the APRM, as well as Bidders/ Suppliers/ Contractors/ observe the highest standard of ethics during the procurement and execution of such contracts.¹ 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”² 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”³ 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”⁴ is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;
 - (iv) “coercive practice”⁵ 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 Peer Review Mechanism (APRM) 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 APRM financed contract.

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- 1.9 Bidders shall not be under a declaration of ineligibility for corrupt, fraudulent, collusive, coercive or obstructive practices issued by the AUC in accordance with the above sub-paragraph 1.8.
- 1.10
- 1.11 Bidders shall be aware of the provisions on fraud and corruption stated in the Standard Contract under the clauses indicated in the Data Sheet.
- 2. Clarification and Amendment of RFP Documents**
- 2.1 Bidders 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 Bidders who intend to submit proposals.
- 2.2 At any time before the submission of proposals, the Client may, for any reason, whether at its own initiative or in response to a clarification requested by an invited firm, amend the RFP. Any amendment shall be issued in writing through addenda. Addenda shall be sent by mail, facsimile, or electronic mail to all invited Bidders and will be binding on them. The Client may at its discretion extend the deadline for the submission of proposals.
- 3. Preparation of Proposal**
- 3.1 Bidders are requested to submit a proposal (paragraph 1.2) written in the language(s) specified in the Data Sheet.
- Technical Proposal**
- 3.2 In preparing the Technical Proposal, Bidders 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, Bidders must give particular attention to the following:

¹ 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.

² "another party" refers to an officer of the APRM acting in relation to the procurement process or contract execution. In this context, "officer of the APRM" includes staff and employees of other organisations taking or reviewing procurement decisions.

³ a "party" refers to any officer of the APRM; 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.

⁴ "parties" refers to any participants in the procurement process (including officers of the APRM) attempting to establish bid prices at artificial, non competitive levels.

⁵ a "party" refers to any participant in the procurement process or contract execution.

- (i) If a Bidder 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 Bidders or entities in a joint venture or sub-consultancy, as appropriate. Bidders may associate with the other Bidders invited for this assignment only with approval of the Client as indicated in the Data Sheet.
 - (ii) For assignments on a staff-time basis, the estimated number of professional staff-months is given in the Data Sheet. The proposal shall, however, be based on the number of professional staff-months estimated by the firm. For fixed-budget-based assignments, the available budget is given in the Data Sheet, and the Financial Proposal shall not exceed this budget.
 - (iii) It is desirable that the majority of the key professional staff proposed be permanent employees of the firm or have an extended and stable working relationship with it.
 - (iv) Proposed professional staff must, at a minimum, have the experience indicated in the Data Sheet, preferably working under conditions similar to those prevailing in the Country specified for Performance of the Services.
 - (v) Alternative professional staff shall not be proposed, and only one Curriculum Vitae (CV) may be submitted for each position.
 - (vi) Reports to be issued by the Bidders 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).

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- (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, Bidders are expected to take into account the requirements and conditions outlined in the RFP documents. The Financial Proposal should follow the Standard Forms in Section 5. These list all costs associated with the assignment, including (a) remuneration for staff, (foreign and local, in the field and at headquarters); and (b) reimbursable expenses such as subsistence (per diem, housing), transportation (international and local, for mobilisation and demobilisation), services and equipment (vehicles, office equipment, furniture, and supplies), office rent, insurance, printing of documents, surveys, and training, if it is a major component of the assignment. Where appropriate, these costs should be broken down by activity, and, if appropriate, into foreign and local expenditures.

3.7 The Financial Proposal shall include all the costs the consultant incurs to provide the services (including travel expenses, translation, printing and the taxes the consultant pays for its business requirements by the law of the domicile country of the consultant), but shall exclude all local taxes levied within African Peer Review Mechanism Member States on the invoice issued by the consultant (such as local sales tax, services tax or withholding tax).

3.8 Bidders may express the price of their services in any freely convertible currency. The Bidders may not use more than three foreign currencies. The Client may require Bidders to state the portion of their price representing local costs in the Currency of the

Section 2. Information to Consultants

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 Bidders 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 Bidders 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 Bidders shall prepare the number of copies indicated in the Data Sheet. Each Technical Proposal and Financial Proposal shall be marked "Original" or "Copy" as appropriate. If there are any discrepancies between the original and the copies of the proposal, the original will govern.

