



Date: 23 December 2009 Pages: 13 plus Attachments  
Subject: Addendum 2 to the **Australia-Africa Partnership Facility Capability Statement** of 28 November 2009.

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**Tenderers are advised of the following:**

***Clarifications to the RFT***

1. Delete the first paragraph in Clause 5 Annexes and replace with the new first paragraph in Clause 5 as follows:

**“Annex 1 – Past Experience Forms**

Details of relevant activities or projects in which the Organisation has been involved which demonstrate the Organisation’s ability to fulfil the objectives of the Project. This annex must not contain more than **three (3) examples per organisation** and details of each activity must not exceed one (1) A4 page. The information must be presented in the format identified below:”

2. At Clause 5 insert the following:

**Annex 2 – Letters of Association**

Step 2 of the tender process will require that AusAID is provided with assurance of the Associate’s corporate commitment and involvement in the Project in the form of a single page Letter of Association. If known, the lead tenderer may provide Letters of Association in this Annex 2.

***Questions raised by interested tenderers at the pre-tender briefing held in Canberra on Thursday 10 December 2009 and at the pre-tender briefing held in Pretoria on Tuesday 15 December 2009.***

**The Tender Process**

3. **Question:** Will there be another briefing for the second stage of this tender process?

**Answer:** This is still to be determined. All short listed tenderers will be contacted if a second briefing goes ahead.

4. **Question:** Are Letters of Association required in the first step – perhaps an Annex 2?

**Answer:** Letters of Association may be submitted in the first step of this process (paragraph 2 above refers) and will be a mandatory requirement as part of Step 2.

5. **Question:** The RFT capability statement doesn't make reference to associations or partnerships. When is that information needed?  
**Answer:** See the answer in paragraph 4 above.
6. **Question:** Will the TAP interviews be held in Australia or South Africa?  
**Answer:** This will be decided at a later stage and may take into account the base locations of shortlisted tenderers.
7. **Question:** Are CVs required for the two key positions nominated in the PDD in Step 1?  
**Answer:** CVs are not required until Step 2 of the process.
8. **Question:** Will CVs be required for all positions nominated in the tender?  
**Answer:** No. CVs should only be provided for key positions and this will be an explicit requirement in Step 2 of the process.
9. **Question:** How many organisations are expected to be short listed?  
**Answer:** AusAID does not have a fixed number to be short listed. A second short listing may be required under Step 2 before determining the final organisations to be invited to interview. It is AusAID's intention to interview up to a maximum of 4 or 5 organisations.
10. **Question:** If organisations A & B are both shortlisted can they combine for step 2?  
**Answer:** Yes. AusAID will contract with a single entity, whether singly or as the lead agency of a consortium. It is up to shortlisted organisations to decide with whom to associate and AusAID will consider their tender in Step 2.
11. **Question:** Is the lack of AusAID work history a barrier to getting a contract from AusAID?  
**Answer:** No. AusAID encourages new players to bid.
12. **Question:** Are there priorities on teaming up with other organisations?  
**Answer:** No.
13. **Question:** When would the MC be required to manage liability?  
**Answer:** The MC will be responsible for managing its own liability.
14. **Question:** What is the expectation for funds to be approved over the next couple of years?  
**Answer:** This is subject to the budget.
15. **Question:** Will the PSG Co-ordinator position (described in the PDD page 42) be a third position required for the TAP interviews?  
**Answer:** This will be determined during Step 2 of this process.

16. **Question:** If two organisations are combining can the page limit for the response be increased?  
**Answer:** No. The only increase allowed is in the Experience Data Sheets. Please see the change mentioned at paragraph 1 above.
17. **Question:** Can the referees required on the experience data sheets be AusAID referees?  
**Answer:** No.
18. **Question:** Can Tenderers participate in 2 bids whereby, in one bid they are the sole Tenderer and in the second they are part of a joint venture with another Tenderer?  
**Answer:** Yes.
19. **Question:** Will you include the names of attendees at both the Canberra and Pretoria briefing sessions in the briefing addenda notes?  
**Answer:** No.
20. **Question:** If a Tenderer would like to identify a joint venture partner from those who have registered interest for this RFT, is there a facility that you will/can do this in the Tender process, e.g. communicate the name of the interested party in an addenda?  
**Answer:** No.
21. **Question:** Can you distribute a list of attendees from the industry briefings?  
**Answer:** No.
22. **Question:** Will AusAID publish a list of shortlisted tenderers?  
**Answer:** Yes.
23. **Question:** Who is expected to be required to attend interviews?  
**Answer:** Information on this will be given out in Step 2, however the two Specified Personnel in the tenderer's bid will be required to attend.
24. **Question:** Can the MC bring Australian staff into Africa?  
**Answer:** This is a matter for the contractor to determine.
25. **Question:** Would there be a conflict of interest if the MC already had in place projects that deal with African governments?  
**Answer:** Not necessarily although all such projects where there could be a perceived conflict of interest must be declared beforehand to AusAID.
26. **Question:** Should experiences included in the experience data sheets be those in the same areas of work expected from the Facility?  
**Answer:** Not necessarily. The experience data sheets should demonstrate to the TAP that the organisation has the ability to run this type of facility in Africa.

