



Millennium Development Authority (MiDA)

PRE-BID CONFERENCE

PROGRAM IMPLEMENTATION UNIT (PIU)

November 13, 2018

Presented By
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MiDA

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GHANA COMPACT II OVERVIEW

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➤ Power Compact

- An international treaty between the United States Government represented by Millennium Challenge Corporation (MCC) and the Republic of Ghana to develop the power sector.
- Total (projected) Program Funds: US\$ 535.6M to be disbursed in two (2) tranches
 - ❖ Tranche I Funding – **US\$345.6M** being disbursed upon Entry into Force (EIF) – September 6, 2016
 - ❖ Tranche II Funding – US\$190M to be disbursed after two (2) years of EIF (having met CPs related to ECG PSP etc.)
- Compact Duration: Five (5) years: Have done 2 years + 2 months. 2 years + 10 months to go (September 6, 2021)

COMPACT PROJECTS

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- **ECG Financial & Operational Turnaround (EFOT) Project**
- **NEDCo Financial & Operational Turnaround (NFOT) Project**
- **Regulatory Strengthening & Capacity Building (RSCB) Project**
- **Access Project**
- **Power Generation Sector Improvement Project (PGSIP)**
- **Energy Efficiency & Demand Side Management (EEDSM) Project**

PROGRAM IMPLEMENTATION UNIT (PIU)

- PIU as part of MiDA's re-structuring & capacity beefing up strategy
- 5- member Industry Consulting firm; high-level technical experts, act as "PIU"
- PIU designed for the key Infrastructure Project areas:
(EFOT, NFOT, Access & EEDSM Projects)
 - A Team Lead
 - EFOT Expert – To support the EFOT Project Team.
 - NFOT Expert – To support the NFOT/Access/EE/DSM Project Teams.
 - ESH&S Expert - To support Environment & Social Performance Directorate.
 - IT Expert – To provide IT technical expertise and support (EFOT and NFOT)
- **To provide over-arching program and project management support**
- **Projects at various stages of works implementation. – details provided in the ToR**

OBJECTIVES OF THE ASSIGNMENT

- ▶ **PIU to work closely with MiDA management and the Project Directorates/Teams to provide strategic direction, advice, support, guidance, and solutions - enhance MiDA's efforts at speedy implementation of Projects**
 - ❑ **Safeguard interests of MiDA**
 - ❑ **Establish and implement effective processes to assist MiDA to manage, control, coordinate and complete implementation, as well as close out the Project Works.**
 - ❑ **Assist MiDA in coordinating the activities of all parties – PMC, TA, other Consultants, Contractors and Implementing Entities**

OBJECTIVES OF THE ASSIGNMENT

- **Ultimate objective - to turnaround and accelerate the pace of Compact implementation and performance across various Project areas.**
 - **Ensure professional Compact delivery**
 - **Highest quality**
 - **On time and**
 - **Within agreed budgets.**
- **PIU to provide**
 - **Requisite professional staff, as well as Head Office logistical support**
 - **Established systems, based on international best practices and standards of program and project management and administration, as spelt out in this Terms of Reference.**

OVERVIEW OF THE CONSULTANCY SERVICES

Broadly, scope covers:

- General Program and Project Management and Project Administration support, including Construction Management Oversight and Contract Management Oversight for the Compact's infrastructure activities.
- Design Review Process Oversight in respect of all designs for EFOT, NFOT, Access and EE/DSM Projects.
- IT technical expertise and support, with a focus on Utility Commercial and Business Systems, in relation to planned IT projects under the EFOT and NFOT Projects (GIS, MMS, ERP, OMS, and Data Centre for ECG and CIS for NEDCo)
- Guidance and support to the Environment & Social Performance Directorate on addressing Project -related environmental, social, health, safety, and RAP issues
- Assistance to MiDA to prepare and implement the Program Closure Plan for the Compact in line with MCC's Guidelines and requirements.