4.4 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "Technical Proposal," and the original and all copies of the Financial Proposal if required (see paragraph 1.2 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 if required (see paragraph 1.2) 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 Bidder's proposal.
- 5.2 Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is completed.

Evaluation of Technical Proposals

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

Public Opening and Evaluation of Financial Proposals:

- 5.5 After the evaluation of technical quality is completed, the Client shall notify those Bidders whose proposals did not meet the minimum qualifying score or were considered non-responsive to

Section 2. Information to Consultants

- Ranking (QCBS, Fixed-Budget, and Least-Cost Selection Methods Only)** the RFP and Terms of Reference,. The notification may be sent by registered letter, facsimile, or electronic mail.
- 5.6 The Financial Proposals shall be opened publicly in the presence of the Bidders' representatives who choose to attend. The name of the consultant, the technical scores, and the proposed prices shall be read aloud and recorded as the Financial Proposals are opened. The Client shall prepare minutes of the public opening.
- 5.7 The evaluation committee will determine whether the Financial Proposals are complete (i.e., whether they have cost all items of the corresponding Technical Proposals; if not, the Client will cost them and add their cost to the initial price), correct any computational errors, and convert prices in various currencies to the single currency specified in the Data Sheet. The official selling rates used, provided by the source indicated in the Data Sheet, will be those in effect on the date indicated in the Data Sheet. The evaluation shall exclude those taxes, duties, fees, levies, and other charges imposed that are subject to the African Union exemption on the payment of taxes and duties, and estimated as per paragraph 3.7.
- 5.8 In case of QCBS, the lowest priced Financial Proposal (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 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

Section 2. Information to Consultants

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

7. Award of Contract

- 7.1 The contract will be awarded following negotiations. After negotiations are completed, the Client will promptly notify other Bidders on the shortlist that they were unsuccessful and return the unopened Financial Proposals of those Bidders 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 Bidders 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	Description
ITC Clause 1.1	The name of the Client is: African Peer Review Mechanism (APRM) ; The method of selection is: Quality and Cost Based Selection Method
ITC Clause 1.2	Technical Proposals and Financial proposals are required in separate sealed envelopes The Name, and Procurement Number of the assignment are: <i>Fundraising and implementation of the Anniversary celebration of the APRM.</i> Procurement Number: 1/APRM/COMM/05/17
ITC Clause 1.5	The Client will provide the following inputs: All available documents, information, office space and required logistical support related to the assignment
ITC Clause 2.1	Clarifications may be requested up to 7 days before the submission date. The address for requesting clarifications: E-mail: tender@aprm-au.org Telephone : +27112563401 ext 3427
ITC Clause 3.1	Proposals should be submitted in English language .
ITC Clause 3.3(iv)	The minimum required experience of the firm /proposed professional staff is: 5 years
ITC Clause 3.3(vi)	Reports that are required under the assignment shall be submitted in English Language .
ITC Clause 3.4(viii)	Additional information required in the Technical Proposal is: None
ITC Clause 3.10	Proposals must remain valid for 60 days after the submission date.
ITC Clause 4.3	Bidders must submit one original and six (6) certified copies of the Technical and Financial proposals in separate envelopes..
ITC Clause 4.4	The address for submission of proposals is: The Chairperson, Internal Procurement Committee African Peer Review Mechanism, P.O. Box 1234, Halfway House • Midrand 1685, South Africa. 230 15th Rd, 1st Floor, Randjespark, Midrand Tel: +27 (0) 11 256 3401 Information on the outer envelope should also include: on the top left side, boldly written; Submission of Proposal for <i>Fundraising and implementation of the Anniversary celebration of the APRM.</i>