27. **Question:** Who should bid when you are an organisation with a number of parts? For example, ABC Kenya, ABC Australia, ABC South Africa.  
**Answer:** Tenderers must decide who should bid from their organisation. AusAID will contract with the legal entity that wins the tender.
28. **Question:** In order to be considered suitable, does an organisation have to have run at least three (3) projects of similar size to the Facility?  
**Answer:** No.
29. **Question:** In a consortium, will the financial assessment need to cover only the lead organisation or all of them?  
**Answer:** The financial assessment will cover all organisations in a consortium or partnership.
30. **Question:** Is the financial viability assessment a stop/go point or is it part of the scoring?  
**Answer:** Financial viability will not be scored. Those organisations found not to be financially viable will not proceed further in the tender.
31. **Question:** Is it ok to put forward different models for office locations?  
**Answer:** Yes.

### Role of the Managing Contractor

32. **Question:** Will only African governments be able to submit proposals for assistance? What about Civil Society Organisations/NGOs?  
**Answer:** The focus is on government to government assistance. Where other activities become a priority we will look at Civil Society Organisations/NGOs at that time.
33. **Question:** Communication seems very important. Can you indicate how the engagement between AusAID and the Managing Contractor will work to make decisions and share information? Who will have access to information?  
**Answer:** It is expected that there will be weekly, and more regular as required, contact between AusAID and the Managing Contractor. The Management Committee will meet quarterly, and out of session meetings are envisaged if needed. In regard to information management, live information sharing will be necessary, e.g. a mutually accessible database. AusAID, the MC and the Management Committee will access information.
34. **Question:** Is the Managing Contractor required to establish a database of suitable personnel?  
**Answer:** The Managing Contractor will work with a Partner Government to find suitable personnel to respond to their request – a database is required. It is expected that the MC will have access to, or be able to develop, significant networks and be able to source required personnel.

35. **Question:** Is it your intention to have the performance of individual activities managed by the Facility?  
**Answer:** Yes.
36. **Question:** Will the Facility interact with regional bodies?  
**Answer:** The Facility will deal with African governments primarily which may involve regional bodies.
37. **Question:** Will there be a series of joint meetings at Facility and/or activity levels to harmonise aid?  
**Answer:** This will depend on individual circumstances.
38. **Question:** Will the Facility work with sectoral areas other than those nominated in the PDD?  
**Answer:** There will be a strong focus on those areas nominated in the PDD but the Facility will need to be flexible and responsive to other requests for assistance.
39. **Question:** Will the MC be required to take a role in generating activities to come in to the Facility?  
**Answer:** No. Requests will be from government to government. The Management Committee will issue instructions to the MC who will have a role in sourcing or organising the requested assistance, as well as providing administrative support and project management. Also needed will be an understanding of capacity building and of the various sectors focused on by the Facility.
40. **Question:** Is there a pipeline of activities that already exists for the first year of the Facility?  
**Answer:** Yes. A range of activities has already been identified.
41. **Question:** What is an AusAID wish list for the Facility?  
**Answer:** The Design Document states our intentions.
42. **Question:** What sort of administration will the MC be required to do?  
**Answer:** The MC will be required to undertake a comprehensive program delivery and support role.
43. **Question:** Who helps with those proposals that come in and need to be re-designed?  
**Answer:** The Management Committee may make recommendations to the MC for further work and costs estimate etc. The MC will then do the work using tools such as the Program Support Group (PSG).
44. **Question:** In regard to the sustainability reports by partner governments, who will they be sent to?  
**Answer:** The MC.