OVERVIEW OF THE CONSULTANCY SERVICES

Specific Tasks and Key Elements

➤ Task 1 - Inception Phase;

(Inception Phase; Kick-off Meeting; Data/Background Information; Program Office)

➤ Task 2 - General Program Management;

❑ The key plans/documentation under “Program Management Plan” developed and approved.

❑ PIU required to review and validate (within inception phase) – and run with them

❑ PIU may introduce other tools/systems/techniques - considered essential & effective to meet the Program Objectives and the objectives for the Assignment.

➤ Planning/Workplan; Closure Plan

➤ Assurance/Control

➤ Administration

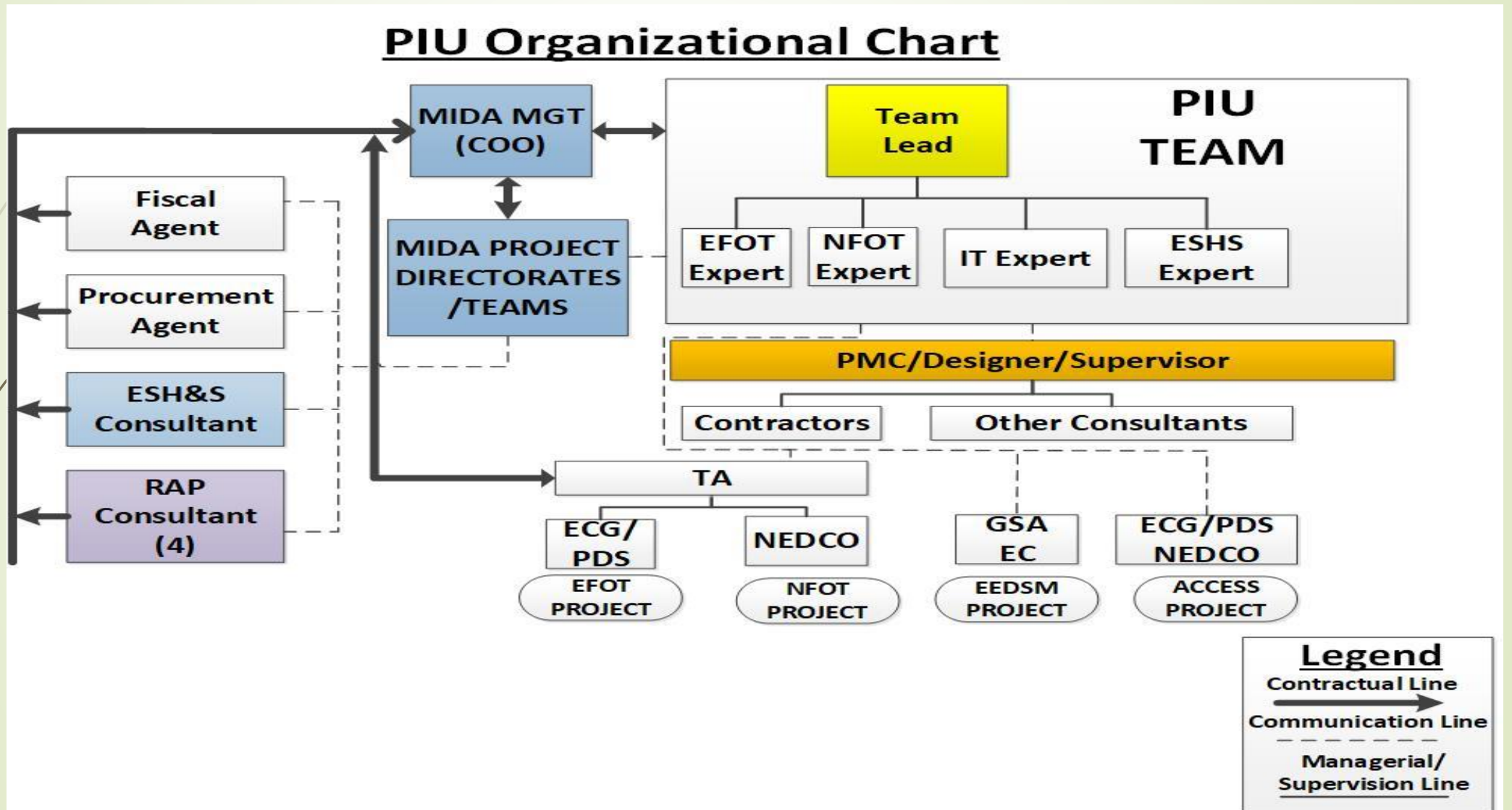
➤ Coordination

➤ Details of 15 Annex to PMP available

OVERVIEW OF THE CONSULTANCY SERVICES

- **Task 3 – Design Review Process Oversight**
- designs by PMC + other Consultants; Multiple Design Reviewers (MiDA, Consultants, ECG/NEDCo/TA, MCC/WSP etc)
- PIU not tasked with additional layer of design review – rather Design Review Process Oversight with the main objectives of:
 - Providing support, advice, guidance and direction, and generally advising on solutions to address challenges and clear bottle-necks in the design and design review process.
 - Monitoring and coordinating design progress across all Project areas to ensure that all remaining designs are conducted according to approved Schedules, and in an organized and timely manner.
- **Task 4 – Construction Management Oversight –**
 - ❑ PIU is not tasked with detailed Construction Supervision (for the PMC)
- **Task 5 – Contract Management Oversight**
- **Task 6 – Program Close out Support**

INSTITUTIONAL ARRANGEMENTS



DELIVERABLES SCHEDULE

SN	TASKS/DELIVERABLE/REPORT	DUE DATE (Months after Commencement of Services)
1	Deliverables on Task 1: Program Inception	
	<ul style="list-style-type: none"> Inception Report 	1 month
2	Overall Progressive Reporting	
	<ul style="list-style-type: none"> Monthly Progress Report (MPR) 	1 st MPR (2 months)
