



SOUTHERN AFRICA TRADE AND CONNECTIVITY PROJECT (SATCP)

PROJECT NUMBER : P164847
CREDIT NUMBER : 6870-MW
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TERMS OF REFERENCE FOR CONSULTANCY SERVICES TO CARRY OUT A FEASIBILITY STUDY FOR THE CONSTRUCTION OF BORDER MARKETS UNDER PPP FRAMEWORK

Client: The Public Private Partnership Commission
Project: Southern Africa Trade and Connectivity Project (SATCP)
Contract title: Consultancy Services to Carry Out a Feasibility Study for The
Construction of Border Markets Under PPP Framework
Country: Malawi
Reference No TBA
Issued on: TBA

1 PREAMBLE

The following are the Terms of Reference ('ToR') on which the Commission agrees to engage Consultant(s) to carry out a feasibility study for the construction of border markets under a PPP arrangement.

In these ToRs the following terms apply:

- '*Client*' refers to the Public Private Partnership Commission (PPPC).
- '*Consultant*' refers to the Advisor, who is a firm, or association of firms, contracted to perform this study and for submitting the study report to the Client.
- '*The Project*' refers to the construction of border markets in the following districts: Cities of Blantyre, Zomba, and Mzuzu and the districts of Ntcheu (Tsangano), Dedza (Lizulu), Nsanje (Bangula), Machinga (Liwonde), and Mchinji under a Public Private Partnership (PPP) modality.

2 INTRODUCTION

The Governments of Malawi and Mozambique requested the World Bank Group (WBG)'s financing through the Southern Africa Trade and Connectivity Project (SATCP) to stimulate private sector activity along targeted corridors of Malawi and Mozambique. The targeted corridors are the Nacala and Beira Corridors connecting Mozambique to Malawi, and the Maputo Corridor connecting Mozambique to South Africa through Ponta Do Ouro.

The project development objective is to support Malawi and Mozambique in increasing regional trade coordination, reducing trade costs and time, developing regional value chains, and improving access to infrastructure. The project is expected to run for 6 years from April 2021 to June 2027 with a total cost of \$380m.

One of the core activities of the SATC Project is to conduct feasibility studies for the involvement of the private sector in the provision of bus terminals and border markets under PPP arrangements.

3 SITUATION ANALYSIS

Over the years Malawi has seen a growth in demand for market infrastructure and spaces for trading. The current markets lack the capacity to accommodate the growing demand of traders which results in market congestion, street vending and establishment of markets in unauthorized areas. The markets currently available are deteriorated and have poor waste management facilities which negatively affects the environment and the health and safety of the market users.

However, some markets have been recently constructed or rehabilitated but regardless, some traders, especially small-scale women traders, refuse to occupy them because they prefer to trade wherever they deem is convenient for them i.e., closer to the main roads or access roads. There is therefore a need to build modern markets with a capacity to accommodate the current and growing demand with facilities that are identified through a consultative need assessment process to ensure needs of end users are incorporated. In particular, we need markets that should support international trade, especially with our neighboring countries and account for the needs of small-scale cross-border traders, who are often women, exposed to additional hurdles and risks to conduct their trades.¹

4 BRIEF PROJECT DESCRIPTION

A market is a place designated by Council by-laws where buyers and sellers meet to exchange goods and services. They may either be a public or private market. Private markets are those that are established by individuals or firms but with authority or approval from the council while public markets are established by the government. The newly constructed markets will embody aspirations of sustainable development and will have modern facilities suitable for different kinds of businesses such as selling farm produce, secondhand clothes, hardware items and restaurants.

¹ World Bank, 2023. Analysis of Small Scale Cross Border Traders in Mozambique-Malawi Economic corridors.

The construction of modern markets will be beneficial for the country because it will help to reduce street vending, reduce congestion in the markets and promote an organized way of trading. It will also improve revenue collection, waste management, sanitation, hygiene, social inclusion and outlook of the districts in Malawi. This vision is in line with the current Malawi Government's efforts to transform the country's urban and peri-urban centres with sound public infrastructure development such as markets to reduce the market trading problems and create a conducive environment. The market will help in revenue generation for Municipal Councils and further help develop and foster economic growth nationwide.