Section 3. Information to Consultants – Data Sheet

	In the middle of the envelope should be the address. At the bottom right corner; write “Do not open, except in the presence of Evaluation Committee”
ITC Clause 4.5	Proposals must be submitted no later than: 30 May 2017 at 15.30 hours. Late bids would be rejected.
ITC Clause 5.1	The addresses for communications to the Client is: The Chairperson, Internal Procurement Committee. e-mail: tender@aprm-au.org, Tel: +27112563401 ext. 3427 Contact Person: Dorebaba Rugomboka(Ms)
ITC Clause 5.3	The number of points to be given under each of the technical evaluation criteria are:
	<p>The points given to evaluation criteria are:</p> <p>Experience of Firm Specific experience of firm in similar assignments of similar magnitude.....20</p> <p>Methodology in responding to the Terms of Reference Comprehensiveness & suitability of the proposed solution.....30</p> <p>Experience & qualifications of Key staff Qualifications and Competence of the Key Staff for the Assignment.....35</p> <p>Work plan and schedule Adequacy of proposed work plan and schedule.....15</p> <p style="text-align: right;">Total Points: 100</p> <p>The minimum technical score required to pass is 70 points.</p>
ITC Clause 5.7	The single currency for price conversions is: <u>US Dollars</u> The source of official selling rates is: UN rate The date of exchange rates is the deadline dates for the submission of proposals/bid opening date

Section 3. Information to Consultants – Data Sheet

ITC Clause 5.8	<p>The formula for determining the financial scores is: $Sf = 100 \times Fm/F$ Where Sf is the financial score, Fm is the lowest price and F the price of the proposal under consideration.</p> <p>The weights given to the Technical and Financial Proposals are: Technical = 70%, and Financial = 30%</p>
ITC Clause 6.1	<p>Negotiations and further discussions with successful bidder, if required will be held at :</p> <p>African Peer Review Mechanism, P.O. Box 1234, Halfway House • Midrand 1685, South Africa. 230 15th Rd, 1st Floor, Randjespark, Midrand Tel: +27 (0) 11 256 3401</p>
ITC Clause 7.2	<p>The assignment is expected to commence as soon as the possible.</p>

Section 4. Technical Proposal - Standard Forms

- 4A. Technical Proposal Submission Form.
- 4B. Firm's References.
- 4C. Comments and suggestions of Bidders on the Terms of Reference and on data, services, and facilities to be provided by the Client.
- 4D. Description of the methodology and work plan for performing the assignment.
- 4E. Team Composition and Task Assignments.
- 4F. Format of Curriculum Vitae (CV) for Proposed Professional Staff.
- 4G. Time Schedule for Professional Personnel.
- 4H. Activity (work) schedule.

4A. TECHNICAL PROPOSAL SUBMISSION FORM

{*Location, Date*}

To: {*Name and address of Client*}

Sir / Madam:

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

We declare that we have no conflict of interest as defined by Section 1.7 of the Information to Bidders in relationship to performance of this assignment.

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:

4B. FIRM'S REFERENCES

**Relevant Services Carried Out in the Last Three 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 Bidders, If Any:		No. of Months of Professional Staff Provided by associated Bidders:
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: _____

**4C. COMMENTS AND SUGGESTIONS OF BIDDERS ON THE TERMS OF
REFERENCE AND ON DATA, SERVICES, AND FACILITIES TO BE PROVIDED BY
THE CLIENT**

On the Terms of Reference:

- 1.
- 2.
- 3.
- 4.
- 5.

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

- 1.
- 2.
- 3.
- 4.
- 5.

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

4E. TEAM COMPOSITION AND TASK ASSIGNMENTS

1. Technical/Managerial Staff		
Name	Position	Task

2. Support Staff, if any		
Name	Position	Task

4F. FORMAT OF CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF

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: _____

4G. TIME SCHEDULE FOR PROFESSIONAL PERSONNEL

Name	Position	Reports Due/Activities	Months (in the Form of a Bar Chart)												Number of Months		
			1	2	3	4	5	6	7	8	9	10	11	12			
																Subtotal (1)	
																	Subtotal (2)
																	Subtotal (3)
																	Subtotal (4)

Full-time: {key} Part-time: {key}

Reports Due: {key}

Activities Duration: {key}

Signature: _____

{ Authorised representative }

Full Name: _____

Title: _____

Address: _____

4H. ACTIVITY (WORK) SCHEDULE

A. Field Investigation and Study Items

	<i>[1st, 2nd, etc. are months from the start of assignment.]</i>												
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	
Activity (Work)													

B. Completion and Submission of Reports

Reports	Date
1. Inception Report	
2. Interim Report (a) First Status Report (b) Second Status Report	
3. Draft Final Report	
4. Final Report	

SECTION 5 - FINANCIAL PROPOSAL - STANDARD FORMS

- 5A. Financial Proposal Submission Form.
- 5B. Summary of Costs.
- 5C. Breakdown of Price per Activity.

