



**REQUEST FOR PROPOSALS (RFP)
FOR
THE CONSTRUCTION OF AN OFFICE BLOCK AT
THE MINISTRY OF FORESTRY AND WILDLIFE(MINFOF) CAMPO-MA'AN NATIONAL PARK -
CAMEROON- RFP NO:AWF CM/CAMPO.001**

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A. Introduction

African Wildlife Foundation (AWF) is an international conservation organization formed in 1961. Together with the people of Africa, AWF works to ensure that the wildlife and wild lands thrive in modern Africa. Headquartered in Nairobi, Kenya, AWF has field offices in nine African countries: (Kenya, Tanzania, Uganda, Cameroon, Zimbabwe, Ethiopia, Democratic Republic of Congo, Niger, and Rwanda) and is registered in the United Kingdom, Canada, Switzerland, and South Africa.

AWF has been supporting the Cameroon's ministry of Forestry and Wildlife (MINFOF) since 2016 to preserve high value biodiversity in the Campo-Ma'an National Park and peripheral zone. In its strive to strengthen support to MINFOF and its field programs, AWF has designed a 10-year strategy for effective implementation of Country and Field program.

To strengthen this support for a longer period, AWF wishes to procure the services of a qualified and experienced firm to construct an office Block at the Ministry of Forestry and Wildlife Campo Base in Cameroon. The office block will go a long way in supporting effective field operations for AWF in Campo-Ma'an national Park.

B. Background of the project

A general scope of the construction work AWF intends to engage in is as listed below:

- i. Office for Technical Assistant/Project Manager,
- ii. 1 office for Finance/logistics,
- iii. 1 office for technical staff,
- iv. open-space office for interns/Visitors and or other staff/Drivers,
- v. 1 small Conference room for meetings,
- vi. Storeroom/Kitchen, and
- vii. Toilets – Gents and Ladies.
- viii. Have trees planted at the most convenient time and watered well.

The drawings detailing the above scope have been done and are awaiting implementation at the selected site.

A general route map of the construction engagements is as follows:

i. Site data collection

This has been done and the design procedure has been informed by detailed address of this stage.

ii. Technical documentation stage

(Drawings, Bill of Quantities, Program of works, Specifications, Meetings schedules, etc.). This has also been done guided by the site data as well.

iii. Approval Stage

Getting building permits, especially from the Mayor as per the laid down building regulations in Cameroon. we are almost done with this stage currently.

iv. Tendering stage

This is clearly our next stage. This shall be entirely guided by the AWF procedures for procurement. A pre-tender site visit shall be a pre-requisite for any bid to be acceptable.

v. Pre- Construction meeting

It will help in laying down all expectations we need to get the selected contractor, Quality, time, Scope, and cost parameters. The structure is a single Storey building; without a suspended floor, with detailed Architectural drawings. Supervision to achieve the desired scope shall be done by AWF construction team, through predetermined site meetings preferably every last Tuesday of the month so as to assess the progress of the contractor at the end of every month and ahead of every Interim certificate.

vi. Construction stage

The contractor shall be expected to engage the ground teams for Quality Assurance and Quality controls, and manage all the project deliverables – All the quality tests shall be done within this stage and documented, monitoring of payments against performance, and as per the AWF laid down procedures of procurement. Site reports with photos shall be shared with stake holders as frequently as possible so as to manage expectations all through.

vii. Construction Project close out procedure

Maintenance requirements Short training/Workshop, M&E process to see whether our goals were achieved, and document Lessons Learned, Handover the project for use to beneficiaries, but still monitor the maintenance aspect.

The eventual contractor is expected to be dedicated, experienced and team oriented. This contractor, shall among other deliverables; ensure that the client's desires are met within the set constraints of Time, Quality and Budget. This shall serve to ensure that the client's conservation agenda eventually runs smooth and that the final constructed facility, at a glance shows a sense of conservation by preserving most of the trees and ecosystems within the proposed site.

C. Project Objectives

The objectives of a project are those desired accomplishments that can be reasonably delivered upon project completion, with consumption of available resources and within an expected timeframe. They should clearly identify and define what is expected from the project and who the target audience is.

