



AFRICAN PEER REVIEW MECHANISM

REQUEST FOR PROPOSALS (RFP)

CONSULTANCY SERVICES FOR AFRICA GOVERNANCE REPORT : AFRICAN GOVERNANCE FUTURES

RFP No: APRM / AGR/ 001/2019

Issued on: 05th February 2020

Closing on: 12th February 2020 At 11.00 Hrs (Local Time)

QUALITY COST BASED SELECTION METHOD (QCBS)

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INVITATION LETTER:

**CONSULTANCY SERVICES ON
AFRICA GOVERNANCE REPORT: AFRICAN GOVERNANCE FUTURES: RFP No: APRM
/ AGR/ 001/2019**

***NB:** This is to notify you that there was an error on the submission email on the same tender that closed on 5th February 2020. This has been corrected and the closing date extended to 12th February 2020 at 11.00 Hrs Local time. All other instructions on the tender remain the same.*

1. The African Peer Review Mechanism (APRM) is a specialized entity of the African Union whose aims are to encourage the adoption of policies, standards and practices that lead to effective and responsive governance. The entity is a country self-assessment and peer review mechanism, conceived, implemented and owned by Africans. The mandate of the mechanism primarily is to undertake governance assessments in four thematic areas; Democracy and Political Governance; Economic Governance; Corporate Governance; and Sustainable Socio-Economic Development.
2. The African Peer Review Mechanism invites eligible firms to provide **Consultancy Services for Africa Governance Report: African Governance Futures**
3. Interested firms may obtain further information from:

The Project Coordinator;

African Peer Review Mechanism, Private Bag x09, Halfway House, 1685,
Physical Address: 230 15th Street, Randjies Park, 1st Floor, Midrand, South Africa; Tel:
+27 11 256 3400/01/29; Fax: +27 11 256 3456 during working hours or through
Email: tenderinfo@aprm-au.org **copy to Email:** info@aprm-au.org

4 MODE OF SUBMISSION

- i) **Hard Copy:** Consultants are required to submit Technical Proposal: one (1) original and one (1) copy; (b) Financial Proposal: one (1) original. The TECHNICAL and FINANCIAL proposals must be delivered in TWO SEPARATE envelopes enclosed in an OUTER envelope. The envelopes should bear the assignment title and reference number; Or **through**
- ii) **Soft Copy Email:** tender@aprm-au.org

Technical Proposal and Financial proposal should be in different folders, as we shall only open the Technical Proposal first. The Name, and RFP No. of the assignment should be quoted. **The document should be in a format that allow downloading**

4. A complete set of the Solicitation documents in English language may be downloaded from the SA Tender; AU/DGC official website and APRM Website
5. The Address for submission of Proposals is:

Project Coordinator

African Peer Review Mechanism
Private Bag x09, Halfway House, 1685
Physical Address: 230 15th Street, Randjies Park, 1st Floor
Midrand, South Africa
Tel: +27 11 256 3400/01/29

Section 2. Information to Consultants

Fax: +27 11 256 3456

6. The deadline for submission of proposals is **11:00 hours local time (South Africa Time) on 12th February 2020**, Late submission shall not be accepted and shall be rejected.

The tender shall be valid for a period of 90 days from the date of opening/ closin

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 Consultants 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 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 (African) 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. 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 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 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.

1.7.1 Without limitation on the generality of this rule, Consultants 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 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 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.

1.7.2 As indicated in paragraph 1.7.1 (a) above, Consultants 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 Consultants 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 Consultants together with the request for proposals.

1.8 The African Union requires that Officers of the AU, as well as Consultants/ Consultnats/ 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

¹ *In this context, any action taken by a Consultant, Consultnat, 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 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.*

³ *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.*

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

⁵ *a “party” refers to any participant in the procurement process or contract execution.*

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 Consultant 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.

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

2.2 At any time before the submission of proposals, the Client may, for any reason, whether at its own initiative or in

response to a clarification requested by an invited firm, amend the RFP. Any 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

3.1 Consultants 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, 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.
- (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.

Section 2. Information to Consultants

- (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.
- 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

Financial Proposal

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

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

4. Submission, Receipt, and Opening of Proposals

- 4.1 The original proposal (Technical Proposal and, if required, Financial Proposal; see paragraph 1.2) shall be prepared in indelible ink. It shall contain no interlineations or overwriting, except as necessary to correct errors made by the firm itself. Any such corrections must be initialled by the persons or person signing the proposal.

