



**MARITIME ORGANIZATION FOR EASTERN,
SOUTHERN & NORTHERN AFRICA (MOESNA)**

**TERMS OF REFERENCE (TORs) FOR
CONSULTANCY SERVICES FOR A FEASIBILITY
STUDY FOR ESTABLISHMENT OF A REGIONAL
SHIPPING LINE(S) AND DRAFTING OF THE
EASTERN, SOUTHERN AND NORTHERN AFRICA
MARITIME CABOTAGE PROTOCOL**

**REQUEST FOR PROSOPALS
MOESNA/OT/03/RSL-MCP/2024**

1. ABOUT MOESNA

The Maritime Organization for Eastern, Southern and Northern Africa (MOESNA) is an Intergovernmental Maritime body mandated with the Promotion, Protection, and Coordination of the Shipping and Maritime Interests of the Member States in the Eastern, Southern and Northern sub-regions of Africa.

Inspired by the Objectives and Principles of the Revised African Maritime Transport Charter (AMTC) 2010 as well as the African Integrated Maritime Strategy (AIMS) 2050 which among others encourage African States to cooperate for the growth of the shipping and maritime industry and organize themselves into blocks that can drive their common Shipping and Maritime Agenda, States in the Eastern, Southern, and Northern Africa, largely connected through the West Indian Ocean, the South Atlantic ocean, and the red sea have committed to greater collaboration in advancement of their Shipping and Maritime trade interests in a more structured, coherent, unified, and effective manner.

Founded in 1967 by the regional states of Kenya, Tanzania, Uganda, and Zambia as the Intergovernmental Standing Committee on Shipping (ISCOS), the Organization was in 2024 rebranded into the Maritime Organization for Eastern, Southern and Northern Africa (MOESNA). MOESNA represents a unified commitment by the Member States to cooperate in addressing the multifaceted Shipping and Maritime challenges facing them, building synergies, riding on each other's strengths and setting a Strategic path for the transformation of Africa's Shipping and Maritime Sector.

Membership is open to all states in the three sub-regions and a number of Regional States are now at various levels of formalizing their Membership to the Maritime body, with the Democratic Republic of Congo, the Federal Democratic Republic of Ethiopia, and the Republic of Burundi having completed their processes and admitted as the 5th, 6th and 7th Members respectively. The Organization's headquarters is hosted by the Republic of Kenya in the Coastal City of Mombasa.

VISION: Africa's Centre of Excellence for Shipping and Maritime Matters.

MISSION: Promote and Advocate for Efficient and Competitive Shipping and Maritime services for socio-economic development in Eastern, Southern and Northern Africa.

2. BACKGROUND FOR THE ASSIGNMENT

Discussion on a possibility of African States to have a bigger participation in Transportation of their own cargo has been on the Region's Maritime Agenda for several decades. In the MOESNA region, the West Indian Ocean, the South-Eastern Atlantic and the Red Sea Corridors provide a tremendous opportunity for African States in the Eastern, Southern, and Northern Africa to connect through the Maritime network for their International and Intra-regional Trade.

Despite the opportunities presented by the African Continental Free-Trade Agreement, trade between African states is still very minimal, partly due lack of dependable means of connectivity. Even with the enormous trade opportunities presented by the massive water bodies surrounding the continent, there is still very few African-owned vessels to connect between regional ports. Equally of importance to address by the African States is the absence of a structured framework for identification and progression of existing trade opportunities between regional states compounded by existence of restrictive cabotage regimes that inhibit free movement of vessels across the regional ports.

With a Mandate covering almost half of the Maritime Africa, MOESNA believes that it is time for African states to seriously contemplate the possibility of establishing Domestic Shipping Line(s), if

African states expect to fully exploit opportunities that International as well as Intra regional Trade presents to the Continent.

In the breadth of promoting Intra-regional Trade between African states, MOESNA advocates for Maritime Integration of African States in order to achieve seamless Maritime connectivity and borderless shipping.