45. **Question:** Will the Facility respond to all 53 African countries at once?  
**Answer:** There is nothing to stop that but the Facility may be limited by funds. The Facility is to provide targeted small scale assistance.
46. **Question:** What services is the MC expected to provide in support of partner governments?  
**Answer:** The MC is expected to respond to proposals at the request of the Management Committee and provide any support necessary to prepare activity documentation, facilitate its launch, manage the activity implementation and report to the Management Committee as to the outcome.
47. **Question:** Will the MC be required to manage the security for their own staff?  
**Answer:** Yes.
48. **Question:** What documents are relevant for the procurements which the MC will be required to undertake?  
**Answer:** The Commonwealth Procurement Guidelines which are available on the internet at [www.finance.gov.au](http://www.finance.gov.au).
49. **Question:** What is the expected role of the MC with respect to relationship building?  
**Answer:** The MC is not expected to have a proactive role in seeking projects or developing relationships with new countries (unless tasked to do so). The MC will be expected to support the strengthening of relationships and the core team will be expected to have extensive skills in this area.
50. **Question:** What is the role of the MC with other government agencies?  
**Answer:** The MC's primary engagement will be with AusAID.
51. **Question:** What will be the relationship between the MC and the Head of Mission?  
**Answer:** AusAID will take the lead in contacting Heads of Missions.
52. **Question:** Will the Facility be required to work with organisations other than partner governments?  
**Answer:** While the Facility will primarily work with partner governments, there may be occasions when working with others will be required.
53. **Question:** Is it important for the MC to have an existing network in Africa?  
**Answer:** No, however it is important to show that the MC has the capacity to build networks and to work across Africa.
54. **Question:** Is AusAID looking for experience and capacity in the mining sector particularly?  
**Answer:** No.

55. **Question:** How involved will the MC be in strategy formulation?  
**Answer:** The MC may be required to present information to the Senior Reference Group and the Management Committee in their quarterly meetings. Additionally, the MC will be required to develop work plans jointly with AusAID.
56. **Question:** In regard to liaison with other donors, does AusAID have anything particular in mind?  
**Answer:** At an activity level a request from a partner government may require the MC to liaise with other donors, particularly if the activity complements their programs. Direct MC liaison with other donors is less likely to happen at the higher levels of donor coordination.

### Facility Head Office in Africa

57. **Question:** Is there any preference regarding the location for the MC's head office?  
**Answer:** AusAID does not have a preference regarding the location of the MC's corporate head office. In regard to the Facility Head Office, AusAID's Facility Director will initially be based in Pretoria. It is expected that weekly meetings will be held between AusAID and the MC. As stated in the RFT, the office can be in Pretoria, Nairobi or Accra. AusAID expects tenderers to explain how communications will work between AusAID and the MC. It is expected that the MC's Team Leader will be based at the Facility Head Office. Over time, the Facility will be required to respond to areas all over Africa.
58. **Question:** Will AusAID accept the location proposed by the winning tenderer?  
**Answer:** AusAID will accept the proposed location of the tenderer if it is located in Accra, Pretoria or Nairobi and if the tenderer shows how the location will meet our communication needs.
59. **Question:** What would be the implications of having the head office in Pretoria rather than Nairobi or Accra?  
**Answer:** The MC needs to be able to engage sufficiently and cost effectively with the Management Committee and across Africa.
60. **Question:** Will the AusAID Facility Director be a full time position?  
**Answer:** No.
61. **Question:** Where will the Facility be managed from on behalf of AusAID?  
**Answer:** At this stage, the Facility will be managed from Pretoria.
62. **Question:** Should the Managing Contractor establish only one office or more than one in the first year of operation?  
**Answer:** This is a matter for the tenderer to determine.

## The Program Support Group (PSG)

63. **Question:** With respect to the Program Support Group (PSG) would you envisage that they would be managed much like a Period Offer? Would you expect that they be consultants who are paid only when they undertake activities or would they need to be on retainer?  
**Answer:** Yes, it is expected that the PSG members would be engaged with a head agreement that would last for around 3 years and they would only be paid when they undertake activities. AusAID will task the MC when the services of any member of the PSG are required.
64. **Question:** We note an emphasis on the provision of “Australian” technical assistance – do you anticipate that nationals from African and other international locations could be contracted to deliver services?  
**Answer:** Yes. The PSG will be a group of experts based both in Africa and Australia. The response to any requests will depend on the nature of the request we receive and the most effective way of responding to it. In all cases, it will need to be clearly understood that it is Australia responding to the African governments’ requests.
65. **Question:** The lessons learned on page 12 of the PDD suggest a staggered approach with scoping separate from implementation. Is it envisaged that the PSG would be responsible for the scoping activity or would you expect open tendering to be necessary as well to support this process?  
**Answer:** The PSG would be available for this type of work but the MC could possibly draw on other sources. The size of the scoping required will determine the preferred process.
66. **Question:** What will the tender process be for the PSG?  
**Answer:** The Managing Contractor will be required to undertake an open tender or selection process to recruit the members of the PSG. This process will be run in close co-ordination with AusAID’s Facility Director.
67. **Question:** Will AusAID be involved in selecting who is on the PSG?  
**Answer:** Yes.
68. **Question:** The PSG provides TAs for capacity building but is capacity building of the TAs allowed?  
**Answer:** It is expected that the MC will provide an induction/orientation to those on the PSG as well as other TAs as appropriate.
69. **Question:** Will there be one PSG for the whole region and where should it be located?  
**Answer:** There will be one PSG for the whole Africa region. There is no set place where individual contractors should be based, however cost effectiveness and value for money will be relevant in determining who will be on the PSG.