Section 2. Information to Consultants

- 4.2 An authorised representative of the firm initials all pages of the proposal. The representative's authorisation is confirmed by a written power of attorney accompanying the proposal.
- 4.3 For each proposal, the Consultants shall prepare the number of copies indicated in the Data Sheet. Each Technical Proposal and Financial Proposal shall be marked "Original" or "Copy" as appropriate. If there are any discrepancies between the original and the copies of the proposal, the original will govern.
- 4.4 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "Technical Proposal," and the original and all copies of the Financial Proposal 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 Tender 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 Proposals are opened to the time the contract is awarded, if any consultant wishes to contact the Client on any matter related to its proposal, it should do so in writing at the address indicated in the Data Sheet. Any effort by the firm to influence the Client in proposal evaluation, proposal comparison or contract award decisions may result in the rejection of the Consultant's proposal.
- 5.2 Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is completed.
- Evaluation of Technical Proposals**
- 5.3 The evaluation committee appointed by the Client, as a whole, and each of its members individually, will evaluate the proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, sub-criteria (typically not more than three per criteria), and point system specified in the Data Sheet. Each responsive proposal will be given a technical score (St). A proposal shall be rejected if it does not respond to important aspects of the Terms of Reference or if it fails to achieve the minimum technical score indicated in the Data Sheet.
- 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.
- Public Opening and Evaluation of Financial Proposals: Ranking (QCBS, Fixed-Budget, and Least-Cost Selection Methods Only)**
- 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,. The notification may be sent by registered letter, facsimile, or electronic mail.
- 5.6 The Financial Proposals shall be opened publicly in the presence of the Consultants' representatives who choose to attend. The name of the consultant, the technical scores, and the proposed prices shall be read aloud and recorded as the Financial Proposals are opened. The Client shall prepare minutes of the public opening.
- 5.7 The evaluation committee will determine whether the Financial Proposals are complete (i.e., whether they have cost all items of the corresponding Technical Proposals; if

not, the Client will cost them and add their cost to the initial price), correct any computational errors, and convert prices in various currencies to the single currency specified in the Data Sheet. The official selling rates used, provided by the source indicated in the Data Sheet, will be those in effect on the date indicated in the Data Sheet. The evaluation shall exclude those taxes, duties, fees, levies, and other charges imposed that are subject to the African Union exemption on the payment of taxes and duties, and estimated as per paragraph 3.7.

- 5.8 In case of QCBS, the lowest priced Financial Proposal (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 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 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	Description
ITC Clause 1.1	<p>The name of the Client is: African Peer Review Mechanism</p> <p>The method of selection is: Quality and Cost Based Selection Method</p>
ITC Clause 1.2	<p>The original and copy of the Technical Proposal shall be placed in a sealed envelope clearly marked "Technical Proposal," and the original copy 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. The outer envelope shall bear</p> <p>The Name, and RFP No. of the assignment as below:</p> <p style="text-align: center;">CONSULTANCY SERVICES FOR AFRICA GOVERNANCE REPORT : AFRICAN GOVERNANCE FUTURES</p> <p style="text-align: center;">RFP No: APRM / AGR/ 001/2019</p> <p>Or Submitted through Email: tender@aprm-au.org</p> <p>The Technical Proposal and Financial proposal should be in different folders, as we shall only open the Technical Proposal first. The document should be in a format that allow downloading. The Name, and RFP No. of the assignment should be quoted</p>
ITC Clause 1.5	<p>The Client will provide the following:</p> <p>(Please refer the TOR for details)</p>
ITC Clause 2.1	<p>For Clarification of bid purposes only, the Purchaser's address is:</p> <p style="text-align: center;">Project Coordinator African Peer Review Mechanism Private Bag x09, Halfway House, 1685 Physical Address: 230 15th Street, Randjies Park, 1st Floor Midrand, South Africa Tel: +27 11 256 3400/01/29 Fax: +27 11 256 3456</p>