After successfully developing and launching the Regional maritime Transport Policy (RMTP), MOESNA is now engaged in facilitation of structured dialogue among Member States and promotion of Member States Capacity for Transportation of their Maritime cargo/ Trade, regionally and internationally as well as developing regional protocols for Maritime connectivity and cabotage.

3. JUSTIFICATION FOR THE ASSIGNMENT

An estimated 80-90% of our region's International Trade is transported by sea and much of this cargo is incidentally transported by multinational-foreign-owned carriers. Lack of effective control in the transportation of Member States Cargo desperately exposes Africa's economies to adverse policies and conditions including unpredictable freight charges and arbitrary surcharges which adversely affect the cost of doing business. The possibility of African States having a bigger say in transportation of their own cargo has been on the Region's Maritime Agenda for several decades. In addition, the regional water masses provide tremendous opportunities for African States in the Eastern, Southern, and Northern Africa to connect through a Maritime network for their International and Intra-regional Trade.

Unfortunately, despite the opportunities presented by the Africa Continental Free Trade Agreement (AfCFTA), trade between African states is still very minimal, partly due lack of dependable means of transport /connectivity amongst themselves. Studies have shown that although Africa is an Island with several inland waterways, the continent still lacks sufficient African-owned vessels to connect between regional ports. Of equal concern is the absence of a structured framework for identification and progression of existing trade opportunities between regional states compounded by existence of restrictive cabotage regimes that inhibit free movement of vessels across the regional ports. These are some of the critical issues that African states need to address if the operationalization of AfCFTA is to be realized.

Currently, Africa's shipping sector is witnessing a serious and alarming tendency where some Multinational Shipping Lines literally occupy and control the whole supply logistics chain under the guise of Vertical Integration. In this unfortunate development, the liners are now operating Container Freight Stations (CFS), Empty Container Depots (ECD), and Ship Handling companies. They are doing surface transportation of goods, Freight forwarding, warehousing, Container repairs and cleaning, etc., essentially squeezing the local operators out of business and therefore controlling all determinant nodes in the cost of doing business.

Availability of sea time continues to be a challenge, that seafarers/Cadets from Africa's Maritime Training institutions cannot easily access practical training/placement opportunities as there are no adequate African-owned sea-going vessels. Industrial training is an essential requirement for one to be integrated to serve as a seafarer, but African seafarers have to rely on the few slots availed by the international merchant vessels for jobs and practical training. Without African-owned vessels, it will continue to be a challenge for the pool of African cadets and seafarers to acquire the necessary competencies to compete effectively with the global supply pool for jobs.

Dependency on non-domestic carriers leaves African States with no shock absorbers and exposes regional economies to disruptions in the supply of goods and services, especially during adverse times such as the COVID-19 Pandemic period, where multinational liners dictated terms of engagement and chose when and where to serve. African States pay colossal amounts of Foreign Currency for the Transportation of their Cargo, monies which would have been retained in the regional economies for investment and creation of jobs.

In order to move towards economic emancipation and reduce dependency on foreign-owned carriers in the transportation of Africa's international cargo/trade, it is imperative that African states start a serious conversation on the dimensions of Maritime carriage and transportation of cargo including how regional states must promote and invest in the ownership of vessels, look at the possibilities of container manufacturing and leasing, ship repairs, how to influence overseas and international markets, and many other related industry investments.

The long-term impression that the pricing mechanism for Freight is regulated by free market forces is also coming under serious scrutiny, as shipping lines are now developing different avenues of operating cartels including alliances and hence beating the whole essence of Market forces competition. African states therefore must come together and collaborate to create capabilities and liberate themselves from these monopolistic tendencies.

Unfortunately, although there are a few States with limited capacity for sea-going vessels, there does not exist a regional mechanism e.g. a regional shipping line that can serve as a pooling point to create synergies and strong negotiation voice. A strong regional shipping line(s) can act as a mechanism through which countries consolidate their cargoes, identify existing trade and shipping opportunities and support in a coordinated way.

