



**MARITIME ORGANISATION FOR EASTERN,
SOUTHERN AND NORTHERN AFRICA (MOESNA)**

**TERMS OF REFERENCE (TORs) FOR
CONSULTANCY SERVICES
FOR A FEASIBILITY STUDY FOR THE
ESTABLISHMENT OF A REGIONAL MARITIME
UNIVERSITY**

**REQUEST FOR PROSOPALS
MOESNA/OT/04/RMU/2024**

1. ABOUT THE ORGANIZATION

The Maritime Organization for Eastern, Southern and Northern Africa (MOESNA) formerly the Intergovernmental Standing Committee on Shipping (ISCOS) is a regional Maritime Organization mandated with Promotion, Protection and Coordination of the Shipping and Maritime Interests of its Member States and the region.

MOESNA's current Membership are the States of the Republic of Kenya, the United Republic of Tanzania, Republic of Uganda, Republic of Zambia, the Democratic Republic of Congo, the Federal Democratic Republic of Ethiopia, the Republic of Burundi and the Republic of Botswana and is the organization is expanding to the rest of the Eastern, Southern, and Northern Africa including the West Indian Ocean Island states, all states that use the Indian Ocean, the southern Africa part of the Atlantic ocean and the Red Sea for their seaborn trade.

Given the international, technical and complex nature of Shipping and Maritime affairs and the commonality of challenges faced by Africa as a whole and the regional states, collective rather than unilateral interventions in harnessing opportunities and protecting industry interests is favored. MOESNA therefore provides a framework to ensure this arrangement across the entire eastern, southern and northern regions of Africa including the Indian ocean island states of Africa.

This collaborative arrangement under MOESNA is intended to achieve the following objectives among others:

- i. Enhancement of competitiveness of the regional Shipping and Maritime transport sector at global level;
- ii. Promotion of Maritime safety, security and environmental protection;
- iii. Undertaking sector research, advising governments on shipping, Maritime and seaborne trade, and dissemination of information to stakeholders;
- iv. Strengthening of human resource capacity building, Maritime training infrastructure and institutional framework development and enhancing employability of regional Maritime trainees/cadets globally;
- v. Coordination of regional collaborative efforts to foster sustainable shipping connectivity for the region
- vi. facilitation of contracting parties to ratify and implement relevant international Maritime conventions and agreements on, among others, shipping, safety, security, marine pollution and training;
- vii. Facilitating establishment and sustaining the operations of Shippers Councils in the region;
- viii. Provision of forums for consultative engagements among industry stakeholders (government and private sector players) aimed at building synergies and partnerships for the exploitation of the blue economy resources and addressing emerging industry issues in a collective manner;
- ix. Promotion and fulfilment (at regional level) of the goals and aspirations of the African Union, Revised African Maritime Charter,2010, New Partnership for Africa Development (NEPAD), African Integrated Maritime Strategy (AIMS),2050 and other Regional Economic Communities (RECs) on matters related to Shipping and Maritime transport and total logistics.

1.1 VISION

MOESNA's vision is to be Africa's centre of excellence for Shipping and Maritime matters

1.2 MISSION

MOESNA aims to promote and advocate for efficient and competitive Shipping and Maritime services for socio-economic development in Eastern, Southern and Northern Africa

2. BACKGROUND OF THE ASSIGNMENT

The Maritime industry is crucial for the economic development of Africa, particularly the Eastern, Southern, and Northern regions which are strategically located along key international shipping routes.

The establishment of a Regional Maritime University (RMU) is expected to enhance Maritime education, training, and research in these regions, addressing the growing demand for skilled Shipping and Maritime professionals and fostering regional cooperation. The RMU will provide a common platform for collaboration and creation of synergies in the Maritime education and training institutions to improve efficiency.

The global demand for seafarers for example continues to raise as the global economy grows with the number of seafarers employed on merchant ships as at the end of 2021 standing at 1.89million¹. In the same year, there was a registered shortfall in seafarers' supply of over 26,000 with this number projected to increase through 2030.

In a bid to adhere to international Maritime regulations and standards, the Revised African Maritime Transport Charter (2010) encouraged states to establish national and (collaboratively) regional Maritime training, education and research institutions. Top quality Maritime education is seen as a transformative factor in the growth of the Shipping and Maritime industry driving both main and auxiliary Maritime industries like shipbuilding and repairs, ship manning, brokerage, port operations, ship financing and insurance among others.