	<p>Electronic mail address: tenderinfo@aprm-au.org copy to Email: info@aprm-au.org</p> <p>Requests for clarification should be received by the Employer no later than: two weeks to the deadline of the RFP.</p>
ITC Clause 3.1	<p>This RFP has been issued in the AU language.</p> <p>Proposals shall be submitted in AU language.</p> <p>All correspondence exchange shall be in AU language.</p>
ITC Clause 3.3(iv)	<p>The minimum required proposed professional staff and minimum Estimated input of Key Experts' time-input: 72 hours . Please see the ToR for details.</p> <p>The Consulting firm may propose additional key experts, if required.</p>
ITC Clause 3.3(vi)	<p>Reports that are required under the assignment shall be submitted in English Language.</p>
ITC Clause 3.4(viii)	<p>Additional information required in the Technical Proposal is: None</p>
ITC Clause 3.10	<p>Proposals must remain valid for 90 days from the date of Opening/Closing date</p>
ITC Clause 4.3	<p>The Consultant must submit: A sealed envelope as follows:</p> <p>(a) Technical Proposal: one (1) original and one (1) copy;</p> <p>(b) Financial Proposal: one (1) original</p> <p>Or Submitted through</p> <p>Email: tender@aprm-au.org – The Technical Proposal and Financial proposal should be in different folders, as we shall only open the Technical Proposal on 12th February 2020. The Financial proposal shall be opened upon completion of Techniacl Evaluation. The document should be in a format that allow downloading. The Name, and RFP No. of the assignment should be quoted</p> <p>Consultants shall use the standard templates provided under Section 4 and Section 5 of the RFP.</p> <p>The consultant should indicate the title and reference number on both technical and financial proposals whether submission is in hard copy or through email.</p>
ITC Clause 4.4	<p>The address for submission of proposals in Hardcopy is:</p>

	<p>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.”</p> <p style="text-align: center;">Project Coordinator African Peer Review Mechanism (at the Tender Box) Private Bag x09, Halfway House, 1685 Physical Address: 230 15th Street, Randjies Park, 1st Floor Midrand, South Africa</p> <p>Information on the outer of each envelope should also include: on the top left side, boldly written;</p> <ul style="list-style-type: none"> • Name of the Assignment, • Reference Number and • clearly mark with Financial or Technical Proposal. <p>In the middle of the envelope should be the address. At the bottom right corner; write “Do not open, except in the presence of AU Tender Opening Committee”</p> <p>For Submission through</p> <p>Email: tender@aprm-au.org – The Technical Proposal and Financial proposal should be in different folders, as we shall only open the Technical Proposal on 12th February 2020. The Financial proposal shall be opened upon completion of Techniacl Evaluation. The document should be in a format that allow downloading. The Name, and RFP No. of the assignment should be quoted</p>
<p>ITC Clause 4.5</p>	<p>Proposals must be submitted no later than:</p> <p>Date: 12th February 2020</p> <p>Time: 11:00 Local Time (South Africa Time)</p> <p>Late submission shall be rejected.</p> <p>The opening shall take place at:</p> <p>African Peer Review Mechanism Private Bag x09, Halfway House, 1685 Physical Address: 230 15th Street, Randjies Park, 1st Floor Midrand, South Africa Tel: +27 11 256 3400/01/29</p>

	<p>Fax: +27 11 256 3456</p> <p>Date: 12th February 2020 Time: 11.00 Local Time (South Africa Time)</p>
ITC Clause 5.1	<p>The addresses for communications to the Client is:</p> <p>Project Coordinator African Peer Review Mechanism Private Bag x09, Halfway House, 1685 Physical Address: 230 15th Street, Randjies Park, 1st Floor Midrand, South Africa Email: tenderinfo@aprm-au.org copy to info@aprm-au.org</p> <p>Country: South Africa</p>
ITC Clause 5.3	<p>The number of points to be given under each of the technical evaluation criteria are: Please see the TOR for more details</p>
ITC Clause 5.7	<p>The single currency for the conversion of all prices expressed in various currencies into a single one is: United States Dollar (USD)</p> <p>The official source of the selling (exchange) rate is: UN Operational Rates of Exchange http://treasury.un.org/operationalrates/OperationalRates.aspx</p> <p>The date of the exchange rate is: Proposal opening date</p>
ITC Clause 6.1	<p>Negotiations and further discussions with successful Consultant, if required will be held at :</p> <p>African Peer Review Mechanism Private Bag x09, Halfway House, 1685 Physical Address: 230 15th Street, Randjies Park, 1st Floor Midrand, South Africa</p> <p>Expected date and address for contract negotiations: Date: 10th March 2020</p>
ITC Clause 7.2	<p>Expected date for the commencement of the Services: Date: 15th March 2020 at: African Peer Review Mechanism</p>

Section 4. Technical Proposal - Standard Forms

- 4A. Technical Proposal Submission Form.
- 4B. Consultants Information form
- 4C. Comments and suggestions of Consultants on the Terms of Reference and on data, services, and facilities to be provided by the Client.
- 4D. Description of Approach, Methodology, and Work Plan in Responding to the Terms of Reference
- 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, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.