In the breadth of promoting Intra-regional Trade between African states, MOESNA advocates for the Maritime Integration of Africa to achieve seamless Maritime connectivity and borderless shipping since an estimated 80-90% of our region's International Trade is transported by sea and much of this cargo, incidentally, continue to be transported by multinational-foreign-owned carriers. Lack of effective control in the transportation of Member States Cargo desperately exposes Africa's economies to adverse policies and conditions including unpredictable freight charges and arbitrary surcharges which adversely affect the cost of doing business.

After successful development and launch of the Regional Maritime Transport Policy (RMTP), MOESNA is currently engaged in facilitating a structured dialogue among regional states and promotion of Member States Capacity for the Transportation of their cargo/Maritime Trade, regionally and internationally as well as developing regional protocols for Maritime connectivity and cabotage.

A study on the state of shipping and logistics along the East African Coast & Western Islands conducted in 2020 indicated a need for establishing an economically and commercially viable shipping line in the region. However, this study recommended further studies specifically on the establishment of the regional shipping line focusing on social economic, financial, market, competitiveness, ship size and type, member states willingness, and sustainability of the venture. It also highlighted the need to understand the financing model, sector regulatory and policy environment, and areas of challenges that may require review or harmonization among member states. A similar study conducted by COMESA for the Indian Ocean Island states highlighted a possibility of establishing a profitable shipping line in the region.

Within MOESNA Forums, the call for studies on the establishment of a regional shipping line was first echoed during the 6th meeting of the ISCOS Assembly of Ministers in 2019 in Mwanza Tanzania. This call was further re-emphasized by Ministers at the 7th meeting of the ISCOS Assembly of Ministers held in March 2022 at Entebbe in Uganda. During the June 2024 Assembly attended by Ministers responsible for Maritime Affairs from the States in the Eastern, Southern, and Northern Africa, Ministers directed the Secretariat to expeditiously undertake a feasibility study to inform the possibility on establishment of a regional shipping line(s). **The rationale for the establishment of an African-based regional shipping line(s) would be to:**

- i. Promote Regional Maritime cabotage and Intra Regional Trade.
- ii. Facilitate African States largely connected through the Western Indian Ocean, the South-eastern Atlantic Ocean and the Red Sea to have more say in determination of Freight and other conditions of Maritime Carriage and therefore mitigate the flight of foreign exchange from African Economies, in terms of Freight and other Maritime Transport costs.
- iii. Provide a framework for collaboration between National Shipping lines of the Region and inspire development of National chapters where there are none.
- iv. Facilitate industrial training for seafarers/Cadets graduating from regional Maritime Training institutions.
- v. Present opportunities for regional states to act as a Unit, especially in negotiations with Multinational service providers and other Overseas trading partners on conditions of maritime carriage.
- vi. Provide opportunities for African-based National shipping lines to develop protocols with other regional/ neighbors in the Transportation of their Cargo.
- vii. Promote and Inspire Trade between the Island states of Africa and the Mainland, Open up Maritime Trade.
 - (a) between African states connected through the Indian Ocean, South-Eastern Atlantic Ocean and the Red Sea.
 - (b) between Mainland Africa and the Indian Ocean Island states.
 - (c) Inspire African States to venture into transportation of their Cargo to and from overseas destinations.
- viii. Inspire development of road and rail connectivity to the seaports in order to facilitate seamless coastal shipping and other related Maritime domains as well as the development of multimodal networks.
- ix. Promote ownership of ships by Africans and growth of subsidiary industries related to shipping e.g. ship repairs, container leasing, bunkerage etc.