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) ⁶	Amount(s)
Total Amount of Financial Proposal		<hr/>

⁶ 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		
Reimbursable		
Miscellaneous Expenses		
Subtotal		_____

Section 6 - Terms of Reference, Deliverables and Timeframe

TERMS OF REFERENCE FOR PROVISION OF AUDIT SERVICES

TERMS OF REFERENCE

**APPOINTMENT OF A SERVICE PROVIDER TO RAISE FUNDS AND MANAGE
THE IMPLEMENTATION OF THE 15TH ANNIVERSARY CELEBRATIONS OF
THE APM**

TABLE OF CONTENTS

1. Introduction

2. Request for proposal
3. Scope and extent of work
4. Performance measures
5. Consultancy Management
6. Evaluation criteria
7. Fund Raising
9. General
10. Timeframes

2. INTRODUCTION

1. The APRM will celebrate its 15th Anniversary in 2018 whose major aim is to raise public awareness and understanding of the APRM as the premier African instrument for the promotion of good governance, and highlight implementation of the Strategic Plan over the next five years. The Commemoration will also help to accelerate universal accession to the Mechanism and to engage Africa's citizenry on the state of governance in Africa today, while strengthening partnerships between APRM stakeholders and the Mechanism itself.

A number of activities are envisaged to mark the 15th anniversary celebrations, some of which include the following:

- 1.1 Declaration by APRM Forum and AU Assembly of 2018 as the "Year of Universal Accession to the APRM";
- 1.2 Exhibition of APRM reports;
- 1.3 National and Regional commemorative events throughout the year including on 9 March 2018, and 25 May 2018;
- 1.4 Screening of a new APRM Documentary;
- 1.5 Host a Colloquium to bring together APRM stakeholders for a high level public discourse on governance issues;
- 1.6 Special briefings and Press briefings on APRM;
- 1.7 Panel discussions;
- 1.8 Symposia at selected Universities to discuss APRM;
- 1.9 Development of TV and Radio programs on APRM with media partners;
- 1.10 Launching of books and publications on APRM with support of APRM Strategic Partners, African universities and think tanks;
- 1.11 Encouraging Member States to produce popular APRM Country Review Reports and other APRM publications in local languages; and
- 1.12 Awarding individuals and organizations/media houses who have contributed to governance reforms and/or APRM initiatives.

These celebratory activities should help the APRM to achieve its key envisaged outcomes which include: Universal Accession, strengthened partnerships with stakeholders and awareness raising about the programs and achievements of the APRM.

3. REQUEST FOR PROPOSAL (RFP)

3.1. The objective of this Request for Proposals is to appoint a suitable independent service provider/s that can support the APRM Secretariat to raise funds and to manage the implementation of these 15th anniversary celebrations.

4. SCOPE AND EXTENT OF WORK

4.1. The role of the Service Provider will be to assist the APRM Secretariat with project conceptualization and implementation, covering all aspects of the APRM program across member states in the Continent.

4.2. The service provider should also develop a credible fund raising proposal and help the secretariat to implement such a proposal. This should include a list of potential sponsors both from the public and private sector institutions which should be approached to fund the project financially or in kind.

4.3. The detailed scope of work and related outputs are provided below:

OBJECTIVE 1 – PROJECT PLANNING

The appointed service provider will carry out all the work required to develop and compile a process plan for the 15th anniversary celebrations. This process plan should include, among other items:

- (i) a detailed description of how the appointed service provider intends to roll out the activities and engagements in accordance with the project objectives;
- (ii) a project management chart detailing the timing and critical path of key activities and milestones in the project;

The process plan must detail activities per country or member state, and the time period at which these will be undertaken, taking into account the strategic calendar of the APRM and its partners in the continent and the globe.