We declare that we have no conflict of interest as defined by Section 1.7 of the Information to Consultants 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. Consultant Information Form

Date: *[insert date (as day, month and year) of Bid Submission]*
Ref.: *[insert number of bidding process]*

1. Consultant's Name
2. Consultant's actual or intended country of registration: <i>[insert actual or intended country of registration]</i>
3. Consultant's year of registration: <i>[insert Consultant's year of registration]</i>
4. Consultant's Address in country of registration: <i>[insert Consultant's legal address in country of registration]</i>
5. Consultant's Authorized Representative Information – for the Goods part Name: <i>[insert Authorized Representative's name]</i> Address: <i>[insert Authorized Representative's Address]</i> Telephone/Fax numbers: <i>[insert Authorized Representative's telephone/fax numbers]</i> Email Address: <i>[insert Authorized Representative's email address]</i>
6. Attached are copies of original documents of <i>[check the box(es) of the attached original documents]</i> <ul style="list-style-type: none">• Legal and financial autonomy• Operation under commercial law Included are the organizational chart, a list of Board of Directors, and the beneficial ownership.

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

Comments and suggestions on the Terms of Reference that could improve the quality/effectiveness of the assignment; and on requirements for counterpart staff and facilities, which are provided by the Client, including: administrative support, office space, local transportation, equipment, data, etc.

A - On the Terms of Reference

{improvements to the Terms of Reference, if any}

B - On Counterpart Staff and Facilities

{comments on counterpart staff and facilities to be provided by the Client. For example, administrative support, office space, local transportation, equipment, data, background reports, etc., if any}

4D. DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN IN RESPONDING TO THE TERMS OF REFERENCE

A description of the approach, methodology and work plan for performing the assignment, including a detailed description of the proposed methodology and staffing for training, if the Terms of Reference specify training as a specific component of the assignment.

{Suggested structure of your Technical Proposal}:

- a) Technical Approach and Methodology
- b) Work Plan
- c) Organization and Staffing}

- a) **Technical Approach and Methodology.**{Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TORs), the technical approach, and the methodology you would adopt for implementing the tasks to deliver the expected output(s), and the degree of detail of such output. Please do not repeat/copy the TORs in here.}
- b) **Work Plan.**{Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.}
- c) **Organization and Staffing.**{Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff.}

4E. TEAM COMPOSITION AND TASK ASSIGNMENTS

1. Key Experts		
Name	Position	Task

2. Non-Key Experts, if any		
Name	Position	Task

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

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Expert:	{Insert full name}
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	

Education: {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

Employment record relevant to the assignment: {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

Period	Employing organization and your title/position. Contact info for references	Country	Summary of activities performed relevant to the Assignment
[e.g., May 2005-present]	[e.g., Ministry of, advisor/consultant to... For references: Tel...../e-mail.....; Mr. Hbbbbbb, deputy minister]		

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work):

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
{List all deliverables/tasks as in TECH- 5 in which the Expert will be involved)	

Expert's contact information: (e-mail....., phone.....)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

{day/month/year}

Name of Expert	Signature	Date
----------------	-----------	------

{day/month/year}

Name of authorized Date	Signature	
----------------------------	-----------	--

Representative of the Consultant
(the same who signs the Proposal)

4G. TIME SCHEDULE FOR PROFESSIONAL PERSONNEL

Name	Position	Reports Due/Activities	Months (in the Form of a Bar Chart)								Number of Weeks
			1	2	3	4					
											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: _____

Section 4. Technical Proposal - Standard Forms

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	.	.	.	
Activity (Work)								

B. Completion and Submission of Reports

Reports	Date
1.	
2.	
3.	