4. OVERALL OBJECTIVE OF THE ASSIGNMENT

MOESNA is seeking to undertake a detailed feasibility study for the establishment of a regional shipping line(s) with concrete proposals, sustainability model and detailed implementation plan. The consultant will also draft the Eastern, Southern, and Northern Africa (ESNA) Regional Cabotage Protocol to facilitate and achieve the region's aspirations for increased shipping connectivity and competitive shipping services. Modeling the operations of the proposed shipping line should however be solely tied to the proposed cabotage regime being in place. Different scenarios should be modeled to realize the most economically viable and sustainable options.

5. SPECIFIC TASKS FOR THE CONSULTANT

Specifically, the consultant shall:

- i. Review the African Agenda 2063, the revised African Maritime Transport Charter (AMTC) 2010, the African Integrated Maritime Strategy (AIMS), 2050, the Regional Maritime Transport Policy (RMTP), 2024 for the ESNA region, and all continental and regional strategic documents as may be available at the time of contract signature;
- ii. Review existing studies conducted on the maritime connectivity of the African continent and in particular the East African region and the diagnosis of the maritime trans-African and regional cabotage;
- iii. Review reports and recommendations made by a study conducted in 2020 on the state of shipping and logistics along the East African Coast and Western Indian Ocean Islands States that studied the status, freight rates to and from East African Ports, destination charges, challenges and opportunities with a view of expounding on their recommendations;
- iv. Analyze national visions and development plans of the member states to understand what their maritime aspirations in the short, medium, and long term and how they relate with the African agenda 2063;
- v. Study the national maritime laws and policies of proposed participating states with a view of establishing their thoughts for regional cooperation on maritime matters that could aid their participation in the establishment of a regional shipping line;
- vi. Study the East, South and Northern African and African Indian Ocean states' freight markets with a view of understanding the volumes of maritime trade (cargo) generated and attracted to the region and the costs incurred in freight;
- vii. Study the annualized seaborne trade demand for both intraregional and international shipping (for at least last five years) amongst all ESNA states;
- viii. Establish the average annual value of freight cost paid by shippers on imports and exports to and from states in the ESNA region;
- ix. Profile all existing local shipping lines with a view of understanding their fleet attributes (size, age, cargo types, etc.), load capacities, primary markets, regional connectivity, operating levels (under, moderate or full capacity), and their ownerships;
- x. Analyze, the defunct East Africa National Shipping Line (EANS�), reasons for its collapse, and lessons learned;
- xi. Review the feasibility study for Establishment of a Regional Shipping line for Indian Ocean states by COMESA, its findings, recommendations and lessons learnt;
- xii. Study the Nigerian Maritime Administration and Safety Agency (NIMASA), cabotage regime, kits operations, benefits and lessons learned;
- xiii. Profile the other international/multinational players in the industry;
- xiv. Study the freight pricing of both local, regional, and international/multinational players with a weighted approach to establish common ground for comparison;

