

REQUEST FOR PROPOSALS FOR PROVISION OF EXTERNAL AUDIT SERVICES FOR THE AFRICAN CIVIL AVIATION COMMISSION (AFCAC)

1.0 BACKGROUND

The African Civil Aviation Commission (AFCAC) is a specialized agency of the African Union responsible for Civil Aviation matters in Africa. Its objectives are:

- to coordinate civil aviation matters in Africa and to cooperate with the International Civil Aviation Organization (ICAO) and other bodies which are involved in the promotion and development of civil aviation;
- and, as an Executing Agency of the Yamoussoukro Decision (YD), AFCAC facilitates, coordinates and ensures the successful implementation of the Single African Air Transport Market (SAATM).

The mission of AFCAC is to facilitate cooperation and coordination among African States towards the development of an integrated and sustainable air transport system and foster the implementation of ICAO Standard and Recommended Practices (SARPPs); and the Commission's vision is to have a liberalized, safe, secure, environment friendly, reliable, sustainable and modern air transport industry in Africa.

AFCAC's main responsibility as the Executing Agency (EA) is to ensure the consistent and full implementation of the Yamoussoukro Decision (YD) and the realization of the Single African Air Transport Market (SAATM) towards contributing to the African Union Agenda 2063. The objective is, amongst others, to facilitate seamless and smooth operationalization of the SAATM to ensure the sustainable development of air transport and those activities of the Executing Agency (EA) and facilitate the growth of the intra-African Air Transport Market. The EA's role, therefore, ensures the even-handed enforcement of the YD and the EA's regulatory oversight responsibilities across all AU member States and their consistent application of and adherence with the Regulatory and Institutional Legal Instruments of the YD, its operational rules and procedures. It also ensures that the operationalization of the SAATM creates a conducive environment for sustainable development of air transport in Africa.

AFCAC's governance consists of:

The Plenary;

- a) Issue policy guidelines through resolutions and recommendations;
- b) Elect the President and Vice-Presidents to serve as members of the Bureau;
- c) Approve the Organizational Structure of AFCAC and appoint the Secretary General upon the recommendation of the Bureau;
- d) Approve the work programme, business plan, budget, rules and regulations of AFCAC;
- e) Establish committees and working groups, as necessary, to undertake special assignments or tasks on civil aviation in Africa, with such functions as may be specified, and appoint their members;
- f) Approve such other activities, rules and procedures as deemed appropriate, to meet the objectives of AFCAC;
- g) Appoint External Auditors of AFCAC;
- h) Consider and take appropriate action on the External Auditors report;
- i) Ensure the effective implementation of the Yamoussoukro Decision, principally the liberalization of air transport services;
- j) Adopt the financial rules and regulations, accounting and auditing rules and regulations for AFCAC;
- k) Submit its tri-annual report on the state of implementation of the Yamoussoukro Decision to the Assembly of Heads of State and Government through the Executive Council;
- l) Adopt its rules of procedure, including the establishment of committees as deemed appropriate as well as the Rules of Procedures of the Bureau; and
- m) Undertake such other functions as may be requested or conferred upon it by the relevant Organs of the AU, the Monitoring Body and the Sub-Committee of Air Transport.

The Bureau;

- a) Convene the ordinary and extraordinary plenary sessions, subject to the relevant provisions of Article 10, and determine the provisional agenda;
- b) Ensure the implementation of the AFCAC work programmes and other resolutions of the AFCAC Plenary;
- c) Supervise and coordinate the activities of the Secretariat and any committee or working group;
- d) Prepare its own rules of procedures and submit them to the Plenary for approval;
- e) Implement the resolutions, directives and decisions of the Plenary and discharge the duties and obligations which are conferred upon it in the Constitution;
- f) Select and recommend from a short-list to the Plenary, candidates for the position of Secretary General;
- g) Supervise the administrative and financial management of the Secretariat;
- h) Submit periodic reports on its activities to the Plenary; and

- i) Carry out any other functions that may be assigned to it by the Plenary.

