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**REQUEST FOR EXPRESSION OF INTEREST
(Consulting services – Consultancy Firm selection)**

**Selection of a Consultant (Firm) to prepare a 5- Year Strategic Business Plan (2023-2027) for the
ECOWAS Project Preparation and Development Unit (PPDU)**

Reference No. QCBS/PPDU-SBP/PROC/08/22

The Project Preparation and Development Unit (PPDU) is a specialized agency of the ECOWAS Commission and is based in the Togolese Republic. With a view to strengthening its strategic orientation, the PPDU intends to engage the services of a Consulting firm to prepare a 5-year Strategic Business Plan for the period 2023-2027.

In 2015, the PPDU recruited a Consultant to prepare a Strategic Business Plan (SBP) for the period 2016-2020 to be the short-term strategic framework of the Project Preparation and Development Unit. The overall vision of this SBP was to *"Establish PPDU as one of the main "coordinators" of priority regional infrastructure initiatives within the ECOWAS region that can significantly improve the volume, timeliness and quality of investments in infrastructure projects, including from the private sector».*

In terms of strategic positioning, PPDU is a unique instrument within ECOWAS, which is in charge of the preparation and development of infrastructure projects. It will in this regard prepare projects to bring them up to the stage of "bankability" so that the necessary investments can be easily mobilized. It will be able to directly receive requests for the preparation of projects and capacity building both for the public and private sector for projects under the PPP.

In accordance with the SBP, the PPDU uses the tunnel of funds concept to boost its interventions by mobilizing funds from other existing project preparation facilities on the continent. The concept has been the subject of discussions with PPDU management and has been accepted.

The SWOT analysis outlined in the SBP highlights the following issues.

Strengths

- PPDU is firmly established and integrated into the institutional structures of ECOWAS.
- PPDU is the only community actor involved in the preparation of projects targeting regional infrastructure in all sectors.

Weaknesses

- Low level of the resources available and problem of sustainability of the resources available.
- Incompatibility of some community procedures to which it is subject to, including, procurement processes.

Opportunities

- Demand for infrastructure services continues to grow, thanks to the GDP growth of the countries.
- Regional infrastructure enjoys highest priority (PIDA, regional master plans, etc.) and a growing interest of investors and international donors in infrastructure projects in Africa, starting in the community.
- Infrastructure is one of the pillars of ECOWAS Vision 2050.



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Threats

- Lack of collaboration and duplication of roles.
- Shortage of external financial resources for project preparation;
- Insufficient scope to function as an autonomous institution of ECOWAS

Justification

The previous PPDU SBP was for a timeframe of 2016 – 2020. As such, there is need to prepare a new Strategic Business Plan taking into account the prevailing realities in regional infrastructure. The new Strategic Business Plan will be anchored and will be in perfect coherence with the recently adopted ECOWAS Vision 2050 which serves as the overall development framework for the region. The objective of ECOWAS Vision 2050 is to achieve *“A fully integrated community of peoples living in a peaceful, prosperous region with strong institutions that respect fundamental freedoms, working towards inclusive and sustainable development.”* Strategic Orientation 3 of this Vision aims to Intensify infrastructure development and inter-connectivity in this region.

In addition, the ECOWAS Authority of Heads of States and Government also adopted in December 2021, a 25-year Regional Infrastructure masterplan whose objective is to identify the regional infrastructure requirements to meet projected economic growth and development needs of the region over the next twenty-five years (2020-2045). This masterplan contains 201 integrated regional projects (145 regional investment projects and 56 soft projects) covering the Energy, ICT, Transport and Water Sectors and is estimated at \$131 billion.

Likewise, the Authority of Heads of States and Government also adopted in December 2021, a Regional PPP Policy and Guideline which seeks to facilitate the increasing use of a consistent and effective PPP approach for delivering regional infrastructure and public services in the ECOWAS region. The guideline provides a clear description of the process, roles and responsibilities, and decision and management structure for preparing and implementing regional PPP projects.

In fulfilling its mandate, the PPDU must take the above strategic orientations into account and as such develop a new Strategic Business Plan 2023-2028 reflecting these orientations.

Objective of Assignment

The general objective of this assignment is to prepare a 5-year comprehensive Strategic Business Plan and roadmap that will see the PPDU established as one of the top Project Preparatory Facilities (PPFs) on the continent in the next five (5) years, which will serve as the short-term strategic framework to articulate the aspirations of the ECOWAS Vision 2050 and the ECOWAS Regional Infrastructure Masterplan.

Scope of Service

In order to address the above, the ECOWAS Commission is seeking to engage a Consultancy firm to prepare a 5 Year Strategic Business Plan (2023-2027) for PPDU.