5 OBJECTIVES OF THE CONSULTANCY

The main objective of the study is for Public Private Partnership Commission (PPPC) to determine the feasibility of the construction of border markets in Malawi. In addition, the study also aims at determining the viability of developing and delivering the Project as a Public Private Partnership.

The specific objectives of the feasibility study are to:

- 1) advise on appropriate site(s) for the district markets and confirm the available sites for the city markets, while factoring in stakeholders (end-users') input,
- 2) develop technical specifications for the border markets,
- 3) Carry out preliminary environmental and social assessments and prepare an E&S scoping report for the city sites and the identified sites for the districts,
- 4) advise on PPP options insofar as they are applicable, and
- 5) assist GoM in the processing of attracting the PPP and or other strategic partners, as the case may be.

The Advisor will also assist GoM in

- 1) the preparation of prequalification documents,
- 2) the preparation of Request for Proposal,
- 3) evaluation of bids as well as selection of a preferred bidder, and

4) negotiations with the private sector investors.

6 SCOPE OF WORK

Specifically, the Advisor will carry out the following tasks:

6.1 PPP FEASIBILITY STUDY

The Advisor will carry out a feasibility study to:

- determine whether the proposed Project is feasible and bankable and is in the best interests of the nation explaining the strategic and operational benefits of the proposed Project for GoM in line with GoM's strategic objectives and its policies in the sector.
- consider the critical decision factors for implementing the Project, including possible PPPs as a specific procurement process, which include affordability, value for money, and risk transfer (upon a comprehensive risk assessment process) as they will be applied at every stage of preparing for, procuring, and managing the Project and its implementation agreement.

Through the feasibility study, the Advisor should demonstrate the affordability of the Project for the government and the impact on market fees considering, amongst others, detailed cost estimates (capital, operational and maintenance).

The Feasibility study will include detailed assessments of the following key issues:

6.1.1 The needs analysis

The Advisor will have to assess and validate what GoM wants to deliver out of this proposed Project, by assessing the government stated needs for initiating the Project. The overall strategic objectives of GoM for the country and specifically the border markets and transport corridors must be considered and evaluated as to the most appropriate project to be undertaken for satisfying these objectives. The Advisor will also conduct stakeholder consultations to understand why previous infrastructure is not being utilised. In conducting such analysis, the Advisor will ensure that considerations of urbanization and other macro-environmental aspects are taken into account in their analyses. An assessment of sectoral policy or regulatory improvements shall be undertaken to identify

potential complimentary sources of efficiencies which can improve the business case for the project.

6.1.2 The solution options analysis

The Advisor will set out the preliminary concept architectural and engineering design and range of possible technical options for delivering the required service to the output specifications for the Project, allowing the Advisory process to evaluate the various options and to make an informed recommendation for a technical solution. The Advisor will, amongst others, be expected to:

- consult documentation and, if possible specialized teams, reporting on the implementation of this model in other Countries
- identify the technical advantages and disadvantages of various options,
- identify appropriate sites through consultative process, with a particular gender lens, taking into account that the majority of small scale traders are women,
- Describe and provide projects alternatives (Location alternative, construction technology and materials) based on E&S considerations;
- examine and identify all possible significant risks as well as the probability of each risk arising. Also assess the value of each potential risk and advise on the mitigation measures including the cost of the mitigation efforts,
- identify benefits and overall impacts for GoM, and
- recommend a preferred option.

6.1.3 Project due diligence

Carry out various due diligence processes in terms of:

- financial budget and affordability,
 - Analysis of the various possible revenue streams for the project including parking area, etc.