MOESNA, a regional intergovernmental Maritime organization, therefore, continues to drive a collaborative agenda of building world class industry human resources to serve both the regional and global markets through promotion of Maritime education, training and research at national and regional levels.

This assignment is made to conduct a feasibility study for the establishment of a Regional Maritime University to serve the eastern, southern and northern Africa regions.

3. JUSTIFICATION OF THE ASSIGNMENT

Global economies greatly depend on the Shipping and Maritime industry (for conveyance of seaborn trade and direct employment opportunities) which in turn relies on adequate Maritime education, training and research services for its growth and sustenance. This fact therefore requires establishment of a strong training institutions like the proposed Regional Maritime University which would produce a highly skilled workforce, foster innovation, and improve competitiveness of the Maritime sector in the region.

¹ The International Chamber of Shipping (ICS) & Baltic and International Maritime Council (BIMCO)

There is an increasing shortfall in the supply of qualified Maritime professionals in Africa and the world, driven by expansion of port infrastructure, increasing Maritime trade, evolving industry needs, stringent industry environmental requirements, and the need for enhanced Maritime security. Such needs in addition to pushing for an African-centric innovation and research agenda to address emerging issues and harness the vast regional blue economy would best be tackled through institution such as the proposed University.

Several consultative engagements have been held involving Maritime regulators and Maritime education and training institutions from eastern, southern and northern Africa regions and it has been noted that:

- i. National Maritime institutions exist but have limited regional and global attractiveness therefore producing sufficient globally acceptable trainees was still a challenge;
- ii. Existing training institutions were not adequately equipped and staffed to produce world class Maritime professionals;
- iii. Sustainability of national Maritime training programs was costly leading to production of limited numbers of cadets;
- iv. Recognition of training certifications offered by existing institutions was still limited even among regional member states which was affecting the employability of graduates;

Establishment of a regional center of excellence in Maritime education, training, research and innovation would therefore come in handy to address some of the existing challenges with national training institutions.

4. OVERALL OBJECTIVE OF THE ASSIGNMENT

This consultancy therefore seeks to conduct a comprehensive feasibility study for the establishment of the proposed Regional Maritime University that will serve the Eastern, Southern, and Northern Africa regions. The study shall among others evaluate the viability, potential impact, and sustainability of the proposed university, providing actionable recommendations with proposed timelines for its establishment and operation.

5. SPECIFIC TASKS FOR THE CONSULTANCY FIRM

Specifically, the consultant shall undertake the following tasks:

- i. Needs Assessment:
 - Evaluate the current state of Maritime education and training in the targeted regions;
 - Identify gaps in Maritime education, training, and research that the proposed university could address;
 - Assess the demand for Maritime professionals in the regions and globally, considering industry trends and developments.
- ii. Review of existing studies, publications, and literature:
 - Existing national Maritime policies, legislations, visions and plans relating to Maritime education and training of the regional states with a view of establishing

their thoughts for regional cooperation on Maritime matters and Maritime education and training in particular that could aide their participation in the establishment of a regional Maritime university;

- ➊ Existing national legislation governing higher education and Maritime legislation;
- ➋ Regional agreements and frameworks like the African Union Agenda 2063 and related documents, the revised African Maritime Transport Charter (AMTC) 2010, African Integrated Maritime Strategy,2-5-;
- ➌ the Eastern, Southern and Northern Africa Regional Maritime Transport Policy
- ➍ International Conventions like STCW, ILO, UNCLOS;
- ➎ Global, continental and regional reports on Maritime education and the blue economy;
- ➏ Higher education research reports focusing on education funding and infrastructure, accreditation standards, Maritime training and education in Africa among others;
- ➐ Existing Maritime education and training institutions' curricula, programs offerings and accreditation standards, annual reports and partnership agreements;
- ➑ Relevant economic and Maritime industry reports;
- ➒ Stakeholders' consultation reports, previous surveys and needs assessments conducted and reports from industry associations;
- ➓ National budgets and expenditure framework papers;
- ➔ any other continental and regional strategic documents relating to Maritime education and training as may be available at the time of contract signature.

iii. Stakeholder Analysis

- ➊ Identify and engage with key stakeholders, including governments, Maritime institutions, Shipping and Maritime industry players, international organizations, intergovernmental organizations, and potential students.
- ➋ Assess stakeholder interests, expectations, and potential contributions to the establishment and sustainability of the university.

iv. Regional and International Benchmarking

- ➊ Conduct a comparative analysis of existing Maritime universities and institutions globally.
- ➋ Identify best practices and successful models that could be adapted to the regional context.

v. Legal, Institutional and Governance Framework

- ➊ Study if justifiable to start at university level or as a regional Maritime institution at a lower level (with clear reasons) and propose clear milestones for growth towards a university.
- ➋ Study and propose the best possible legal status and ownership of the proposed university.
- ➌ Review the legal and regulatory requirements for establishing a university in the targeted regions.