The primary objective of this construction project, shall be the **conversion of the planned/Designed office block, into reality**. This shall be guided by the following sub objectives:

i. Start executing the project plan

ii. Monitor and control changes made to the key parameters such as:

- ✓ Scope
- ✓ Time (schedule)
- ✓ Cost (budget)
- ✓ Quality
- ✓ Issues/Risks
- ✓ Handover Plan

- iii. **Manage stakeholder expectations and communications**
- iv. **Report performance through status reports and meetings**
- v. **Manage variance requests**
- vi. **Confirm the planned results are produced**
- vii. **Maintenance training workshop participation/Support.**

D. Construction Issues

Any project involves a number of issues and problematic areas that must be addressed in order for the project to be implemented smoothly. The issues in this particular project shall form a basis of discussion or challenges and their resolution throughout the project lifecycle. These shall cover any concern, query, request for change (Variation Order), or anything else that requires a resolution during the project. The entire Project Team shall be expected to resolve issues as quickly and as fairly as possible since unresolved issues may cause project failure.

Project failure may result if the following happens:

- i. It is delivered out of **schedule** (time constraint)
- ii. It is delivered out of **budget** (cost constraint)
- iii. It is delivered out of **scope** (scope constraint)
- iv. The product **does not work** as expected.

Notice that, these are entirely describing the general objectives of any project normally. This means that failure to meet particular set objectives, results directly into project failure. Meeting the set objectives shall be the team's major focus and any issues shall be addressed as soon as possible so as to avert any chances of failure.

The project is expected to have the following issues, which shall be solved as fast as possible to avert any project failure.

- i. **Scope creep** – We shall endeavor to control the chances of scope escalation as far as possible, and as such, only unavoidable Variation orders shall be approved. Any variation orders shall be referred to AWF's HQ Construction Project Manager, through the Cameroon Country Coordinator with a copy to AWF's Facilities and Administration Director, and AWF procurement office for deliberations and directives on what to do. This shall form the change control board for the project.
- ii. **Quality Assurance/Control Issues** – A stage wise approval plan shall be set based on the various stage deliverables. The contractor shall ensure quality at each deliverable even when supervision is not accorded on a daily basis. Approvals shall be done at each deliverable so as to enable work to progress on successive tasks. These stage deliverables shall be among others; A1 Printed Project Program of works, Site Environment set up, Building Envelope completion, Project Services (MEP) Delivery, Project Finishes completion, Project External works including proper landscaping and planting of trees.
- iii. **Continuous customer Involvement** – This shall be the hallmark of all deliverables approval strength. The contractor is expected to share all challenges, progress, observations, suggestions to the customer before making major progress.
- iv. **Objectives understanding** – The contractor shall take every possible initiative to ask questions on what seems not clear as early as possible. This shall ensure project delivery within the agreed deliverables. This serves also to avert any chances of project failure.

- v. **Project Time frames** – The works foreseen are to be completed within a period of 6 months after signing of the contract. The proposal shall include a detailed work plan and time schedule, subject to approval by AWF.

It is worthwhile to note that, other issues may arise and that communication shall be a strength in handling any issues in time.

A range of evaluation criteria to be used for issue analysis and solving, shall encompass the following, but not limited to this criterion:

- i. **Efficiency** – this criterion shall determine how well a given activity transforms available resources into desired outputs in terms of quantity, quality and time. Therefore, the project team shall bear this in mind while handling issues with such aspect. Priority setting shall be followed in such scenario.
- ii. **Relevance** – None relevant issues shall not be given priority. These shall be issues which do not deliver the desired project benefits.
- iii. **Effectiveness** – it shall concern how far the project's outputs have been utilized and whether the project's purpose has been realized. Where the project purpose is likely not to be met, such issues shall not be given priority.
- iv. **Impact** – this measure shall help figure out the extent to which the project's benefits, shall be received by the target users and AWF partners such as the government, conservation agents, among others towards the overall effect on larger numbers of people concerned.
- v. **Sustainability** – this criterion identifies whether the project's positive outcomes will stand the test of time. This shall be in such matters as Maintenance requirements, long term user satisfaction, among others.

E. Construction Methodology

The implementation methodology of a project provides a set of broad principles and rules from which specific procedures will be derived in order to define how to carry out the project in a cost-effective way. This describes the main methods of project implementation.

The implementation methodology shall consider the following:

- i. **The key phases/Stages of the project implementation** - shall be as highlighted in the deliverables, i.e. Provision of Program of works, Site environment set up, building envelop completion, Project services(MEP) completion, Project finishes completion, Project External works. It is worthwhile to note that some stages may change slightly and testing and commissioning shall be taken as a quality assurance aspect. Pressure testing and electrical testing loading and power factor issues shall be taken very seriously in this particular project.
- ii. **The required level of stakeholder involvement** - shall be as detailed earlier in the project issues section. The stakeholder involvement shall start with the users within the Cameroon offices, and escalated to the Director, Facilities and administration as far as possible. Major decisions on stakeholder acceptance shall be handled by the Director Facilities and administration.
- iii. **The content and duration of project activities and tasks** - shall encompass entirely what is laid out within the project Drawings and the BQ. These are annexed in this document as **Annex i and Annex ii** respectively. Further project specifications shall be provided as and when required.