- xv. Conduct a detailed cost-benefit analysis of establishing a regional shipping line to inform the Secretariat of the possible cost implications and possible benefits that would inform a feasible structure to adopt;
- xvi. Map existing maritime trading routes amongst African states on the Indian Ocean and Red Sea and major trade routes with the far markets (Asia, Europe, and Americas) and plot how these could be affected by the establishment of a regional shipping line;
- xvii. Identify the Economic, Operational, Logistical and Political challenges of operating a Regional Shipping Line and provide insights and suggestions on how these challenges can be overcome;
- xviii. Analyze the possible impacts of establishing a regional shipping line(s) on environment in line with the ongoing debate on climate change and recommend the best way of achieving the ESNA regional aspirations;
- xix. If the proposal for the establishment of a regional shipping line is feasible, recommend options for formation and operational mechanisms including members who would join later;
- xx. Study the national cabotage policies and regulations (where they exist) of all sub-Saharan and Northern African countries (including all MOESNA member states) on the Indian, Southern African Atlantic, and Red Sea coast and the island states off the Western Indian Ocean coast with a view of drafting the ESNA Regional Cabotage Protocol;
- xxi. Study, analyze, and propose the necessary legal framework required by respective member states to be enacted to facilitate and operationalize the recommended cabotage regime;
- xxii. Analyze the potential economic impacts of the proposed cabotage protocol on the maritime trade and shipping industry for local and regional trade;
- xxiii. Identify key stakeholders who have a role to play to ensure that the proposed cabotage regime serves its intended purpose and consult with them;
- xxiv. Draft the regional maritime cabotage protocol defining the proposed constituents of the same for example which types of ships, cargoes, and services are covered under the regime and providing for the necessary signing and ratifications;
- xxv. Propose the enforcement mechanisms required, dispute resolution modalities, environmental and safety safeguards, and the applicable legal framework if any, ensuring there is no conflict with existing bilateral and multilateral arrangements in place;
- xxvi. Assess the current state of digitalization in maritime operations across the region, focusing on electronic data interchange systems, tracking technologies, and port automation. Propose recommendations for leveraging technology to enhance the efficiency of the proposed regional shipping line;
- xxvii. Study the environmental impact of establishing a regional shipping line, particularly in relation to emissions, waste management, and compliance with international environmental standards such as IMO 2020. Suggest measures to ensure that the shipping line operates sustainably;
- xxviii. Analyze potential financing mechanisms, including public-private partnerships (PPP), government subsidies, and international funding options to support the establishment of the regional shipping line. Provide recommendations on how to attract and secure investments for both initial setup and long-term operations.

6. SCOPE OF THE SERVICES

The consultancy services shall cover all ESNA states. Different regional shipping line proposals shall be modelled for economic viability with MOESNA member states (at time of signing the constancy contract) being the nucleus upon which proposals are built.

The Cabotage protocol shall cover all ESNA states providing clear adoption, implementation, and ratification procedures, and proposing the most suitable auspices under which the protocol could be implemented e.g. willing regional Member States will implement the recommendations by signing a proposed bilateral/multilateral instrument to operationalize the cabotage regime.

Prepare and present a power point presentation to at most two stakeholders' workshop for review and input. The stakeholders' comments should be factored in the final report.

7. OUTPUT /DELIVERABLES

At the end of these services, the consultant is expected to deliver the following to the client:

- i. Raw data collected for the purpose of executing the assignment;
- ii. A detailed market study report elaborating the existing seaborne demand, shipping markets and their volumes of at least the previous five most recent years to the assignment period;
- iii. A detailed report on international and regional maritime laws, customs regulations, and trade agreements affecting cabotage and shipping line operations;
- iv. A detailed feasibility study report for the proposed establishment of a regional shipping line;
- v. A report on the proposed implementation strategy with clear proposed milestones; including Detailed Bankable Business Plans and financing models for proposed ventures;
- vi. Report detailing national cabotage regimes and;
- vii. A Draft Regional Cabotage Protocol.

8. REQUIRED EXPERTISE

The consultancy firm will be required to have; -

- i. **Team Leader:** A team leader with postgraduate training in maritime affairs, shipping and maritime logistics, maritime transport economics, or a closely related maritime discipline with at least 15 years' experience in maritime shipping and transport and at least ten years as a consultant;
- ii. **Shipping Expert:** Shall possess a minimum of a Master's degree in maritime studies, shipping, and logistics or a very closely related field with hands-on working experience of not less than 7 consecutive years in shipping. In addition, the shipping expert shall have at least three years of consultancy in the most recent five years;
- iii. **Transport Economist:** The team shall have a transport economist with at least a Master's degree in transport Economics and practice experience in Transport Planning with demonstrable experience of at least five years in maritime transport and shipping;
- iv. **Maritime Law Expert:** Shall possess a Bachelor of Laws (LL. B) degree and a Master of Laws (LL.M) with specialization in international maritime law. Membership of a national or international association of legal professionals. Understanding of the maritime legal aspects, and with at least 10 years of Post Qualification Experience;
- v. All team members shall have a very good command of the English language both written and spoken. They should have at least half of their experiences within the African

Continent. Having a good command of written and spoken French, Portuguese, and/or Arabic languages would be an added advantage.