- Identify any potential legal challenges and propose solutions to ensure compliance with national and regional regulations.
- Suggest a governance and management structure for the proposed university, considering regional representation and collaboration.
- Assess potential partnerships with existing institutions and organizations, both regionally and internationally.
- Assess and compare benefits of establishing a green field university or converting one of existing institutions into a regional university.

vi. Analysis of Location

- Identify potential locations for the university, considering accessibility, infrastructure requirements, and regional distribution, connectivity and ease of entry (visa requirements) for both students and staff.
- Assess the benefits and challenges of each proposed location and recommend the best option.

vii. Financial Feasibility

- Estimate the costs associated with the establishment and operation of the university, including but not limited to infrastructure, staffing, and program development.
- Identify and propose potential funding sources which may include government contributions, international donors, private sector investments, and tuition fees.
- Develop financial models for the university's sustainability in the short, medium, and long term.

viii. Risk Assessment and Mitigation

- Identify potential risks associated with the establishment and operation of the university, including political, economic, and environmental factors.
- Propose strategies for mitigating the identified risks.

ix. Implementation Plan

- Develop a detailed implementation plan, including timelines, key milestones, and resource requirements for the establishment of the university.
- Propose a phased approach to implementation, if necessary.
- Propose all requisite sustainability (legal, governance, operational, finance) models to be adopted.

6. SCOPE OF THE SERVICES

The consultancy services shall cover MOESNA member states but for purposes of data collection, detailed analyses, comparisons, deductions, benchmarking, etc, the services shall cover the Eastern, Southern and Northern Africa region, the west African region, the developed Maritime nations globally.

Since MOESNA is expanding to cover the entire ESNA region soon, proposals made by the consultancy shall be futureproof taking into account that they ought to still stand even after expansion beyond the current membership.

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 feasibility study report for the proposed establishment of a regional Maritime university including all components of the feasibility study as stated in the specific objectives;
- iii. A report on the proposed implementation plan/strategy with clear proposed milestones; including detailed bankable business plans and financing models for the proposed interventions;
- iv. Presentations to be delivered to key stakeholders to facilitate discussions and formulation of way forward;
- v. A summarized but comprehensive executive summary of the key findings and recommendations;
- vi. A draft collaboration framework/instrument amongst participating states;
- vii. A draft host agreement stating the obligations of the participating states, the hosting state and the university.

8. REQUIRED MANPOWER

The consultancy firm should have the following qualifications:

- ➊ Demonstrated experience in conducting feasibility studies, particularly in the Maritime education sector or general higher education subsector;
- ➋ In-depth knowledge of the Maritime industry and education systems in Africa;
- ➌ Strong analytical and research skills, with the ability to produce high-quality reports;
- ➍ Proven track record of working with intergovernmental, international and regional organizations;
- ➎ Familiarity with the legal, regulatory, and financial environments in the targeted regions.

In particular, the consulting firm will be required to have at least the following key personnels:

a) Team Leader:

The team leader shall:

- ➊ oversee the entire feasibility study, ensuring that all aspects of the study are completed on time, within budget, and to a high and acceptable standard;
- ➋ coordinate the work of all team members, liaise with stakeholders, and be responsible for delivering the final deliverables;
- ➌ provide expertise on Maritime education and training programs, including curriculum development, accreditation standards, and international best practices;
- ➍ Coordinate with stakeholders, including government agencies, Maritime industry representatives, and educational institutions;
- ➎ assess the current educational landscape in the region and propose suitable academic programs for the university.