- iv. **Project Closure** - At the end of the project, the closure procedure shall involve a thorough inspection and acceptance. Snag lists where necessary shall be prepared and shared with the contractor for execution within the agreed timelines. This shall mark the project practical completion stage, and start of the defects liability period of six (6) calendar months. Other closure items, also highlighted in the project BQ shall be as Built drawings which shall ensure any changes that may occur during the project delivery. These drawings shall be prepared jointly with the client's Construction Project Manager, and shall serve to map even the underground services for ease of maintenance. These drawings, shall be stored in a compact disk as well as in the AWF's cloud storage for future reference. At the end of the Defects Liability Period (DLP), another inspection shall be done and any arising defects shared with the contractor for rectification. After proper rectification of the defects, a final completion certificate shall be jointly signed by the contractor and AWF's Construction Project Manager.
- v. **Basic Maintenance Workshop** - A basic maintenance training workshop, which shall take approximately one week, shall be contacted upon the final completion of the structure. The contractor shall be requested to be part of the training team and this shall be communicated to the contractor in due course, for planning purposes. The AWF's Construction Project manager shall lead this training expedition, highlighting on basic requirements for the office users.

F. Contractor Expertise

The expertise needed for doing this project, simply defines a set of professional requirements for the individuals and teams involved in project implementation. This forms the basis for project team building, including skill assessment.

The expected expertise assessment in this Construction project seeks to identify the following:

- i. The type of work involved in the project - This shall be general Civil Engineering and Building works with associated services works for a normal office block.
- ii. The type of skills and abilities required for the contractor's site agent - These shall be; either of the following; a degree in Architecture, Construction Management, Civil Engineering, Building Economics or equivalent of these from a recognized University. The contractor shall also have on site: A qualified Health and safety Officer, a qualified store keeper, a site foreman, some skilled landscape professional and skilled artisans for each trade such as Masonry, Carpentry, Joinery, Electrical Plumbing, and general civil works (Drainage and sewerage works).
- iii. The period of engagement of each team member - This shall be **6 months** which shall be the period of implementation of the construction works. This shall also be stipulated more clearly within the construction contract/Agreement.
- iv. The contractors team members shall always report to the client's Construction Project Manager should there be questions to be addressed in terms of the design or any other issues.
- v. Both the contractors team and the client's team shall serve the interests of the client and any forward linkages to mayor's offices or building regulatory authorities shall have client's interest as a priority and shall be within the Building regulations in Cameroon.

G. Construction Progress Reporting

Reports provide valued information about project performance over a certain period. Reporting is a process that starts once a project is launched and continues until the project is completed and its product is handed over. Reporting requirements will largely be dependent on the project progress, issues arising, Challenges encountered, Personnel on site, Materials on site, Details required from the designer, Equipment on site, general weather conditions for the reporting period etc.

- i. The contractor shall come up with a template which shall be discussed and approved at the onset of the contract/site handover meeting.
- ii. Rules for composing annexes shall be in roman numbers, and annexes should be minimized to V (roman Five) not unless this is unavoidable.
- iii. The language to be used in reports shall be English
- iv. Computer software programs to be used shall be Microsoft word, PowerPoint and Excel, preferably converted to PDF for ease of opening and reading since Microsoft versions may differ.
- v. Submission dates shall be 48hours before the successive site meeting/inspection.
- vi. People responsible for reporting and approving shall be the Site Agent resident to the Main contractor.
- vii. Circulation list shall be to the client; AWF, all the project team leads, any nominated subcontractors, Domestic subcontractors. In essence, the circulation list shall be updated as the project unfolds.

H. Construction Work Plan

The contractor is expected to provide a detailed, trackable Program of works, preferably in Microsoft Project Professional software. The Site Board Pinned Program of works shall be of A1 size for clear legibility and to act as time reference all the time. A soft copy shall be kept by the contractor and tracked continuously to reflect the status of the project execution.

This shall be a strategy that shall help work on the tasks and solve problems, throughout this construction project in Campo Cameroon. It shall also serve to boost the project team's drive and focus in accomplishing this project. It shall determine what actions need to be taken to start, implement, and complete any work package of the project within a specified time period and under defined budget, within the contractor's team's efforts, assisted by the client's team. The contractor is therefore expected to prioritize any Interim Certificate Payments towards this project only, so as to achieve the set objectives.