The Consultancy services (“the Services”) shall include but not necessarily limited to the duties and responsibilities outlined below:



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- Conduct an exhaustive review of the PPDU 2016 -2020 SBP with a view to drawing lessons on the challenges of achieving the strategic goal and targets.
- Review the current organizational set-up and the IT, financial and administrative systems/ procedures against the PPDU mandate in order propose a framework for achieving the strategic objectives, key results and performance monitoring;
- Develop a framework of collaboration with international, regional and sub-regional institutions in the preparation and development of regional infrastructure projects;
- Develop a capacity building program to assist and enhance capacity of Project Preparation Units in ECOWAS Member States.
- Determine the volume of resources required for the next five years and prepare a resource mobilization plan/ strategy to achieve this.
- Develop an operational framework for the management of the Infrastructure Fund for project preparation (the Advisory facility and the Infrastructure Developer Challenge Fund).

The ECOWAS Commission now invites eligible Consulting firms to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. *The shortlisting criteria are as follow:*

Experience

- The Consultancy firm must have vast experience in supporting International Project Preparation Facilities or Infrastructure fund entities in developing their Programming/ Strategic and Business framework (vision, strategy, operational plan) including Monitoring and Evaluation (M&E) frameworks
- The Consultant must be a firm with extensive experience in institutional studies and reforms, particularly in the areas of fund establishment and infrastructure finance.
- The Consultancy firm must have demonstrated experience in the execution of at least two similar assignments in business/ strategic plan development;
- The Consultancy firm must have knowledge of the ECOWAS Community Institutional architecture, operations and relationships between of the various entities especially those operating in the infrastructure development and project finance/management sector;
- Specific knowledge, skills and experience in the areas of regional integration, project management, infrastructure finance and resource mobilization within the ECOWAS Region are highly desirable; and,
- The Consultancy firm is expected to present an experienced multidisciplinary team comprising at least the following:
 - The Team Leader/ Specialist in Institutional Development/ Business Management with a Master's degree in Business Administration, Law, Public policy, Economics, Management, Engineering or other relevant fields. He must have at least 15 years of experience in advisory services in the development of Business/ organizational Management and Strategy development.
 - Project Finance and Management expert with at least a Master's degree in Finance/Economics, Management or other relevant fields and 10 years work.
 - Strategic Planning/ M&E expert with at least a Master's degree in Business Administration, Strategic Management, Development Planning, Statistic or other relevant fields with 10 years' work experience



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- The Consultant may propose any other expert deemed necessary to carry out the assignment.

Language

- The consultant shall demonstrate its ability to work in any of the three ECOWAS Official languages (English, French and Portuguese) with a working knowledge of a second language of the two remaining languages.

Duration

- The duration of the contract shall be for a period of 16 weeks.

NB: In addressing the above listed criteria, Consultancy firms must provide tangible evidence and detailed references for all claims made in terms of experience and capabilities, similar assignments, availability of appropriate skills both for the office and for among staff etc. Each reference provided should be summarized on a project sheet and will be considered and accepted only if the candidate attaches supporting documents indicating the contact information of the contracting authorities so as to facilitate verification of the information provided, covering contracts OR copies of attestation(s) of good performance of each contract presented, as issued and signed by the Client.

Interested Consultancy firms may apply as a consortium or partnership to ensure and/or boost their consolidated capacities to execute the assignment.

The attention of interested Individual consultants is particularly drawn to **Article 118 of the ECOWAS Revised Procurement Code (“Infringements by Candidates, Bidders and Awardees”)**, providing information on corrupt or fraudulent practices in competing for or executing a contract. In addition, please refer to the following specific information on conflict of interest related to this assignment as per **“Article 119 of the ECOWAS Revised Procurement Code**.

The Consultants will be selected in accordance to the Quality and Cost-based Selection (QCBS) method set out in the ECOWAS Revised Procurement Code **and a shortlist of five to eight (5-8) firms, which present the best profiles with all claims dully substantiated, shall be drawn up** for further consideration after the expression of interest.

Interested consultants may obtain further information at the email addresses below during office hours: **Monday to Friday from 9.00 am GMT+1 to 5.00 pm GMT+1.**

Email: sbangoura@ecowas.int; procurement@ecowas.int; with copy to: mzongo@ecowas.int ; ecapochchi@ecowas.int, kfye@ecowas.int; ppdu@ecowas.int,

Expressions of Interest (**1 original and 3 copies**) must be delivered in sealed envelopes and clearly marked **“Selection of a Consultant (Firm) to prepare a 5- Year Strategic Business Plan (2023-2027) for the ECOWAS Project Preparation and Development Unit (PPDU)”**, **Do not open except in the presence of the Evaluation Committee”** to the address below latest by **September 1, 2022 at 11.00 am (GMT + 1)**.

The ECOWAS Tender Box is located in the Office of the Commissioner, Internal Services, 5th Floor ECOWAS Commission, 101 Yakubu Gowon Crescent, Asokoro District, P. M. B. 401 Abuja Nigeria.



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This EOI is also published on the ECOWAS website <http://www.ecowas.int/doing-business-in-ecowas/ecowas-procurement> and the ECOWAS PPDU website www.ppdw.org

Commissioner, Internal Services