- Determination of necessary fee levels for user pay options; alternatively, given the assessed market demand (volumes) and the recommended user charges, determine the viability gap funding required to attract private sector investment to the project;
- Render key financial viability metrics for ease of analysis such as Debt Service Cover Ratio (DSCR), Loan Life Coverage Ratio (LLCR), Financial Internal Rate of Return and Net Present Value (NPV).
- Evaluation of affordability for user pays and/or public sector pays models including fiscal and public sector borrowing impact;
- Fiscal Commitments and Contingent Liabilities (FCCL),
 - The advisor will qualify the liabilities associated with the recommended project configuration and propose how the same shall be managed and the funding requirements. FCCL work shall also include FCCL quantitative and qualitative assessments; updating of costing and all other related numbers in the financial model and in the report through the period prior to final RFP issuance (e.g. the final RFP prior to receipt of bids following competitive dialogue), negotiations and financial close stages. The advisor should discuss and bring to the notice of the Public Private Partnership Commission and the Contracting authority all changes whether minor or major, immediately, on the need for such change being noticed as well as during the process of making the change and following the change. The advisor will be expected to propose how the FCCL shall be managed.
- Review the legal, institutional and regulatory frameworks
 - the legal and regulatory framework pertaining to planning, construction, operations and decommissioning of the proposed projects;
 - An assessment of the legal and institutional adequacy for the project and if there are gaps, provide mitigation measures.
 - institutional capacity and arrangements to undertake and manage the project,

- Sensitivity analysis to test resilience of the model to changes in assumptions and risks over the Project term.
- Risk identification, assessment, quantification, allocation and mitigation -the Advisor should identify all significant risks, cost these risks, and advise on the best mitigation programmes / actions of those risks. They should also explicitly describe the proposed risk allocation structure between the Government and Private Party
- Value for money Assessment -carry out a thorough financial budgetary exercise and analysis to:
 - firstly, fully understand the financial cashflows of the Project,
 - compare the benefits of the proposed PPP route versus the traditional procurement methods including risks transferability.
 - and clearly demonstrate the anticipated affordability and value for money to be achieved by the Project and if so, recommended the PPP process in terms of cost, bus fares, quality, quantity, risk transfer and all required sensitivity analysis
 - Compute the life cycle costs if GoM had to undertake all the financing, management and operation versus the private partner doing so. This entails the production of a Public Sector Comparator model.
- Economic and Socio Impact valuation- Establish economic and socio impact rationale for the project. Economic evaluation and Cost benefit analysis should demonstrate that the proposed procurement arrangement can:
 - achieve the strategic and operational benefits of the proposed Project implementation for GoM in terms of its strategic objectives and government policy.
 - clearly illustrate new direct and indirect employment as a result of the Project.
 - show the economic achievements of the Project in additional Taxes (direct and indirect) being generated and value enhancement as a result of the

improved transport corridor which benefits must be seen in addition to the direct affordability achievements of the Project.

- Market sounding and investment promotion meetings for the purposes of gauging investment appetite for the proposed project structure. Market Sounding will also ensure that the views of prospective lenders, investors, contractors, equipment suppliers, etc. are incorporated in the structuring of the proposed project.
- Market Analysis to cover end-users of the facilities such as the profile of the customers, affordability, desired features of the markets, willingness to pay, etc.
- Environmental and Social Due Diligence

The advisor will be required to conduct a preliminary environmental and social scoping assessment and recommend E&S studies to be undertaken by the prospective Investor prior to commencement of construction. The specific activities under this task will include;

- Provide a concise description of the existing biophysical characteristics and the socio-economic environment status of the proposed area by identifying and analyzing physical, biological, social, economic and cultural conditions of the proposed project areas, and identify potential risks;
- assess applicable laws, national policies and frameworks and identify all legal and regulatory aspects relevant for obtaining environmental approvals,
- Identify, assess and analyze potential environmental, social, health and safety, cultural and climate change impacts associated with implementation of the project; Propose measures to eliminate / reduce or mitigate the identified negative environmental and social impacts and measures to enhance the positive effects;

- Develop an Environmental and Social Management Plan of implementing the identified mitigation and enhancement measures as well as operational measuring including emergency procedures;
- Propose an Environmental and Social Monitoring Plan by which implementation of all mitigation measures recommended in the Management Plan will be monitored;
- Undertake stakeholder consultations to ensure key interested and affected parties are involved. Public consultations shall be implemented in accordance with EIA guidelines and World Bank Environmental and Social Framework; and
- Provide recommendations in the E&S scoping report on the most preferred options to be considered in the designs and implementation of the projects.