SECTION 5 - FINANCIAL PROPOSAL - STANDARD FORMS for Consultancy

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

Item	Cost
Cost of the Financial Proposal	
Including:	
(1) Remuneration	
(2) Reimbursables	
Total Cost of the Financial Proposal:	

5C. BREAKDOWN OF REMUNERATION

When used for Lump-Sum contract assignment, information to be provided in this Form shall only be used to demonstrate the basis for the calculation of the Contract's ceiling amount; to calculate applicable taxes at contract negotiations; and, if needed, to establish payments to the Consultant for possible additional services requested by the Client. This Form shall not be used as a basis for payments under Lump-Sum contracts

A. Remuneration _____						
No.	Name	Position (as in TECH-6)	Person-month Remuneration Rate	Time Input in Person/Month (from TECH-6)	Amount	Total
Key Experts						
K-1			[Home]			
			[Field]			
K-2						
Non-Key Experts						
N-1			[Home]			
N-2			[Field]			
					Total Costs	

5D. BREAKDOWN OF REIMBURSABLE EXPENSES

When used for Lump-Sum contract assignment, information to be provided in this Form shall only be used to demonstrate the basis for calculation of the Contract ceiling amount, to calculate applicable taxes at contract negotiations and, if needed, to establish payments to the Consultant for possible additional services requested by the Client. This form shall not be used as a basis for payments under Lump-Sum contracts

B. Reimbursable Expenses								
N°	Type of Reimbursable Expenses	Unit	Unit Cost	Quantity	Amount			
	{e.g., Per diem	{Day}						
	{e.g., International flights}	{Ticket}						
	{e.g., In/out airport transportation}	{Trip}						
	{e.g., Communication costs between Insert place and Insert place}							
	{ e.g., reproduction of							
	{e.g., Office rent}							
							
	{Training of the Client's personnel – if required in TOR}							
Total Costs								

Legend:

“Per diem allowance” is paid for each night the expert is required by the Contract to be away from his/her usual place of residence. Client can set up a ceiling

*[The Consultant shall fill in these Price Schedule Forms in accordance with the instructions indicated. The list of line items in column 1 of the **Price Schedules** shall coincide with the List of Goods and Related Services specified by the Purchaser in the Schedule of Requirements.]*

5E. Price Schedule: Goods Manufactured Outside the Purchaser’s Country, to be Imported

(Group C bids, goods to be imported)							Date: _____
Currencies in accordance with ITB 15							ICB No: _____
							Alternative No: _____
							Page N° _____ of _____
1	2	3	4	5	6	7	9
Line Item N°	Description of Goods	Country of Origin	Delivery Date as defined by Incoterms	Quantity and physical unit	Unit price DAP <i>[insert place of destination]</i> in accordance with ITB 14.8(b)(i)	DAP Price per line item (Col. 5x6)	Total Price per Line item (Col. 7+8)
<i>[insert number of the item]</i>	<i>[insert name of good]</i>	<i>[insert country of origin of the Good]</i>	<i>[insert quoted Delivery Date]</i>	<i>[insert number of units to be supplied and name of the physical unit]</i>	<i>[insert unit price CIP per unit]</i>	<i>[insert total CIP price per line item]</i>	<i>[insert total price of the line item]</i>
Total Price							

Name of Bidder *[insert complete name of Bidder]* Signature of Bidder *[signature of person signing the Bid]* Date *[Insert Date]*

5F. Price and Completion Schedule - Related Services

Currencies in accordance with ITB 15						Date: _____
						ICB No: _____
						Alternative No: _____
						Page N° _____ of _____
1	2	3	4	5	6	7
Service N°	Description of Services (excludes inland transportation and other services required in the Purchaser's country to convey the goods to their final destination)	Country of Origin	Delivery Date at place of Final destination	Quantity and physical unit	Unit price	Total Price per Service (Col. 5*6 or estimate)
<i>[insert number of the Service]</i>	<i>[insert name of Services]</i>	<i>[insert country of origin of the Services]</i>	<i>[insert delivery date at place of final destination per Service]</i>	<i>[insert number of units to be supplied and name of the physical unit]</i>	<i>[insert unit price per item]</i>	<i>[insert total price per item]</i>
Total Bid Price						

Name of Bidder *[insert complete name of Bidder]* Signature of Bidder *[signature of person signing the Bid]* Date *[insert date]*

Section 6 - Terms of Reference

TERMS OF REFERENCE (TORs) FOR AFRICA GOVERNANCE REPORT: AFRICAN GOVERNANCE FUTURES

1. Background

The African Peer Review Mechanism (APRM) is a specialized entity of the African Union whose aims are to encourage the adoption of policies, standards and practices that lead to effective and responsive governance. The entity is a country self-assessment and peer review mechanism, conceived, implemented and owned by Africans. The mandate of the mechanism primarily is to undertake governance assessments in four thematic areas; Democracy and Political Governance; Economic Governance; Corporate Governance; and Sustainable Socio-Economic Development.