OBJECTIVE 2: STAKEHOLDER ENGAGEMENT AND PARTNERSHIP AGREEMENTS

Task 1: Stakeholder Engagement

The service provider should identify key stakeholders (both internal and external) that are critical for the successful commemoration of the 15th anniversary celebrations. Most importantly the service provider must determine their interests or requirements from the APRM; what the APRM needs from them, and what role these stakeholders can play to make these celebrations a success.

In this exercise, it is critical to identify the key people/agencies/companies/associations and general members of the public that may have an impact in the APRM programme and those that will be useful in future implementation of the APRM programs. These stakeholders should help the APRM to achieve its long term objectives especially as it relates to public awareness and broader participation.

Task 2: Strategic Partnerships

The appointed service provider will also be responsible for negotiating and concluding strategic partnerships with various stakeholders including influential persons, public and private entities, NGOs, agencies and member states governments for a successful hosting of the event:

- i. Engagements with member states to facilitate the hosting of events and to secure the necessary government protocols;
- ii. Engagements with specific critical sectors or professional organisations to lobby for support and buy in on APRM programs;
- iii. Intergovernmental relations or government to government engagements regarding collaboration efforts and potential joint event planning;
- iv. Engagement with general constituent communities to ensure inclusiveness and broader participation.
- v. Engagements with media both at local, regional and commercial levels to ensure maximum publicity and awareness raising.

OBJECTIVE 3. FUND RAISING

The service provider must draft and implement a credible fundraising proposal for consideration and approval by the APRM Secretariat. The fund raising proposal must detail the following aspects among others:

- I. A list of potential sponsors.
- II. The type/amount of sponsorship required.
- III. Demonstration of benefit to each sponsor.
- IV. Accountability mechanism for sponsorship disbursement.
- V. Future collaboration with potential sponsor on APRM programs.

5. PERFORMANCE MEASURES

- 5.1. The performance measures for the delivery of the project will be monitored by the APRM Secretariat.

- 5.2. The appointed service provider will be required to sign the Service Level Agreement (SLA) with the APRM Secretariat before any work commences.
- 5.3. The SLA should be concluded and signed as soon as possible after awarding of BID. The successful bidder will be required to start the project immediately after their final signature of the SLA.
- 5.4. The general conditions of the contract as provided for by the South African law of contract will be applicable.

6. CONSULTANCY MANAGEMENT

5.1 REPORTING

The Service Provider will report directly to the Head of Communications for the 15th anniversary of the APRM, who will serve as an entry point to the Secretariat. The Head of Communications will co-ordinate the APRM's inputs into the project.

5.2 DELIVERABLES

- 5.2.1 After appointment, the successful consultant(s) will be required to submit a project schedule which will be agreed upon with the APRM Secretariat. This should include an outline of the various draft and final reports to be produced and the delivery dates, as well as a communication (public participation) strategy.
- 5.2.2 The following documents/information must be prepared in line with the scope of work above:
 - 5.2.2.1 Monthly Progress reports to the APRM Secretariat.
 - 5.2.2.2 Documented stakeholder engagements, Project Team and Project Steering Committee meetings held and recorded.
 - 5.2.2.3 Power Point presentation of the outputs of the project (a copy must be available for APRM use at any given time).
- 5.2.3 All reports are to be bound with APRM's approved cover page designed for the project. All reports developed are the property of the APRM Secretariat and are to be used or distributed only with the permission of the Secretariat.
- 5.2.4 No presentations of the reports may be made without the prior permission of the Secretariat.
- 5.2.5 All reports, documentation and presentations must comply with the APRM corporate identity. Compliance to this must be determined with the project manager

before documentation is produced.

- 5.2.6 The billing plan aligned to the project schedule should be submitted to the secretariat for approval.
- 5.2.7 The service provider may not for any purpose utilise any meetings, workshops and stakeholder engagement commissioned during this process to market their company business.

5.3 INVOICES

- 5.3.1 Once appointed, a purchase order number will be issued to the service provider, which must be used in future financial related correspondence with the APRM.
- 5.3.2 Invoices must reflect the tasks and/or outputs and must include a short description of work done in relation to the deliverables referred herein.
- 5.3.3 A list of the invoices (indicating tangible outputs) that will be submitted for this project must be provided as part of the plan of work referred to above.
- 5.3.4 Payment will only be made after completion, review and approval of each deliverables received from the service provider. This review will include comparison of the deliverables with the requirements stated herein.
- 5.3.5 The APRM Secretariat will pay for satisfactory completion of work within 7 days of submission of an invoice by the service provider.
- 5.3.6 Travelling cost to meetings should not be billed separately outside the project cost;
- 5.3.7 All invoices must be submitted to the APRM Secretariat office.