A team leader shall:

- possess postgraduate training in Maritime education and training, Maritime affairs, Shipping and Maritime logistics, Maritime law, Maritime education management or a closely related Maritime discipline with at least 15 years' experience in Maritime education management with at least ten years as a consultant;
- have extensive experience in Maritime education, with knowledge of international Maritime training standards (e.g., IMO's STCW) and experience in curriculum development for Maritime institutions;
- have strong project management experience, ideally with a background in higher education or Maritime studies, and a proven track record of leading similar studies or projects.

b) Higher Education Specialist:

The higher education specialist shall:

- assess the feasibility of establishing a new higher education institution, focusing on governance structures, academic accreditation, faculty recruitment, and student services;
- analyze the potential demand for Maritime education in the region;
- assess the infrastructure needs of the proposed university, including location analysis, campus development, ICT infrastructure, and facilities for Maritime training (e.g., simulators, labs, workshops, etc.);
- evaluate potential sites and provide recommendations for infrastructure development.
- provide insights into the current and future demands of the Maritime industry in the regions, including workforce needs, industry trends, and potential collaborations with the university;
- engage with stakeholders from the Maritime sector to align the university's programs with industry needs;
- any other roles assigned by team leader.

The higher education specialist shall possess:

- postgraduate training in Maritime education and training, Maritime affairs with a bias in education, Maritime education management or a closely related Maritime education related discipline with at least 10 years' experience in Maritime education management with at least seven years as a consultant or head of Maritime training institution;
- expertise in higher education management, particularly in establishing or managing universities, with knowledge of accreditation processes, curriculum development and higher education policies in Africa.

c) Transport Economist/Financial Analyst:

Key of his/her responsibilities shall be to:

- conduct financial feasibility analyses, including cost estimates and revenue projections;
- carry out cost benefit analyses, estimate establishment and operational costs for different proposed structuring of the institution
- develop financial models for the university's long term sustainability;

- identify potential sources of funding and financial partnerships;
- any other roles assigned by team leader.

The economist/financial analyst shall at least a master's degree in transport Economics and practical experience in Transport education planning with demonstrable experience of at least five years in the Shipping and Maritime subsector.

d) Maritime Legal Expert:

Among the key roles of a legal expert are to:

- analyze the legal and regulatory requirements for establishing a regional Maritime university in the target regions, including compliance with national laws, international Maritime conventions, and educational accreditation standards;
- assess potential legal challenges and propose solutions;
- draft the requisite legal frameworks and instruments;
- any other roles assigned by team leader.

The legal 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.

e) Any other relevant team members proposed to the team shall be of added advantage.

9. DURATION OF THE ASSIGNMENT

The assignment is expected to take five (05) months from the date of 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 (one physical and another electronic) 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 The Establishment of a Regional Maritime University”** to the following address;

THE SECRETARY GENERAL

Maritime Organization for Eastern, Southern and Northern Africa-MOESNA

Palm Drive, Off Links Road, Nyali

P O Box 89112 – 80100 (GPO)

MOMBASA, KENYA

Tel: +254 722 207940/ +254 721 207940

Email: opportunities@moesna.org

10.1 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 to the scope of work, challenges met and any differing views against and/or proposed additions to the Terms of Reference. The report shall include a review as per chapter 5.0 above.

10.2 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 and a half months (ten weeks) from the commencement date of the assignment.

The Consultant shall prepare a PowerPoint presentation detailing the highlights of the interim report which shall be presented to a stakeholders' Workshop.

10.3 Draft Final Report

Following receipt of the stakeholders' and client's comments on the interim report, the consultant shall submit at four and a half months (18 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.

The Consultant shall prepare a PowerPoint presentation detailing the highlights of draft final report which shall be presented to a stakeholders' Workshop.

10.4 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.

11 SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT AND CONSULTANT

11.1 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 venue for consultative workshops where needed but in any case not for more than two workshops;
- iv. Inviting stakeholders to the consultative workshops;

11.2 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 travels, vehicular and otherwise;
- iv. All other support facilities.

12 CONTRACTUAL ARRANGEMENTS AND SUPERVISION

The Consultancy firm will be hired under MOESNA terms of contract and directly supervised by the Ports, Shipping and Maritime Services Directorate 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.

13 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.

14 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 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.

15 TECHNICAL EVALUATION

The following technical evaluation criteria shall be with the Pass Mark being 64 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. Trading 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 	48

NO	CRITERIA	SCORE
	b) Higher Education Specialist c) Transport Economist/Financial Analyst d) Maritime legal expert	
3	Experience of the Firm 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	20
4	Local/Regional participation Participation of locals from the member states shall attract a score	4
	TOTAL	80

16 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**.

