



PublicPrivate
Partnership
Commission

SOUTHERN AFRICA TRADE AND CONNECTIVITY PROJECT (SATCP)

PROJECT NUMBER : P164847
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GRANT NUMBER : D804-MW

TERMS OF REFERENCE FOR CONSULTANCY SERVICES AS AN ADVISOR FOR NEW BUS TERMINALS PPP PROJECT

Client: The Public Private Partnership Commission
Project: Southern Africa Trade and Connectivity Project (SATCP)
Contract title: Advisory Services for New Bus Terminals PPP Project
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 provide advisory services for new bus terminals in several locations in Malawi 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 modern bus terminals in the three major cities of Blantyre, Zomba and Mzuzu under a Public Private Partnership (PPP) modality.

2 INTRODUCTION

The Governments of Malawi and Mozambique requested the World Bank Group (WBG)'s support 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

Road transport is the most heavily used mode of transport in Malawi. It reaches the remote parts of the country and serves a variety of people engaged in diverse socio-

economic activities. Due to increased international mobility and economic activity, public demand for road transport services has grown tremendously over the past decade.

Historically, during the past 60 years main public transportation service has been provided by Shire Bus Lines limited which was established in 1947 under the British Protectorate Administration of Nyasaland and was then known as Nyasaland Transport Company. The Company was liquidated in 2008 and the Government of Malawi (GoM) facilitated the arrangement thereafter, to establish another bus company, National Bus Company to fill the vacuum created by the defunct Shire Bus lines.

In addition, there are several other private bus operators that have emerged over the years such as AXA with a fleet of over 30 buses and other small bus operators with about 3-8 buses such as Ulemu Bus Services, Zonobia, Future Express, Matours etc. Further, Malawi has seen an influx of minibuses over the past two decades, with currently more than 5,000 minibuses operating in the country. Besides these local operators, there are also several international bus operators mostly operating to and from Johannesburg (South Africa) as well as Dar es Salaam (Tanzania).

At present there are no proper bus terminals for the private operators, as there are no adequate and well-regulated central public bus terminals. As such, each of these bus companies operates from different parking facilities, usually their own private make-shift terminals. Since there are isolated parking spots for buses, passengers waste time moving from one station to another to look for alternative transport to compare fares, to check departure times and space availability. This causes unacceptable delays for passengers as they must transfer themselves from one corner of town to another in search of buses.

It can thus be seen that the isolated efforts have brought about a huge challenge in terms of the required fixed infrastructure to support the public transport system, and this is even more pronounced with the international buses, with no predictability of where exactly passengers can get access to these bus services. The absence of a centrally coordinated and well-functioning bus terminal is a significant impediment to providing a better public transport system in Malawi.

4 PROPOSED SOLUTION

GoM recognizes that an efficient public transport system is fundamental to the economic growth of this country. As such, there is a need for a well-coordinated and reliable public transport system for both urban and rural areas. This coordination can effectively be achieved through the provision of a modern, fully fledged bus terminal infrastructure. This will align with rapid transport systems in the cities which are being introduced and implemented gradually.

The GoM would like to construct modern bus terminal complexes in the three major cities of Blantyre, Zomba and Mzuzu in order to provide a central and well-coordinated place for both local and international public transport. It is expected that these complexes may be constructed through a PPP model where the investment will substantially be recovered through terminal access fees. It is expected that the terminals will also have other ancillary facilities such as restaurants, shops to provide readily required services to the traveling public.

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 modern bus terminals in 3 cities in Malawi (Blantyre, Zomba and Mzuzu). 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) confirm the available site(s) while factoring in stakeholders (end-users') input,
- 2) develop technical specifications needed to build a modern bus terminal complex,
- 3) carry out preliminary environmental and social assessments and prepare an E&S scoping report
- 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 bus fares 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 including the need to ensure availability of service in non-commercially viable routes. The overall Transport strategic objectives of GoM for the country and specifically the major centra 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 the usage of existing terminal infrastructure. 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,
- 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 fees for the buses, parking area. Lodging, restaurant, operator offices, 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 quantify 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.
 - Review 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 terminals, 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;
- 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.