	<ul style="list-style-type: none"> Quarterly Progressive Report (QPR) 	1 st QPR (3 Months)
	<ul style="list-style-type: none"> Annual Performance Report (APR) 	1 st APR (6 Months)
	<ul style="list-style-type: none"> Final Report 	30 Months
3	Period of Performance Approximately 30 calendar months, assuming commencement of Services on March 1, 2019.	

PAYMENT SCHEDULE

SN	TASKS/DELIVERABLE/REPORT	DUE DATE (Months after Commencement of Services)	% Payment
1	Deliverables on Task 1: Program Initiation		
	<ul style="list-style-type: none"> Inception Report 	1 Month	10%
2	Overall Progressive Reporting		
	<ul style="list-style-type: none"> Monthly Progress Report (MPR) - 19 MPRs 	1 st MPR (2 Months)	57%
	<ul style="list-style-type: none"> Quarterly Progressive Report (QPR) - 7 QPRs 	1 st QPR (3 Months)	14%
	<ul style="list-style-type: none"> Annual Performance Report (APR) - 2 APRs 	1 st APR (6 Months)	10%
	<ul style="list-style-type: none"> Final Report 	30 Months	9%

LEVEL OF EFFORT

Position	Total Person Months
1. Team Lead	30
2. EFOT Project Expert	30
3. NFOT Project Expert	30
4. IT and Business System Expert	30
5. ESH&S Expert	30
Estimated Total (LOE)	150

EVALUATION CRITERIA

GENERAL

Consultancy Firm Experience in:

- Proven experience in the provision of general Program and Project Management and Project Administration support, including Construction Management Oversight and Contract Management Oversight for Project infrastructure activities.
- Proven experience in the provision of Design Review Process Oversight in respect of all designs related to Infrastructure Projects.
- Proven experience in the provision of general IT and Business Systems support, with a focus on Utility Commercial and Business Systems (GIS, MMS, ERP, OMS, and Data Centre for ECG and CIS).
- Proven experience in the provision of guidance and support in addressing Infrastructure Project – related environmental (ESH&S) and RAP issues.