The advisor will also be required to carry out Social Screening of the proposed project sites to determine and assess the impact of the implementation of the projects on the population of the affected areas including the long-term impacts associated with relocation. Where deemed appropriate, the advisor will be tasked to prepare a preliminary resettlement action plan.

6.1.4 Procurement plan

The Advisor will prepare an action plan which will give the client an indication of the recommended procurement mechanism which may be a PPP arrangement or not. This implementation schedule should indicate the specific procurement activities that will be followed in each step as well as the issues that must still be resolved. The Advisor will also review the structure and approach of the procurement and related documentation such as contracts to consider whether the facilities can be bundled or tendered out as lots. They shall take into account potential gains economies of scope and scale, and whether the value (ticket size) of each lot would attract the interest of potential investors.

6.1.5 Procurement Documentation

The Advisor will therefore produce the necessary procurement documents that will include the request for qualification (RFQ), Request for proposal (RFP) and all other

bidding documents and agreements. The consultant will prepare a PPP agreement (or such other procurement documentation as the case may be) that should contain clear provisions on all critical contract implementation terms including the following:

- schedules that commit the Private Party to deliver as promised in their bid documentation.
- performance monitoring arrangements
- Private Party reporting requirements
- dispute resolution system
- establishing the penalty regime
- The comprehensive output specifications for the private party to meet;
- Performance framework and measurement criteria;
- A risk profile as established in the feasibility study;
- The payment mechanism and penalty mechanisms and consequential security regimes.
- termination arrangements

The Advisor shall propose a capacity building strategy to ensure that Contracting Authorities are conversant with the proposed PPP agreement and all contract implementation terms as outlined above to ensure their ability to manage the project over the life of the agreement.

6.1.6 Stakeholder Capacity and Engagement

The Advisor will propose a plan on how relevant stakeholders (internal and external) will be engaged throughout the various phases of the Feasibility Process. The stakeholder Engagement Plan will be submitted to the Client for Approval. Once approved the stakeholder engagement plan will serve as a guiding document for the consultant to effectively carry out all stakeholder engagement activities. These engagement processes will afford these stakeholders the opportunity to provide commentary, input and recommendations for the Project which will be considered and incorporated if deemed

appropriate. A report of in-depth stakeholder engagement activities will be provided that will include all issues raised.

6.1.7 Draft Feasibility Report

The Advisor will submit a draft feasibility report that will set out the recommendations for the Project and spell out all critical factors necessary for successful implementation of the Project. The report should also state the capacity of GoM to procure, implement, manage, enforce, monitor, and report on the PPP. Various key stake holders that are directly involved in the implementation of this PPP will provide their comments on the draft report and a final report will be submitted after comments have been taken into consideration.

6.2 PPP PROCUREMENT

6.2.1 Updated Procurement Plan

Based on the results of the feasibility study and the approval thereof by the requisite authorities, the Advisor will update or revise the procurement plan to highlight all critical stages that are necessary in the procurement of the project and identification of private sector partner(s). The plan will also include all critical approvals that must be sought at every stage of the procurement process and will also state the approving institutions. It is a critical consideration in the procurement phase that procurement must be fair, equitable, transparent, competitive, and cost-effective.

6.2.2 Evaluation of Bids

An Evaluation Team comprising various stakeholders, assisted by the Advisors, will evaluate the bids following guidance given in the Bid Procedures. The first stage of this evaluation will be done by a Bid Evaluation Committee (BEC) that will comprise primarily of Advisors and client representatives. A best and final offer (BAFO) process may be considered. When costing this overall procurement phase, the transaction Advisor must allow for the possibility of preparing and administering a separate BAFO processes. This cost must be clearly identifiable.

The preferred Bidder is announced after this phase.