70. **Question:** Will the PSG be separate from the MC's own database of resources?  
**Answer:** Yes.
71. **Question:** Will the PSG be the only resource tool used to deliver services through the facility?  
**Answer:** No, a variety of tools are expected to be used and are described in the PDD. AusAID also welcomes innovative approaches.
72. **Question:** Will the contractor be able to have their own people on the PSG?  
**Answer:** No, this would be a direct conflict of interest.
73. **Question:** Is the MC expected to manage and support the PSG?  
**Answer:** Yes.
74. **Question:** Expertise in which sectors will be recruited to the PSG?  
**Answer:** Please refer to page 23 of the PDD which provides a list of the categories in which expertise will be sourced for the PSG.
75. **Question:** Will an AusAID representative be part of the PSG?  
**Answer:** No.

### Governance of the Facility

76. **Question:** How are the activities to be implemented?  
**Answer:** The activities will be implemented according to the requirements of each individual request. It is anticipated that the MC will use a range of different mechanisms in responding effectively to each request. The Management Committee will have a major role in determining the response to a request.
77. **Question:** What will be the composition and selection of the Management Committee?  
**Answer:** The Department of Foreign Affairs and Trade (DFAT) and AusAID will comprise the Management Committee. The MC will provide secretarial support to the Management Committee.
78. **Question:** The Facility will cover many different countries with different development needs. Will this be taken into account when determining who gets what?  
**Answer:** The Senior Reference Group (SRG) will take a broad strategic approach in setting the agenda for the Facility to respond to requests received from partner governments. The SRG will take all elements into account in achieving a balanced response to requests.

79. **Question:** With which African countries does AusAID have Memoranda of Understanding (MOUs)? Will they be signed with every African country?  
**Answer:** The Australian government has the responsibility for negotiating and signing MOUs with partner governments. AusAID is drafting some MOUs but an MOU may not be needed in all cases. MOUs already exist with South Africa, Mozambique and Kenya.
80. **Question:** What is the role of DFAT with AusAID and will the MC be privy to these arrangements?  
**Answer:** Each agency has their own focus and objectives; for this reason, each will be represented on both the Management Committee and Senior Reference Group. The MC will provide secretariat services to both the Management Committee and Senior Reference Group.
81. **Question:** Do you see any duplication or complementing of other programs?  
**Answer:** It will be the role of the Senior Reference Group and the Management Committee to ensure complementarity between activities. In its own planning of other activities, AusAID will also ensure that this is the case such as with the African Scholarships Program.
82. **Question:** What role will the Scholarships Program play in this Facility?  
**Answer:** The Senior Reference Group will take a similar role for both programs and will comprise the same representatives. In responding to requests, AusAID will consider a range of possible responses including scholarships. The two MCs may be required to liaise with each other in ensuring effective outcomes.
83. **Question:** What will be the extent of the Australian badging of the Facility?  
**Answer:** This is an Australian Government initiative. There will be specific branding and this is being developed.
84. **Question:** Who will head the Management Committee?  
**Answer:** An AusAID representative.
85. **Question:** Are there any African countries excluded from accessing the Facility?  
**Answer:** There are no countries explicitly excluded but the Senior Reference Group and the Management Committee will look carefully at where the Facility will be engaging.
86. **Question:** Will renewable energy and carbon trading be covered by the Facility?  
**Answer:** Maybe. The Facility will be demand driven by African governments balanced with the Facility's capacity to respond.

87. **Question:** Who will be the nominating authority on behalf of partner governments?  
**Answer:** The partner government's agency responsible for dealing with donors, often the Ministry of Finance, will be the nominating authority. It is AusAID's intention to work with existing partner government structures.
88. **Question:** Will the Management Committee be able to respond to requests within a short period of time?  
**Answer:** Yes, the Management Committee can have out of session meetings as necessary.
89. **Question:** Given the small amounts of money associated with this Facility, will all costs be borne in mind when looking at requests and prioritising them?  
**Answer:** Yes.