On 30th and 31st January 2017 in Addis Ababa, Ethiopia, Member States of the Union (hereinafter Member States), during the 28th Ordinary Session of the African Union Assembly of Heads of State and Government, resolved, through Decision Assembly/AU/Dec. 631(XXVIII), to seize the African Peer Review Mechanism (APRM) with the responsibility of monitoring and evaluation for the governance aspects of the African Union Agenda 2063 and the United Nations Sustainable Development Goals Agenda 2030. Subsequently, the African Governance Architecture (AGA) Platform during its retreat of March 2018, agreed to collaborate on this undertaking through a joint workplan and strategic framework. To rationalise and consolidate these efforts into a policy report, the APRM was further tasked with coordinating the preparation of the Africa Governance Report (AGR) by the 11th Extraordinary Summit of the African Union Assembly held in November 2018. The Assembly reaffirmed the need to strengthen the capacity of the APRM to deliver on its expanded mandate and to preserve its functional autonomy, in addition to developing the report on the state of governance in Africa. The Assembly had also requested the APRM to present an update on the state of governance in Africa report to the 32nd Ordinary Session of the Assembly which took place in February 2019.

the AGR is complementary to the APRM governance self-assessment and review reports. The value-add of the AGR, however, is in two major respects: First, it seeks to provide regular, continuous co-joint analysis of the attributes of governance in Africa, on a biennial basis. The analysis covers five key governance areas across all 55 African Union Member states. Secondly, the AGR provides generic and overarching recommendations that may serve as a basis for continental standards to be espoused in

protocols, conventions and charters. These recommendations supersede the country specific recommendations generated by the APRM reviews and presented in Country's Self-Assessment Reports (CSAR) and Country Review Reports (CRR), may utilize some of the findings of those reports in its analysis.

The APRM country review process focuses on four broad themes: (i) democracy and political governance; (ii) economic governance and management; (iii) corporate governance; and (iv) socio-economic development. While these themes permeate through the AGR, the five thematic focus of the AGR agreed upon by AGA are:

- (i) Transformative leadership;
- (ii) Constitutionalism and the rule of law;
- (iii) Peace, security and governance;
- (iv) The nexus of development and governance;
- (v) The role of the RECS in governance.

Subsequent to the inaugural issue, the APRM is currently developing the 2nd edition of the report herein referred to as *The Africa Governance Report 2021: African Governance Futures 2063*. This edition aims to develop a representative African Governance Futures scenarios as a:

- Strategic long-term planning tool for the AU-APRM, AU entities and AU member states that facilitates effective decision-making and policy actions;
- Communications aid for the AU-APRM to publicise its mandate to review and track progress towards good governance, and to build awareness of possible aligned or divergent paths to good governance futures in Africa.

2. Objective of Project:

The objective of the production of the *African Governance Report 2021: African Governance Futures 2063*, is to develop representative African Governance Futures scenarios as a strategic long-term planning tool for the AU-APRM, AU entities and AU member states that facilitates effective decision-making and policy actions. Furthermore, the AGR 2021 will serve as a communications aid for the AU-APRM to publicise its mandate to review and track progress towards good governance, and to build awareness of possible aligned or divergent paths to good governance futures in Africa.

3. Scope of Work: The Africa Governance Report 2021: African Governance Futures 2063: Scenario Building Exercise And Activities Outline.