9. DURATION OF THE ASSIGNMENT

The assignment is expected to take six (07) months from the date of the contract signature.

10. REPORTING REQUIREMENTS

The Consultant shall prepare and submit the following reports and documents in English in an approved format to the Client. Save for the interim progress reports, the Consultant will initially submit two copies of draft reports and documentation for comments by the client. The comments shall be incorporated in the final version of the reports and documentation.

Six (6) hard copies and one (1) soft copy of each of the final reports/ documents listed below shall be sent to the client in well-sealed envelopes clearly marked **“Tender for Consultancy Services for a Feasibility Study for Establishment of a Regional Shipping Line(S) and Drafting of the Eastern, Southern and Northern Africa Maritime Cabotage Protocol”** to the following address;

THE SECRETARY GENERAL

Maritime Organization for Eastern, Southern and Northern Africa-MOESNA

Palm Drive, Off Links Road, Nyalı

P O Box 89112 – 80100 (GPO)

MOMBASA, KENYA

Tel: +254 722 207940/ +254 721 207940

Email: opportunities@moesna.org

11. INCEPTION REPORT

The inception report including a quality management plan shall be submitted within two weeks of contract signature and hence commencement of the assignment. The report shall outline the Consultant’s mobilization, the work plan, strategy, methodology and timetable for the services. The quality management plan shall include the following:-

- i. A quality policy statement setting out the objectives of the plan;
- ii. The personnel who will implement the plan, their responsibilities and authority;

The inception report shall also include a general preliminary assessment and perception of the scope of work, challenges met, and any differing views against the Terms of Reference. The report shall include a review as per chapter 5.0 above.

12. INTERIM REPORT

The Interim report shall be a progress report seeking concurrence from the client on the scope of work particularly a review and findings plus initial recommendations of the Scope of Services under chapter 5.0. This shall be submitted within two months (eight weeks) from the commencement date of the assignment.

13. DRAFT FINAL REPORT

Following receipt of the client's comments on the interim report, the consultant shall submit at five and a half months (22 weeks) from the date of commencement, a draft final report. The report shall contain:

- i. A review and findings in conformity with chapter 5.0 of these Terms of Reference;
- ii. Concrete conclusions and recommendations in conformity with chapter 5.0 and following expected outputs;
- iii. Draft ESNA Regional Maritime Cabotage Protocol.

The Consultant shall prepare a PowerPoint presentation detailing the highlights of draft final report which shall be presented to a stakeholders' Workshop for review and input. The stakeholders' comments should be factored in the final report.

14. FINAL REPORT

After incorporation of the client's and stakeholders' comments on the draft final report, the Consultant shall prepare and submit the final report along with the other documentation required to the Client.

This report shall be submitted within two weeks of receipt of the client's comments and comments from the stakeholders' workshop on the draft final report.

15. SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT AND CONSULTANT

a. Client

The client will assist the consultant in:

- i. Providing any documentation of previous studies conducted related to the assignment in the client's custody;
- ii. Establishing contacts with the relevant stakeholders like member states' agencies requisite for this assignment;
- iii. Providing a venue for consultative workshops where needed but in any case, not for more than two workshops;
- iv. Inviting stakeholders to the consultative workshops;

b. Consultant

The consultant shall be responsible for providing the following facilities for their use:

- i. Office and residential accommodation wherever necessary;
- ii. Computer hardware, software, communication, office supplies etc;
- iii. All necessary vehicular transport;
- iv. All other support facilities.

16. CONTRACTUAL ARRANGEMENTS AND SUPERVISION

The Consultancy firm will be hired under MOESNA terms of the contract and directly supervised by the Directorate of Shipping and Maritime Services solely for the purpose of delivering the above outputs, within the agreed time frame.