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 Advisor will prepare a Stakeholder Engagement Plan (SEP) and undertake meaningful and quality consultations to inform the studies and deliverables. 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 carryout 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, Ministry of Transport and City Councils.

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		Inception and stakeholder engagement plan	2 weeks
	8	Needs Analysis Report	6 weeks
	9	Detailed technical structure and solutions.	10 weeks
	10	Various legal, technical, financial, and environmental and social due diligence investigations and comprehensive risk analysis process	14 weeks
	11	Detailed financial assessment including modelling, financing, affordability, fiscal commitments & contingent liabilities, and value for money assessment.	16 weeks
	12	Stakeholder engagements (internal and external) to test acceptance of proposed developments and to afford (especially from external engagements) the opportunity to make changes.	17 weeks
	13	Draft Feasibility Study Report covering all aspects of legal and regulatory; technical, environmental,	19 weeks

		social, and financial findings and proposals including procurement and PPP mechanism assessment	
	14	Final Report as a revised version of the draft Final Report based on stakeholders' comments	23 weeks
	15	Draft Procurement and Bidding Documents	25 weeks
Approval of the Detailed Feasibility Study by the Ministry of Finance and Economic Affairs and City Councils and Authorization to proceed to Procurement Stage. Issuance of Notification to the Advisors informing them of the formal acceptance of their Feasibility Report and engaging them to proceed to the next stage.			
Phase 2: Conducting and Administering the Procurement process	16	RFQ process and documentation finalised	29 weeks
	17	Manage and evaluate RFQ responses and conclude outcomes	43 weeks
	18	Conducting and managing the RFP process including clarifications and bidder conferences.	68 weeks
	19	Receive and evaluate RFP bids	70 weeks
	20	Multi-stage technical evaluations (bidder interviews & contract negotiations) including Best and Final Offer (BAFO) procedures where applicable.	77 weeks
	21	Final Contract Negotiations including Treasury, Government Contracts Unit, Ministry of Justice and City Councils approval processes	81 weeks
	22	Achieve financial close with final Contracts signed and procurement close-out report and a comprehensive	95 weeks

		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	Deliverable	% of Phase
Phase 1: The Feasibility Study phase	Inception Report and stakeholder engagement plan	10 %
	Needs and Solution Options analysis	30 %
	Draft Feasibility Report	35 %
	Final Feasibility Report and Complete procurement documentation	25 %
Phase 2: The Procurement phase	Final Bidding Documents	20%
	Bid Evaluation reports	60 %
	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 24 months.

11 ESTIMATED LEVEL OF EFFORT

The estimated number of key professional staff-months is: Nine and Half (9.5) Man-Months to be split as follows:

Phase 1 (Feasibility Study): 7 Man-Months

Phase 3 (Procurement of an Investor): 2.5 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 Lead Transaction Advisor (TA).

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 team should comprise, at a minimum, of the following with the lead person in each category listed. These individuals should all have at least 10 years' experience in similar infrastructure transactions i.e. bus terminal. Their experience should also include exposure to PPP projects.

The support team around any of the key team leaders must also be clearly indicated: The Advisor will propose at least one candidate for each position or role listed:

- 1) Project team leader with a Master's Degree in Transport Planning or Project Management with a minimum of 10 years' experience in urban transport infrastructure under PPP framework as well as experience in leading PPP contract negotiations.
- 2) The PPP Expert with a Master's Degree in Finance, Business, Economics, Engineering, Law, with a minimum of 10 years of developing, analyzing and structuring PPP transactions.
- 3) 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;
- 4) 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.
- 5) Transport engineer with a Master's Degree in Transport, Civil or Mechanical Engineering, with a minimum of 10 years' experience;

- 6) Transport economist with a Master's Degree in Transport Economics with a minimum of 10 years' experience;
- 7) 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
- 8) Architects, with a Bachelor's Degree in Architecture or Architectural Engineering familiar with the Malawi operational environment, with at least 10 years' experience.
- 9) Structural and Services Engineers with a Bachelor's Degree in Civil/Structural Engineering, Mechanical/Electrical Engineering respectively with a minimum of 10 years' experience.
- 10) Quantity Surveyors with a Bachelor's Degree in Quantity Surveying or Cost Engineering with a minimum of 10 years' experience.
- 11) 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.
- 12) 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.