### General Questions

90. **Question:** How will Austrade fit in?  
**Answer:** The Australian Trade Commission (Austrade) will be represented on the Senior Reference Group and will have an informal information sharing relationship with AusAID and the MC.
91. **Question:** What will AusAID's involvement be in the M&E of the Facility?  
**Answer:** At an activity level, the MC and the Partner Government will have a role in M&E of the Facility. The MC may involve the PSG in monitoring at the activity level. At the Facility level, AusAID will assess the performance of the the Facility including quality assurance. There will be reviews throughout the life of the Facility.
92. **Question:** What are the liability issues of using people outside our own organisation – e.g. volunteer organisations?  
**Answer:** The MC will address liability issues through their agreements with other organisations.
93. **Question:** When you speak of mining does that cover extractive industries?  
**Answer:** Yes.
94. **Question:** To what extent is innovation important to the Facility at program and government levels?  
**Answer:** Innovation is very important.
95. **Question:** What would be the outcomes of successful capacity building?  
**Answer:** At an activity level, the Partner Government's objectives should be met taking account of sustainability and ensuring feedback is provided. At the Facility level, we would expect to see aggregate levels of capacity increased, and the development of deeper Australian relationships with the partner country.

96. **Question:** Are there any lessons learned from previous capacity building programs in Africa?  
**Answer:** The lessons learned in the PDD are drawn from a range of capacity building programs across AusAID, not specifically relating to Africa.
97. **Question:** Does the term Natural Resources only include mining? What about other natural resources?  
**Answer:** Extractive resources are in demand and will be a key focus of the Facility but the term does not exclude other natural resources.
98. **Question:** How will you reconcile potential differences in development priorities and relationship priorities between AusAID and DFAT?  
**Answer:** The Senior Reference Group and Management Committee will ensure a harmonised approach to the Facility.
99. **Question:** Are there any agreements in place with the international financial institutions or will this happen on a case-by-case basis?  
**Answer:** The use of financial institutions is just another avenue that may be used by the Facility.
100. **Question:** How wedded is AusAID to the capacity tools listed in the PDD?  
**Answer:** AusAID would appreciate innovation from the MC in this area.
101. **Question:** Can you give an indication of the timeframe for the design and tender for the Africa Scholarships?  
**Answer:** The design will be on the AusAID website shortly and it is expected that the tender will be out early in 2010.
102. **Question:** When will the new AusAID Africa Strategy be released publically?  
**Answer:** It is expected to be released around March 2010.
103. **Question:** It is noted that there may be other areas of focus – would tourism be included?  
**Answer:** The Facility will be responsive to partner government requests.
104. **Question:** Can you indicate the breakdown of funds for the Facility?  
**Answer:** No, not at this stage of the process. The Basis of Payment in Step 2 will provide more detailed information.
105. **Question:** Is it intentional to focus on government capacity building or will other areas be included?  
**Answer:** The Facility is designed as a government to government mechanism primarily but AusAID won't exclude working with other sectors if relevant to the request received from the Partner Government.
106. **Question:** Will the PSG be used for Scholarships as well as the Facility?  
**Answer:** This may be appropriate. The PSG is expected to provide support to other AusAID programs in Africa.

107. **Question:** Does AusAID have forms or templates prepared for reports, audits, requests etc already prepared and if so can they be made public?  
**Answer:** No.
108. **Question:** How will the funds be disbursed?  
**Answer:** AusAID is exploring a range of mechanisms for the disbursement of funds, including the use of an imprest account, for this Facility. More information will be provided at Step 2 in the Basis of Payment.
109. **Question:** Is there a bias against organisations that aren't South African or do not have an office in South Africa?  
**Answer:** No.
110. **Question:** Is a secondment into the Facility something that would be encouraged in the bid and if so, should it be put in the proposal or as an annex?  
**Answer:** No, secondments into the Facility are not expected.
111. **Question:** Are English speaking consultants on the PSG a priority?  
**Answer:** Consultants would ideally be bi or multilingual, including English, and reports must be provided in English to AusAID.
112. **Question:** Are the expectations given on page 17 at number 3.3 of the PDD realistic and if so how will they be measured?  
**Answer:** The outcomes were identified following a comprehensive design process and as such are assessed to be realistic at this stage. They will be monitored and measured through the program M&E.

#### ***Attachments to this Addendum***

113. The PowerPoint slide presentations shown at the Pretoria pre-tender briefing.
- a) Delivery Context for Australia-Africa Partnership Facility and Key Design Features/Key issues for implementation.
  - b) Tender Process
  - c) Probity
  - d) Hints for New Players

All other information as set out in the RFT dated 28 November 2009 and Addendum 1 dated 10 December 2009 remains unchanged.