OUTPUTS	ACTIVITIES	TASKS	
a.	Strategic Foresight & Scenario Building Technical Workshop	Train APRM Secretariat Staff in Strategic Foresight and Scenario Building Technical Workshop at Stellenbosch University	IFR-APRM to confirm Technical Workshop Draft Programme Outline
b.	African Governance Futures Analytical Framework	Define Key Indicators & Develop African Governance Futures Analytical Framework	Concept Paper on African Governance Futures Analytical Framework reviewed and finalised
c.	Validate AGR 2021 Methodology	Validate AGR 2021 Analytical Framework and Approach with APRM Community and African Union policy organs	Analytical Framework and Approach approved
d.	Trend Mapping & Horizon Scanning	Desktop Survey of key trends and drivers of governance for each thematic area of the AGR 2021	Publishable Report on key trends and drivers with relevance for agreed Indicators
e.	Consultative Forums	Validate Key Drivers and Pivotal Uncertainties, internally within the African Union System and Externally with key stakeholders	Key Stakeholders identified and consulted through Consultative Forums, Validation Meetings and National Reporting Roadmaps
f.	Survey	Conduct a Survey to Define Impact Analysis of Drivers	Survey Report
g.	Develop Scenarios	Scenario Building Workshops	Scenario Building Technical Working Group Established and Operational

h.	Produce Scenarios	Content Development of Scenarios	Scenarios Finalised
i.	Draft Final Report	Content Inputs	Draft Report
j.	Final Report	Content Inputs	Final Report Approved

▪

4. Key Outcome

4.1. The Africa Governance Report 2021: African Governance Futures 2063 Report

5. Requirements:

5.1. Consulting firms Requirements

- 5.1.1.1. The consulting firm should be an institution with expertise in Pan-Africanism, governance and futures studies methodologies. Institutions conversant with the organization and processes of the APRM will be an added advantage;
- 5.1.1.2. The consulting firm should have over five (5) years' experience in designation and conduction of both qualitative and quantitative research in the areas of Futures Research, Strategic Foresight Tools and methodology;
- 5.1.1.3. The firm should demonstrate experience in governance assessment and monitoring and evaluation frameworks, Strategic Foresight and Scenario Building Methodology, Global and Regional Trends and Drivers of African Governance Futures Identified and presented in a Publishable Report, African Governance Scenarios Content Development and Chapter Inputs for the Africa Governance Report 2021.
- 5.1.1.4. The firm / institution should have five different experienced futurists in the fields of: Futures Research; Scenario Building, Innovation and Design Thinking; Organisational Design and Survey Research;
- 5.1.1.5. Demonstrate Capacity to develop and facilitate Strategic foresight, trend mapping, horizon scanning, and Scenario Building Exercises for Project;
- 5.1.1.6. Demonstrate Capacity to facilitate the development of governance indicators within the futures analytical framework;
- 5.1.1.7. Demonstrate Capacity and ability to conduct Research, specifically focusing on futures methodologies with a long-term application; development of Futures Analytical Frameworks; Trend Mapping & Horizon Scanning and any other relevant skillsets relating to Futures Research;

- 5.1.1.8. The firm should demonstrate experience in questionnaire development, governance assessment and monitoring and evaluation frameworks, Strategic Foresight and Scenario Building Methodology, Global and Regional Trends and Drivers of African Governance

6. Qualification of Key Experts (Consortium of Experts/ Lead Experts)

- 6.1. The consortium should be composed of a minimum of three (3) lead experts and at least two (2) supports staff . **The Experts should meet the following criteria:**
 - 6.1.1. The lead experts in each of the focus areas/ assignments should have a minimum of (5) years' experience in the relevant fields related to the assignment;
 - 6.1.2. Minimum of master's degree in Futures Studies, International Relations, Business Administration; Development Finance; Economics, Governance and Politics, Law, Public Policy and Management, Monitoring and Evaluation, Business Administration, Development Studies, or related field in Social Sciences. A PhD in the above disciplines will be an added advantage;
 - 6.1.3. Have produced research/publications relevant to the assigned thematic areas, namely, Futures Studies, International Relations, Business Administration; Development Finance; Economics, Governance and Politics, Law, Public Policy and Management, Monitoring and Evaluation, Business Administration, Development Studies, or related field in Social Sciences;
 - 6.1.4. An expert level understanding of the African Union Agenda 2063, SDG 2030, the identified bottlenecks facing Africa and other pressing governance challenges of the African Continent. Experts with experience in APRM country self-assessment will be an added advantage;
 - 6.1.5. Demonstrated ability to write to a very high standard as evidenced by previous examples of relevant work accomplished in the field.
 - 6.1.6. **A minimum of three (3)years working with the firm , state the degree of responsibility and assignments undertaken during the period.**
 - 6.1.7. **The support staff should have a minimum of first degree relevant t the assignment and at leasr three years relevant experience**

7. Reporting

- 7.1. The assignment will take the form of three phases;
- 7.2. The Consulting firm shall report directly to the Project Coordinator and will submit all deliverables as per the ToR;
- 7.3. Final acceptable report shall be in CD Rom /Soft copy to be delivered within 14 days upon approval. This shall be delivered to the Project Coordinator.