EVALUATION CRITERIA

APPROACH, METHODOLOGY AND WORKPLAN

Proposed approach, methodology, and work plan demonstrates a clear understanding of the contract requirements and appreciation for the work required in all the technical requirements of the Terms of Reference.

Proposed project organization and staffing provides a clear, logical and appropriate staffing pattern with responsibilities among different staff positions adequately defined, including which staff/Expert is designated to each of the key Project Areas, whilst working in Ghana.

Proposed approach and methodology for developing effective systems to manage and accelerate Compact implementation.

EVALUATION CRITERIA

PERSONNEL QUALIFICATION

Qualifications

- Educational Qualifications,
- Membership of Professional Organization, and
- Knowledge of English Language.

Work Experience Relevant to the Assignment

- Demonstrated successful experience and past performance in accomplishment of similar projects.

Developing country experience

- Relevant work experience in sub-Saharan Africa and developing countries

Thank You

**TO NEXT
PRESENTATION**





Millennium Development Authority (MiDA)

REQUEST FOR PROPOSALS

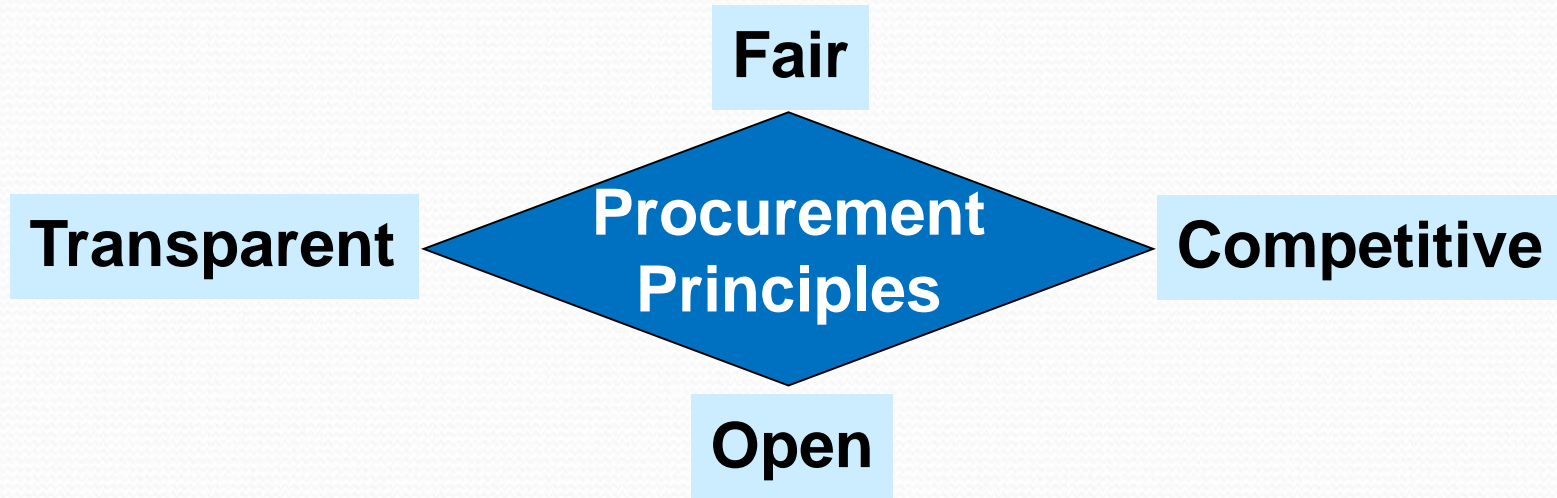
MCC STANDARD BIDDING DOCUMENT ADAPTED FROM IDA/WORLD BANK STANDARD DOCUMENTS BUT ADAPTED TO SUIT MCC.