6.2.3 PPP Agreement Negotiations

The Advisor will assist the PPPC in the final negotiations with the preferred bidder. This will involve categorizing issues appropriately, developing timelines for completion, and planning negotiation strategies and processes for reaching an effective agreement.

The Advisor must ensure that all agreements reached are incorporated into appropriate financial, commercial, and legal documentation, and must assist with drafting the necessary and related correspondence.

The final terms of the agreements, each as negotiated with the preferred bidder, must be submitted to the PPPC and Ministry of Finance and Economic Affairs. The Advisor will be responsible for compiling the necessary submissions for the PPPC and Ministry of Finance and Economic Affairs to obtain this approval.

The Advisor will submit a close-out report for the procurement of the private investor which will be a confidential document of the PPPC and Ministry of Local Government.

6.2.4 Monitoring The PPP Agreement

The Advisor will propose mechanisms for monitoring implementation of the PPP Agreement in terms of Contract management and Service delivery management.

6.2.4.1 PPP contract management –

The Advisor will be required to provide a procurement and/or PPP (if so elected) agreement management plan that will detail proposed mechanisms and procedures, for the various GoM bodies to effectively implement, manage, enforce, monitor, and report on the PPP. The Advisor will be required to provide mechanisms that will guide smooth implementation of the partnership.

6.2.4.2 Service delivery management –

The Advisor will provide a mechanism on:

- measuring and monitoring the outputs of the PPP agreement.
- liaising with and reporting by the private party.

7 METHOD OF ASSIGNMENT

All reports, market sounding, and investment promotion meetings will be delivered in Malawi and, where necessary, neighboring countries, or as may be guided by the Client.

The Consultant will have to make adequate provisions to be present in Malawi for performing parts of the field work, submitting deliverables, holding, or attending evaluation meetings, bid conferences and contract negotiations, among several.

8 TIMELINES AND EXPECTED DURATION

Phase	Item	Activity	Cumulative Timeline (weeks after commencement)
Phase 1: Feasibility Study	1	Inception and Stakeholder Engagement Plan	2 weeks
	2	Needs Analysis Report	8 weeks
	3	Detailed technical structure and solutions.	12 weeks
	4	Various legal, technical, financial, and environmental and social due diligence investigations and comprehensive risk analysis process	16 weeks
	5	Detailed financial assessment including modelling, financing, affordability, and value for money assessment.	18 weeks
	6	Stakeholder engagements (internal and external) to test acceptance of proposed developments and to afford (especially from external engagements) the opportunity to make changes.	20 weeks

	7	Draft Feasibility Study Report covering all aspects of legal and regulatory; technical, environmental, social, and financial findings and proposals including procurement and PPP mechanism assessment	22 weeks
	8	Final Report as a revised version of the draft Final Report based on stakeholders' comments	24 weeks
	9	Draft Procurement and Bidding Documents	25 weeks
Approval of the Detailed Feasibility Study by the Ministry of Finance and Economic Affairs and Ministry of Local Government and Authorization to proceed to Procurement Stage. Issuance of Notification to the Advisors informing them of the formal acceptance of their Feasibility Report together with their recommended Restructure Report and engaging them to proceed to the next stage.			
Phase 2: Conducting and Administering the Procurement process	10	RFQ process and documentation finalised	30 weeks
	11	Manage and evaluate RFQ responses and conclude outcomes	42 weeks
	12	Conducting and managing the RFP process including clarifications and bidder conferences.	67 weeks
	13	Receive and evaluate RFP bids	69 weeks
	14	Multi-stage technical evaluations (bidder interviews & contract negotiations).	76 weeks
	15	Final BEC including Treasury and Contracting authority approval processes	80 weeks
	16	Achieve financial close with final Contracts signed and procurement	94 weeks

Commented [CM1]: Lets rework on this to fit within 18 months. One area is the gap between phase 1 & 2. one month should be enough.