8. Facilities and Inputs to be Provided by the Client

The APRM Secretariat shall:

- 8.1. Provide access to all information (e.g. the published work on AU Agenda 2063, SDGs 2030, the bottlenecks, base questionnaire, etc.) and stakeholders necessary in order for the consultant/firm to carry out the assignment adequately; and
- 8.2. To the extent a meeting may be necessary between the consultant and the relevant staff of the APRM Secretariat, facilitate travel and pay other related expenses from APRM resources for all participants
- 8.3. APRM will procure all meeting venues and logistical arrangements.

9.0 Duration of the Assignment and Location

9.1 The assignment shall be undertaken within a period of **twelve (12) months** commencing the date of signing the contract

9.2 The location of the assignment shall be Primary: APRM Continental Secretariat – Secondary: Africa

10.0 Payment Terms

This is a lump sum contract and payment schedule shall be as below:

- 15% with the Acceptable Inception Report
- 25% with an Draft acceptable Report
- 60% with final and acceptable report

EVALUATION AND QUALIFICATION CRITERIA

The score for the evaluation and qualification criteria shall be determined as per the following value points:

Technical Proposal Evaluation Points		
1.	Specific experience of the Consultant (as a firm) relevant to the assignment and number of years;	10
2.	Adequacy and Quality of the proposed methodology, and work plan in responding to the Terms of Reference (TORs)	
	2.1 Adequacy of the proposed technical approach and methodology in responding to the TOR	25
	2.2 Work plan in responding to the TOR	5
Key Experts Qualification and Competence for the Assignment*		
1.	Lead Consultants /Experts (3 in number)	45
2.	Support team (2)	15
	Sub -Total Points	60
	*Assessment criteria for the Key expert	Points
a)	General qualifications (general education and training)	30%
	Lead Consultants /Experts (3 in number) 5 Points each	15
	Support team (2) 1.5 Point each	3
b)	Adequacy for the Assignment (relevant experience in similar assignments)	70%
	Lead Consultants /Experts (3 in number) 10 Points each	30
	Support team (2) 6 Point each	12

- The pass mark for the technical proposal is 80%. The Technical and Financial weight is 80-20.
- Total Minimum hours for the key experts are as follows:

#	Position	Hours	
3	Consortium of Lead Consultants	72 hours	
2	Technical and Support Team	72 hours	

African Union

FORM OF CONTRACT

[Title of the Assignment]

between

[Name of the Client]

and

[Name of the Consultants]

Procurement Number: _____

Dated: _____

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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 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

from Taxes & Duties 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 Commencement 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”⁶ is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;

“fraudulent practice”⁷ 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”⁸ 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”⁹ 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;

“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;

⁶ “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.

⁷ 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.

⁸ “parties” refers to any participants in the procurement process (including officers of the AU) attempting to establish bid prices at artificial, non competitive levels.

⁹ a “party” refers to any participant in the procurement process or contract execution.

- (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 Prepared by the Consultants to Be the Property of the Client** All plans, drawings, specifications, designs, reports, other documents and software submitted by the Consultants in accordance 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 and Facilities

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

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
Settlement**

Any dispute between the Parties as to matters arising pursuant to this Contract that cannot be settled amicably within thirty (30) days after 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
GCC Clause 1.1 (d)	The Country specified for performance of the Services is:
GCC Clause 1.3	The language of the contract is English
GCC Clause 1.4	<p>The addresses for notices are:</p> <p>Client: _____ Attention: _____ e-mail: _____ Facsimile: _____</p> <p>Consultants: _____ Attention: _____ e-mail: _____ Facsimile: _____</p>
GCC Clause 1.6	<p>The Authorised Representatives are:</p> <p>For the Client: _____</p> <p>For the Consultants: _____</p>
GCC Clause 1.7	<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</p>

Sub-Consultants for the purpose of carrying out the Services and 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
GCC Clause
7.2**

The annual interest rate is *[percentage]*.

Settlement of Disputes:

[Note: (a) should always be retained for a Contract with a foreign Consultant (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 Consultant:

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}.³

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

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