I. Proposal Formulation and Cost Breakdown

- i. **Language of the proposal**- The proposal shall be written in English (French) and should include a detailed work plan and time schedule.
- ii. **Currency of the proposal and cost breakdown**-The proposal must be quoted in Francs CFA and the contract will be awarded in this currency.
- iii. The financial proposal must be supported by the provided detailed technical drawings of the buildings, including sanitary, waste and electrical systems. To facilitate the technical and financial evaluation, in addition to the technical description, please fill out the cost table provided in the bill of quantities, in addition to any suggested revisions for the bill of quantities.

J. Evaluation Criteria: Qualification

The following criteria will be applied for evaluating the proposals/bids

- Legally authorized to undertake such work in Cameroon. Provision of valid construction license.
- Understanding of context of the project aims and objects as well as emphasis placed on sustainability of the site and its operations and adherence to the scope of services to be provided, based on technical drawings and bill of quantities submitted.
- Construction experience: a minimum of three (3) construction projects successfully completed or substantially completed in the last three (3) years that demonstrate the bidder's specialized experience in the construction of similar construction projects.
- Complete information should be provided by the bidder, including, a description of the past projects' scope and magnitude; location of the projects; details of the bidder's role and activities during construction of the projects; supported by pictures of the site and contact information (names, telephone numbers, email addresses, etc.) for the owners of the projects.
- Company's profile and references
- Time schedule for execution of the services:
- Sourcing plan for the construction material considering timelines and logistical plans, local market conditions, quality of materials and products to be used.
- Safety plans and protection protocols proposed for the entire execution of the works.
- Security plan for the site and personnel during and off working hours

K. Evaluation Criteria: Technical Specifications

The Contractor shall submit the following to AWF:

- Duly completed costing of Bills of Quantities (BOQs) in respect of the Detailed Engineering Design and Drawings provided
- Project Schedule of Works
- Safety plan (approved as relevant)
- Quality Control Plan
- Insurances for works and workers. The contractor must be insured against damage and loss of property during construction due to various factors such as natural disaster and civil unrest. All workers at the site should also be insured against injury and loss of life.
- A copy of the above shall be also provided to AWF for review.
- Throughout the construction period, the AWF staff will also verify compliance with technical drawings and Bills of Quantities. Any proposed changes to the technical drawing and/or the Bill of Quantities agreed in the contract must be acknowledged in writing and signed by the AWF.
- Lists of items and quantities for inventory of supplied construction materials and equipment; electrical fixtures and accessories (including outlets, wiring, panel boards, circuit breakers, etc.);

L. Responsibility of Contractor

- The contractor must carry out a visit to the site at their own expense before submitting an offer to assess the sites in their original state.
- AWF will not be held responsible for any accident, illness, loss or damage which may occur during the provision of the services or any claims, demands, suits, judgments, arising there from, including for any injury to the Contractor's employees, or to third parties, or any loss of, damage

to, or destruction of property of third parties, arising out of or connected to the Contractor's work or performance under the Contract.

- The Contractor shall make and thereafter maintain, in compliance with national legislation, provision for adequate insurance to cover such risks as damage to property and injuries to persons, as well as third party liability claims.
- The personnel assigned by the contractor to provide the services will not be considered in any respect as being employees or agents of AWF. Nothing in the Contract or in any document or arrangement relating thereto shall be construed as conferring any privileges or immunities of AWF on the contractor, its personnel or any other persons providing the services on its behalf.
- Nothing in the contract or in any document relating thereto, shall be construed as constituting a waiver of privileges or immunities of AWF, or as its acceptance of the jurisdiction of the courts of any country over disputes arising out of the Contract.
- In providing the services, the contractor shall conform to all national laws applicable to its activities and its relations to third parties, including employees. The Contractor shall promptly correct any violations thereof and shall keep AWF informed of any conflict or problem arising in relation to national authorities.

M. Proposal Submission

Completed RFP documents are to be enclosed in plain sealed envelopes marked with the tender reference number: **'REQUEST FOR PROPOSALS (RFP) FOR THE CONSTRUCTION OF AN OFFICE BLOCK AT THE MINISTRY OF FORESTRY AND WILDLIFE (MINFOF) CAMPO-MA'AN NATIONAL PARK -CAMEROON-RFP NO: AWF CM/CAMPO.001'** and addressed to:

The Country Director

African Wildlife Foundation

Bastos Behind Hotel Le Diplomate,

Appt 5, House no. 44, route 1.906

Yaoundé, Cameroun

and deposited in the Tender Box provided at:

Ministry of Forestry and Wildlife (MINFOF) building

Directly opposite the power station of the electricity service provider company (ENEO) at Campo.

so as to be received on or before June 24, 2021 at 2pm Local time

N. Annexes

1. Drawings – Annex i.
2. Project BoQ – Annex ii.