Commented [PK2R1]: I have tried reducing and we have gained 6 weeks. Reducing further seems tight

		close-out report and a comprehensive project and agreement management plan	
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The timelines presented in this Section are indicative and will be confirmed by the Feasibility Study process and the resultant Procurement process decisions, from time to time. The Advisor is also expected to provide their own interpretation / understanding of the project timelines of this Project and if they have a different opinion, they may provide an alternative timeline for consideration. It is important to remember to provide such alternative timeline in addition to the compliant timeline requested.

9 DELIVERABLES AND REMUNERATION SCHEDULE

The payment schedule proposed for this project is set out below and will be approved payments against approved milestone deliverables,

Phase		Phase
Phase 1: The Feasibility Study phase	Inception Report and Stakeholder Engagement Plan	10 %
	Needs analysis and Solution Options analysis Report	30 %
	Draft Feasibility study including Various due diligence and risk matrix reports, financial model and value assessment	35 %
	Final Feasibility Report and complete procurement documentation	25%

Phase 2: The procurement phase	Final Bidding documents	20 %
	Bid Evaluation Reports	80 %
	Commercial close Report	10 %
	Financial Close, Close Out Report and a comprehensive project and agreement management plan	10 %

10 DURATION OF SERVICES

The assignment is expected to be conducted over a period of 18 months.

Commented [CM3]: Based on discussions today we may have to change this to 18 months.

11 ESTIMATED LEVEL OF EFFORT

The estimated number of key professional staff-months is: Eight (8) Man Months to be split as follows:

Phase 1 (Feasibility Study): 6 Man Months

Phase 2 (Procurement of an Investor): 2 Man Months

12 CONSULTANT QUALIFICATIONS AND TEAM COMPOSITION

To be qualified, the Consultant, a firm, or an association of firms, shall comprise a team managed by an individual Team Leader/PPP Expert.

12.1 FIRM QUALIFICATIONS:

- The firm shall have demonstrable experience of at least 10 years of providing similar services, including PPP -related detailed feasibility studies and PPP related Procurement services, to either the public or private sectors or both.

- They will, in addition, have experience in performing similar strategic reviews and evaluation processes in determining appropriate transport and specific bus terminals or similar complexes.
- Knowledge and experience of the African operating environment or close similar business projects is a requirement.

12.2 TEAM QUALIFICATIONS

The team shall provide evidence of appropriate academic qualifications, proven track record in successfully transacting PPPs and or other procurements of similar complex and size projects in the past 10 years in various sectors. The TA will be held accountable, in terms of the Consultant's contract, for ensuring that all project deliverables are submitted in time, in good quality and within budgetary cost. They will also ensure the professional conduct and integrity of his or her team. The lead TA will also have extensive negotiations expertise.

12.3 TEAM COMPOSITION

The skills and experience required within the team are as follows:

The team should comprise of the following:

- 1) Team Leader/PPP Expert with a Master's Degree in Finance, Business, Economics, Engineering, Law, with a minimum of 10 years of developing, analyzing, structuring PPP transactions as well as experience in leading PPP contract negotiations.
- 2) Financial and Risk Analysis expert with a Master's Degree in Finance, Economics, with minimum of 10 years in analyzing PPP financial viability, economic appraisal and developing financial models for projects;
- 3) Trade expert with a Master's Degree in, International Trade, Business, Economics, Agribusiness, with a minimum of 10 years' experience in trade, agribusiness, or value chain development.
- 4) Urbanization expert with a Master's degree in Urban Planning, Demography/ Population Studies, Geography, or Development Studies with a minimum of 10 years' experience in city or town planning and urbanization

- 5) Legal expert, with a Master's Degree in Law, knowledgeable in Malawi Law, with 10 years' experience in project finance, legal and regulatory analyses and reviews and PPP contracting.
- 6) Architects, with a Bachelor's Degree in Architecture or Architectural Engineering familiar with the Malawi operational environment, with at least 10 years' experience.
- 7) Structural, Production and Services Engineers with a Bachelor's Degree in Civil/Structural Engineering, Mechanical/Industrial Engineering, Mechanical/Electrical Engineering respectively with a minimum of 10 years' experience.
- 8) Quantity Surveyors with a Bachelor's Degree in Quantity Surveying or Cost Engineering with a minimum of 10 years' experience.
- 9) Environmental Impact Assessment Expert with a Master's Degree in Environmental Science, Environmental Engineering or Environmental Health with a minimum of 10 years' experience in preparing EIAs for infrastructure projects.
- 10) Social specialist with a Master's Degree in Social Sciences, Development Studies, Rural Development, a minimum of 10 years' experience conducting social impact assessments., resettlement exercises, stakeholder engagement, GRM, GBV/SEAH and related issues.