The Secretariat is responsible for;

- a) Follow up and ensure the implementation of the resolutions, directives and decisions of the Plenary, Bureau and Monitoring Body, in accordance with the rules and regulations of AFCAC;
- b) Represent AFCAC and defend its interests under the guidance and approval of the Plenary and the Bureau;
- c) Promote the development of the programmes, projects and initiatives of AFCAC;
- d) Prepare and submit proposals concerning the work programmes, business plans, strategic objectives, projects, activities and budgets of AFCAC and ensure their implementation;
- e) Oversee the administrative and financial management of AFCAC by appropriately managing the budgetary and financial resources including collecting the approved revenue from various sources;
- f) Prepare financial reports including reports for the past triennial and a budget for the forthcoming triennial to be submitted by the Bureau to the Plenary for approval in accordance with AFCAC rules and regulations;
- g) Submit reports on the activities of AFCAC to the Plenary, Bureau and Monitoring Body;
- h) Appoint staff and terminate contracts of appointment in accordance with AFCAC Staff Rules and Regulations;
- i) Prepare and service meetings of the Plenary, Bureau and Committees of AFCAC;
- j) Organize meetings and undertake studies as necessary and maintain relevant records in relation thereto;
- k) Submit to the Bureau and the Monitoring Body annual reports on the operations of AFCAC;
- l) Keep in custody the seal, documents, files and other data relating or relevant to the work of AFCAC; and
- m) Make recommendations to improve AFCAC's operational efficiency.

AFCAC (African Civil Aviation Commission) is strategically structured into two core directorates and four specialized units to effectively fulfill its mandate. The Directorate of Safety and Technical Services oversees critical areas including aviation safety, air navigation, and information technology, ensuring the highest standards in these domains. The Directorate of Air Transport manages air transport operations, aviation security, facilitation, environmental protection, and the implementation of the Single African Air Transport Market (SAATM), a key initiative for regional integration and economic growth.

Supporting these directorates are four essential units: the Corporate Services Unit, which handles finance and administration; the Human Resources Unit, responsible for workforce management; the Legal Unit, ensuring compliance and legal oversight; and the

Project Management and Planning Unit, which drives strategic initiatives and organizational development.

At the helm of AFCAC is the Secretary General, who provides strategic leadership, guides the Commission's vision, and ensures the effective implementation of Plenary resolutions and Bureau decisions. This structure enables AFCAC to deliver on its mission to promote safe, secure, and sustainable civil aviation across Africa.

AFCAC holds its financial accounts in compliance with the International Public Sector Accounting Standards (IPSAS). This ensures transparency, consistency, and adherence to globally recognized accounting principles, allowing for accurate financial reporting and enhanced accountability.

Reliable financial information is vital for AFCAC's strategic decision-making, accountability, and operational efficiency. It ensures compliance, builds donor trust, and supports risk management. Without it, AFCAC risks poor decisions, financial mismanagement, reputational damage, and reduced funding, hindering its mission to advance safe, secure, and sustainable civil aviation across Africa.

2.0 OBJECTIVES

The primary objectives of this audit are:

- a) To express an independent opinion on AFCAC's financial statements.
- b) To verify compliance with IPSAS and relevant regulations.
- c) To assess the adequacy and effectiveness of internal controls over financial reporting.
- d) To identify any material misstatements or irregularities and recommend corrective actions.
- e) To enhance financial transparency and accountability.

3.0 SCOPE OF WORK

The selected audit firm will be responsible for the following activities:

3.1 Obtain an understanding of AFCAC's effective processes for:

- a) Identifying business risks relevant to financial reporting objectives.
- b) Estimating the significance of the risks.
- c) Assessing the likelihood of their occurrence.
- d) Formulating recommendations to address those risks.

3.2 Identify and assess the risks of material misstatement in the financial statements, in accordance with the International Standards on Auditing, whether due to fraud or error, by analyzing AFCAC's environment and internal control.

3.3 Conduct an independent risk-based audit of the organization's financial statements to provide satisfactory assurance that the financial statements are free of material misstatement due to fraud or errors.

3.4 Review the organization's compliance with applicable financial laws, regulations, and policies.

3.5 Ascertain that revenues received by the organization have been applied for the intended purpose and have been accounted for in accordance with AFCAC's Constitution and funding agreements.

3.6 Verify project grants to ensure they are in accordance with the terms of the agreements.

3.7 Review the status of financial accounts and reports by examining the general ledger accounts for accuracy and completeness and ensuring that the accounting policies used comply with IPSAS.

3.8 Undertake any other tasks necessary to fulfill the professional obligation of rendering a sound opinion on AFCAC's financial statements.

4.0 DELIVERABLES AND REPORTING REQUIREMENTS

The selected audit firm shall provide the following deliverables:

4.1 **Audit report:** a comprehensive report outlining the audit findings, conclusions, and the auditor's opinion on the financial statements.

4.2 **Management letter:** a detailed report addressing key audit observations, internal control weaknesses, and recommended improvements.

4.3 **Exit meeting:** a presentation of findings to relevant stakeholders.

4.4 **Other reports:** any additional reports required under regulatory or contractual obligations.