5.4 INPUTS FROM THE APRM PROJECT TEAM

- 5.4.1 The APRM will cover the approved fee of the consultant as detailed in relevant contractual agreements.
- 5.4.2 The APRM Head of Communications will co-ordinate the project.
- 5.4.3 APRM will provide available documentation and information relevant to the project (all information required from the APRM must be clearly indicated in the project proposal) to the successful service provider. This does not exempt the service provider from sourcing information should APRM not have it.
- 5.4.4 Relevant staff of APRM will make themselves available for the various agreed workshops and meetings and will review and make comments on all draft documents and plans as per the agreed-upon schedules provided by the successful consultant.
- 5.4.5 The successful service provider(s) must assume that the APRM Project Team

representatives will be identified and mandated.

- 5.4.6 The staff of APRM involved in the project, will ensure that all deliverables are supplied to their satisfaction before payment is made to the service provider.

5.5 CONTRACT

The Terms of Reference as well as the project proposal will act as an agreement between the Secretariat and the service provider. However, it will be expected from the service provider to sign a service level agreement or contract document with the APRM Secretariat. The APRM will become owners of any intellectual property that may be a product or outcome of this process. The service provider will report directly and hand over all deliverables to be reviewed and sanctioned to the project manager.

5.6 MEETINGS

- 5.6.1. The successful service provider must make themselves available for fortnightly project management meetings, or as determined by the secretariat at the APRM offices or a venue to be agreed upon by both parties, if unforeseen circumstances occur.
- 5.6.2. Bi-monthly (every second month) Project Steering Committee meetings will be required for discussion and adoption of final draft documents related to deliverables described above.
- 5.6.3. The service provider is to plan and budget for an initiation meeting, project management meetings, project steering committee meetings and meetings as required with stakeholders as well as any meeting required in furtherance of the project.
- 5.6.4. All logistical arrangement and administration for these meetings is to be undertaken by the service provider.
- 5.6.5. Action based minutes of all meetings must be taken by the service provider and circulated within 5 work days of the meeting to all relevant parties.
- 5.6.6. The APRM will only provide for a venue for the project management meetings. The service provider must provide venues for all other meetings and workshops.
- 5.6.7. All hiring of venues, equipment and catering for these meetings must be planned, budgeted and provided by the service provider. This must be to appropriate and acceptable standards as agreed to by the APRM Secretariat.
- 5.6.8. The service provider must budget for outsourcing of venues and hiring of equipment and catering for all stakeholder engagements.

6. EVALUATION CRITERIA

Administration Compliance

- ✓ Submission of Price and Project Proposal
- ✓ The Service Provider must make themselves available for pre-qualification interviews

Bidders that do not meet administrative compliance requirements including but not limited to completion or no attachment of compulsory documents will not be considered for evaluation.

7. GENERAL

- 7.6. The plan of work is to include detailed tasks to be carried out, persons allocated to each task, hourly rate to be charged and number of hours allocated for each task.
- 7.7. The service provider should submit monthly time sheets depicting the amount of time spent on the project by each team member when they submit a deliverable for payment purposes as per the project plan.
- 7.8. The service provider should allocate adequate resources to the project to ensure that the quality and quantity of work meets the client's needs.
- 7.9. Any deviations from the plan of work must be agreed by the APRM Secretariat.
- 7.10. Copyright of information obtained through the course of the project is the property of the APRM and may not be sold or re-produced by the consultant without the prior permission of the APRM.

8. TIME FRAMES

The project is envisaged to run for a two year period with effect from the second half of the 2017/2018 period (Aug 2017 – Dec 2018). The project must be finalised and delivered by September 2018. The proposals should include a breakdown of timeframes for the completion of the various milestones of the project within this framework.

FURTHER INFORMATION

For clarity on any of the aspects under this terms of reference please contact

Mrs. Liziwe Selana	APRM Head of Communications	Liziwe.selana@aprm-au.org
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