REMEMBER THIS IS UNTIED AID AND COMPETITION IS OPEN WORLDWIDE.

IMPORTANT FOR INTERESTED BIDDERS TO READ THE RFP CAREFULLY AS THIS IS AN UPDATED VERSION EFFECTIVE FROM SEPTEMBER 2018.

IF IN DOUBT ON ANY ISSUE(S) ALWAYS ASK FOR CLARIFICATION BY THE ADVERTISED DEADLINE.

MiDA PROCUREMENT PRINCIPLES



- Procurement Agent to ensure integrity of the process
- Open competition wherever possible
- No geographic or national preferences
- Independent and suitably qualified Evaluation Panels
- MCC and MiDA Board of Directors approvals over certain thresholds
- Price Reasonableness Analysis
- Contractor Past Performance Reports
- Bid Challenge System (www.mida.gov.gh) and Debriefings

PART 1 - SECTION I

INSTRUCTIONS TO CONSULTANTS

READ CAREFULLY, AND IN PARTICULAR NOTE

CLAUSE 17

- Clearly mark your outside envelope/package with the name and reference for the assignment – also see Proposal Data Sheet;
- Ensure that the required number of your Technical and Financial Proposals are provided – also see Proposal Data Sheet;
- Ensure that the Technical and Financial Proposals are enveloped separately and also clearly marked with the name and reference for the assignment.

PART 1 - SECTIONS II AND III

Section 2 – The Proposal Data Sheet supersedes the related clauses from the Instructions to Consultants. Please also note that Proposals must be submitted no later than **10:00 hours Ghana time on 10th December, 2018.**

Section 3 – The Qualification and Evaluation Criteria shows the marks to be awarded for each category and you are required to obtain a total of 80 marks if you are to pass and enable your Financial Proposal to be opened and evaluated.

SECTION III - QUALIFICATION AND EVALUATION CRITERIA

There are now new Qualification Tables included in the RFP in Section 3.5 which cover:

3.5.1 Eligibility – Qualification and Eligibility, Conflict of Interest and Ineligibility and Debarment (Form TECH-1 and attachments).

3.5.2 Historical Contract Non-Performance – Pending Litigation (Form TECH-2 B).

3.5.3 Financial Situation – Historical Financial Performance, and Financial Resources (Forms TECH 2A, TECH-2B and TECH-4).

3.5.4 Experience – Organization Capability and Technical Experience (Forms TECH-3 and TECH-6), and General and Specific Experience (Form TECH-4).

The Consultant shall provide the information requested in the corresponding information sheets included in Section IV, Proposal Forms, to establish that the Consultant meets the requirements established.

SECTION III – QUALIFICATION AND EVALUATION CRITERIA

LEGAL STATUS - LETTER OF INCORPORATION WITH TECH-1

FINANCIAL CRITERIA - ACCOUNTS AND CREDIT FACILITIES TO EVIDENCE SUFFICIENT FINANCE TO COMPLETE THE CONTRACT.

LITIGATION CRITERIA – FOR CONTRACTS IN LAST 5 YEARS.

ORGANIZATIONAL CAPABILITY AND EXPERIENCE OF THE CONSULTANT – EVIDENCE OF SUCCESSFUL EXPERIENCE ON GENERAL AND SPECIFIC CONTRACTS RELATED TO THE ASSIGNMENT.

APPROACH, METHODOLOGY, AND WORK PLAN - RESPOND TO THE REQUIREMENTS OF THE TOR AND THE STATED CRITERIA

KEY PROFESSIONAL PERSONNEL – EDUCATIONAL QUALIFICATIONS, RELATED WORK EXPERIENCE, AND EXPERIENCE IN SUB-SAHARAN AFRICA/DEVELOPING COUNTRIES

SECTION III - QUALIFICATION AND EVALUATION CRITERIA

- Form TECH-2A. Financial Capacity of the Consultant
- The Consultant is required to provide information on its financial status. This requirement can be met by submission of one of the following:
 - *audited financial statements for the last three (3) years, supported by audit letters,*
 - *certified financial statements for the last three (3) years, supported by tax returns.*
 - *Evidence of financing dedicated for the implementation of the consulting services as attested by an authorized representative of the Consultant.*
- Failure to submit documents as evidence of financial capacity will result in the rejection of the Proposal.
- If the Proposal is submitted by a joint venture, all parties of the joint venture are required to submit their financial statements. The reports should be submitted in the order of the Associate's significance in the joint venture, greatest to least.