It is worth noting that:

- i. the costs of preparing the proposal and of negotiating the Contract, including any visits to the Client are not reimbursable as a direct cost of the assignment;
- ii. the Client is not bound to accept any of the proposals submitted.

17. INTELLECTUAL PROPERTY

All information which the Consultancy firm may come into contact (pertaining the execution of this assignment) within the performance of his duties under this consultancy shall remain the property of the Client who shall have exclusive rights over its use. Except for purposes of this assignment, the information shall not be disclosed to the public nor used in whatever without written permission of the Client in line with the applicable national and International Copyright Laws.

18. EVALUATION CRITERIA

The Evaluation method to be used is Quality and Cost Based Selection (QCBS) which shall involve the following:

- i. The technical bid shall contribute 80% while the financial bid shall contribute 20% to the final weighted score;
- ii. Preliminary examination on a pass/fail basis to determine the eligibility of the bidders and assess their administrative compliance to the Invitation. Non-eligible and non-compliant bids will be eliminated from further evaluation;
- iii. Detailed evaluation to determine the commercial responsiveness of bids and to assess the technical quality of bids against the criteria in the Terms of Reference in the invitation and determine their total technical score using a merit point system. Each bid shall be compared to the minimum technical qualifying mark stated in the invitation and those not meeting the minimum mark or that were not substantially commercially responsive will be eliminated from further evaluation;
- iv. Financial bids of bidders who will be substantially responsive and meet the minimum technical qualifying mark will be opened and a financial comparison carried out to examine financial bids and determine the financial score of each bid;
- v. Technical and financial scores will be combined, using the weightings given in the invitation, to give a total score for each bid. The bidder with the highest total score will be ranked first and recommended for contract award, subject to any negotiations if required.

19. TECHNICAL EVALUATION

The following technical evaluation criteria shall be with the Pass Mark being 80% for any firm's financial proposal to be considered:

NO	CRITERIA	SCORE
1	<p>Preliminaries</p> <ul style="list-style-type: none"> i. Certificate of Registration and/or Incorporation ii. Valid VAT/PIN Certificate iii. Trade license and/or single business permit iv. Valid Tax Compliance Certificate v. Copies of audited books of accounts for at least the most recent last 3 years i.e. 2023, 2022 and 2021. vi. Company profile indicating what the firm does, experiences, staffing, etc; vii. Declaration stating that the firm has NOT been debarred by any Public Procurement Regulatory Authority; viii. Properly Filled in, Signed and stamped Confidential Business Questionnaire. 	8
2	<p>Responsiveness to the Terms of Reference</p> <ul style="list-style-type: none"> i. Specific experience of the provider related to the assignment <ul style="list-style-type: none"> a) Usefulness/value of comments and suggestions on the Terms of Reference b) Key assignment issues identified and explained c) Completeness and responsiveness ii. Adequacy of the proposed work plan and methodology in responding to the Terms of Reference <ul style="list-style-type: none"> a) Understanding the Terms of Reference b) Quality of methodology, work plan and sequencing c) Firm's organization and facilities available for the assignment iii. Qualifications and competences of the key staff for the assignment <ul style="list-style-type: none"> a) Team Leader b) Shipping Expert c) Transport Economist d) Maritime Law Expert 	48
3	<p>Experience of the Firm</p> <p>Similar assignments handled in the last 10 years (at least three assignments) indicated by recommendation letters from previous clients, certified copies of previous contracts with experience in the public sector especially in the member states being an added advantage</p>	20
4	<p>Local/Regional participation</p> <p>Participation of locals from the member states shall attract a score</p>	4
	TOTAL	80

20. SELECTION PROCEDURES

The selection procedure will be done based on the documents submitted.

Additional discussion/meeting may be envisaged at a later stage.

Tender documents should be received at MOESNA Secretariat offices at the above address, not later than **Tuesday 1700 hours on the 17th December 2024.**