The Advisor is also required to provide a team organogram that clearly sets out the organization of the various areas of specialty, proposed lead experts and supporting expertise is also required. The lines of authority, reporting structures, quality control measures and external reporting must be clearly articulated. The intended corporate governance disciplines must also be spelled out in the response bid.

The Advisor will, furthermore, provide a comprehensive project plan with adequate write up to outline it's understanding of the project, the specific milestones and deliverables proposed to be achieved. This project plan will elaborate on the work methodology and processes to be undertook to achieve these project milestones. This methodology section must also include detailed project plan timelines in an acceptable format e.g., Gantt or similar chart(s).

13 SELECTION OF THE CONSULTANT

The selection will be based on the two-envelope system where the technical and financial bids will be evaluated separately. The technical proposal will carry a maximum weight of 80 points and financial proposal will be awarded a maximum of 20 points. The bid with the highest combined technical and financial proposal will be selected for negotiations.

Prospective consultants are required to submit one original and five copies of the technical as well as financial proposal jointly sent in separate envelopes to the address below:

The Chairman,
Internal Procurement and Disposal of Assets Committee,
Ministry Of Transport and Public Works,
Attn: Project Manager,
Capital Hill,
Private Bag 322,
Lilongwe 3, Malawi.
Tel: +265 1 753 699
Fax: +265 1 750 307
E-mail: hastings.ngoma@satcp.mw; andrew.sungitsa@satcp.mw; CC: procurement@satcp.mw;

14 CLIENT RESPONSIBILITIES

The obligations of the PPPC shall be as follows:

- i. Providing access to reference materials and any relevant existing reports, data and information that may be required by the Consultant.
- ii. Providing the Consultant with a list of all relevant stakeholders
- iii. Coordinating and providing location/venue for meetings, etc.

- iv. Reviewing documentation submitted and giving feedback within a timeframe of two weeks.

15 CONSULTANT'S RESPONSIBILITY

All information, data and information obtained from the client shall be properly reviewed and analyzed by the consultant. All such information, data and reports shall be treated as confidential. The Consultant shall be bound by the obligation of professional secrecy during and after the assignment. The consultant shall make their own arrangements for document reproduction, printing, and reproduction of all reports during the assignment. The consultant shall be fully self-sufficient in office accommodation, internet, and communications.

16 REPORTING

The Advisor will report to:

The Chief Executive Officer
The Public Private Partnership Commission
2nd Floor Livingstone Towers
Glyn Jones Road
P.O. Box 937
Blantyre
Malawi

Telephone Number: +265 (0)1 823 655

Fax Number: +265 (0)1 821 248

e-mail: info@pppc.mw

17 FORMAT OF SUBMISSION OF REPORTS

All delivery reports must be submitted in a MS Word format (with relevant annexures) and delivered as both electronic and hard copy documents. The hard copy documents for the Detailed Feasibility Study Report, the Bid Procurement Documentation, the PPP or Procurement Agreement, and the Closeout Reports shall comprise six (6) copies. The feasibility study must be presented with a comprehensive executive summary and must be accompanied by a PowerPoint presentation containing all the key features of the study.

All financial models must be in Excel format, with no hidden or locked cells, and must clearly set out all assumptions made, sensitivity analyses, and model outputs. The financial models must be accompanied by a model handbook to enable sufficiently adaptability for use by others at later stages. The model handbook must describe the structure of the model, the calculations be performed and the list of assumptions.