SECTION IV

Section IV A – The Technical Proposal Forms Consultants will need to respond to each section and to assist the evaluation process if Consultants use separators to divide your responses to each of the **TECH-1 to TECH-11** forms.

Section IV B – The Financial Proposal Forms Consultants will need to respond to each section and to assist the evaluation process if Consultants use separators to divide your responses to each of the **FIN-1 to FIN-4** forms.

TECH FORM - PART 1

- **TECH-1** *Use the form and wording of the letter provided and attach Power of Attorney, Letter of Incorporation, Joint Venture or Association Agreements.*
- **TECH-2A** *Attach Audited or Certified Financial Statements for the last 3 years or evidence of financing dedicated for the implementation of the consulting services as attested by an authorized representative of the Consultant.*
- **TECH-2B** *Provide details of all current or past legal proceedings, litigation, arbitration, action claims investigations or disputes over the last five (5) years.*
- **TECH-3** *Provide the background and organization of your firm/entity, and each associate, your organization chart(s), and demonstrate your organizational capability and experience as well as capacity to field and provide experienced replacement personnel at short notice..*
- **TECH 4** *Provide information on all relevant general and specific assignments that your organization, and associates, have carried out relevant to the RFP/TOR – all MCC funded work must be included.*
- **TECH-5** *Each Consultant, and JV/Association member(s) must provide references about any and all MCC-funded contracts anywhere in the world (either direct or with an MCA-Entity) to which they have been a party as sole or Lead Consultant, affiliate, associate, subsidiary, sub-Consultant or any other role. Separate parts of the table to be completed for Contracts with MCC, and for Contracts with MCA-Entities.*

TECH FORMS - PART 2

- **TECH-6** *Description of your Technical Approach and Methodology, Work Plan, and Organization and Staffing for the assignment – show an understanding of the assignment, what you will do and how you will do it.*
- **TECH-7** *Present and justify any modifications or improvements to the TOR you are proposing to improve performance in carrying out the assignment.*
- **TECH-8** *List the name, organization, and area of expertise for the Key Personnel proposed as well as the position [for the Assignment, not their corporate position] and tasks assigned for the Assignment.*
- **TECH-9** *Provide the home and field staffing inputs for all Key and Non-Key Personnel (Support Staff).*
- **TECH-10** *Provide a list of all the main activities, deliverables and other milestones for the assignment.*
- **TECH-11** *Please ensure you follow the format of the CV provided. With regards the educational qualifications of personnel you must clearly indicate the year(s) of academic qualification. Also ensure that the number of years of experience for personnel is clearly detailed on the CV.*

FIN FORMS

- **FIN-1** *Use the form and wording of the letter provided and insert the relevant date and amount(s) in words and figures.*
- **FIN-2** *Insert the total fully loaded price in the relevant currency (US Dollars, or Ghanaian Cedi, or a combination of both).*
- **FIN-3** *Complete the Breakdown of Price by Activity (for each and every activity stated in the TOR) using fully loaded prices and listing/pricing each of the line item activities in the whole assignment.*
- **FIN-4** *Complete the Breakdown of Price by Remuneration giving home and field rates for all of the Key and Non-Key Personnel in forms TECH-8 and TECH-9 of your Proposal.*

PART 1 - SECTION V

Terms of Reference – Consultants should read these carefully as it provides, among others, details of:

- the Scope of Work required under this assignment,
- the Tasks, Deliverables, Payment Terms, and
- the Key and any Non-Key Personnel requirements and the required Level of Effort.

PART 2 – CONTRACT AGREEMENT

This is the new form of Contract Agreement that you will be required to sign so please read the terms and conditions carefully.

If you are in any doubt about any of the terms of Contract it is advisable to ask for clarification at this stage.

Note: The General Conditions of Contract and MCC Additional Provisions will not be changed.

PART 2 – CONTRACT AGREEMENT

Three new Annexures to the form of Contract:

ANNEX H – Compliance with Sanctions Certification Form

This form is to be completed by the Consultant and submitted together with the signed Contract Agreement, and subsequently thereafter on the last business day prior to the last day of each quarter (March 31, June 30, September 30, December 31) after the signature of an MCC-Funded Contract, for the duration of the Contract.

ANNEX I – Self-Certification Form

This self-certification declares that the Consultant will only procure goods and materials essential for the Contract, from suppliers that are free of forced and child labor and provide their direct workers with a safe and hygienic workplace, in compliance with the International Finance Corporation's Performance Standards on Environmental and Social Sustainability regarding labor standards and protections.

ANNEX J – Notice of Intent to Award

*In compliance with ITC 26.1, after the completion of the evaluation report and having obtained all the necessary approvals per the PPG, the MCA Entity shall send the Notice of Intent to Award to the successful Consultant. Delivery of the Notice of Intent to Award **shall not constitute the formation of a contract** between the MCA Entity and the successful Bidder. This merely formalizes the processes already in place.*

CLARIFICATION QUESTIONS AND RESPONSES

CLARIFICATION QUESTIONS MUST BE SENT **BY E-MAIL** NO LATER THAN CLOSE OF BUSINESS ON **16th NOVEMBER, 2018** TO:

paghana@charleskendall.com

and copy to

procurement@mida.gov.gh

YOU MUST USE THESE ADDRESSES TO SOLICIT A WRITTEN RESPONSE TO YOUR QUESTIONS INCLUDING THOSE RAISED AT THIS MEETING.

RESPONSES TO ALL QUESTIONS WILL BE ISSUED ALONG WITH THE MINUTES OF THE PRE-PROPOSAL MEETING NO LATER THAN **23rd NOVEMBER, 2018** .

SUBMISSIONS

MiDA PROCUREMENT

4TH FLOOR HERITAGE TOWER

SUBMISSION FORM TO BE COMPLETED ON
TENDER BOX.

SUBMISSIONS DUE BY **10:00** HOURS GHANA TIME
ON **10th DECEMBER, 2018** . A PUBLIC OPENING
FOLLOWS IMMEDIATELY AFTER.

LATE SUBMISSIONS WILL NOT BE ACCEPTED.

COMMON CHALLENGES

- ❖ Clarification questions not asked by due date and time.
- ❖ Courier packages not clearly marked – clearly label courier packages with activity title and RFP reference number.
- ❖ The cover, or Technical and Financial Proposal, envelopes not correctly marked, or submitted in separately sealed envelopes.
- ❖ Proposal submission form/letter (TECH-1) not signed.
- ❖ Power of Attorney not provided for the person given authority to sign the Proposal and/or negotiate and/or sign the resulting Contract.
- ❖ JV or Association documents not provided.
- ❖ Financial Statements for three (3) years frequently not provided.
- ❖ Firms respond to TORs stating they will do **what** the TOR requires but not explaining **how** they will carry out the assignment.
- ❖ Proposal does not address all of the line item evaluation criteria.
- ❖ References with email addresses not provided for Bidder.
- ❖ Incorrect, or no, email addresses provided for Referees.
- ❖ CV not in correct format and/or not signed.
- ❖ CV to clearly state the years of experience for your Key Personnel.



As always we are looking for compliance with all of the requirements of the RFP.

It is the responsibility of the Consultant to ensure that their Proposals are complete, compliant, and clear.

The Technical Evaluation Panel will not second guess Proposal content or your intentions.

Thank You.