5.0 REQUIREMENT FOR THE EXTERNAL AUDIT SERVICES

Audit Firm/Auditor General seeking to apply should be registered in their state of origin and must have been in operation for at least five years providing both audit and tax services. Additionally, the Audit Firm/Auditor General must demonstrate experience in auditing International/Regional Institutions.

5.1 Eligibility Criteria

- a) The Audit Firm/Auditor General should be approved by local Institute of Accountants and Auditors
- b) The Audit Firm/Auditor General must have at least four (4) Partners and the part of an International Audit Firm
- c) The Partners should be in good standing with their local Institute of Accountants and Auditors
- d) The Audit Firm/Auditor General should have been in practice for a period of not less than 5 years
- e) The Partners must be full time Practitioners,
- f) The Audit Firm/Auditor General must have a physical address and valid practicing licenses
- g) The Audit Firm/Auditor General must have five (5) years' experience in audit of International/Regional Institutions
- h) The Audit Firm/Auditor General must demonstrate sufficient quality control measures.
- i) The Audit Firm/Auditor General must have at least three (3) referees who must be its clients.
- j) The Audit Firm/Auditor General must be able to provide tax consultancy services and secretarial services

5.2 The following Information should also be provided:

- a) Copy of certificate of incorporation / registration
- b) Bylaws
- c) Professional practicing Certificate
- d) Valid certificate of tax compliance
- e) Valid certificate of good standing from the local Institute of Accountants and Auditors
- f) Last three (3) years approved and audited financial statements

6.0 MANDATORY PROPOSAL

6.1 The technical proposal should include but not be limited to the following:

6.1.1 Methodology and workplan for the assignment.

6.1.2 The distinctive differentiation features and attributes from other Audit Firm/Auditor General.

6.1.3 The staff turnover experience in the last three (3) years. Demonstrate staff continuity during the assignment for the quality and timeliness outputs.

6.1.4 The reputation of the Audit Firm/Auditor General including the outcome of any inspection or oversight reviews done recently (if applicable).

6.1.5 The representation and network in other jurisdictions your Audit Firm/Auditor General has been involved in.

6.1.6 State the provision the frequency and the manner in which the communication of matters arising will be made to relevant stakeholders during the auditing process.

6.1.7 The estimated depth of the scope of the audit.

6.1.8 A detailed company profile showing list of clients among them being International/Regional Institutions audited by the Audit Firm/Auditor General.

6.1.9 Partners and key staff curriculum vitae relevant to this engagement.

6.1.10 Details of comparable engagements carried out in organizations of similar nature, including :

a) Name of the engagement

b) Description of the engagement

c) Evidence of execution (scanned copy of the contract's cover page and signatures of the involved parties)

6.2 The financial proposal should:

6.2.1 Have a separate item of the audit fees and other estimated charges to be incurred.

6.2.2 State the billing rates for classes of professional personnel for each of the last 3 years.

6.2.3 Include projected fees for the subsequent three years. The fees proposed may be subjected to negotiations if the proposal meets all the other selection criteria.

NOTE: AFCAC is not obligated to select the bid with the lowest quoted fees, but rather, the highest value for money.

6.3 Proposed task completion timelines

6.3.1 The proposal must provide the timeline within which the applicant expects to complete the assignment.

6.3.2 The timeline proposed may be subjected to negotiations if the proposal meets all the other selection criteria and satisfies AFCAC that the firm is the best suited for the assignment.

7.0 INSTRUCTIONS FOR SUBMISSION OF PROPOSAL

7.1 Audit firm (s)/Auditor General(s) who meet the requirements of the RFP may submit inquiries regarding this RFP for clarification on the requirements. However, inquiries must be sent not later than 10 days before the submission date. All inquiries should be directed to procurement@afcac.org, and responses will be provided.

7.2 Audit firm (s)/Auditor General(s) should ensure that they submit a full proposal including all the supporting documents requested. It is essential to ensure accuracy in the curricula vitae of key staff submitted. The curricula vitae should be signed by the consultants and the key individuals and dated. Noncompliance with important requirements will result in rejection of the proposal.

7.3 Once the proposals are received and opened, auditors shall not be required nor permitted to change the substance, the key staff and so forth.

7.4 The process of proposal evaluation shall be confidential.

7.5 The financial proposal should be in United States Dollars (USD) comprising fees only.

7.6 Bidders are requested to submit (1) one ORIGINAL and (3) Three COPIES clearly marked

“ORIGINAL” or “COPY” for each technical and financial offer; and,

7.7 Bidders are reminded to clearly mark technical and financial offer in separate envelopes. Interested external audit firms/Auditor General with international recognition should submit their proposals, clearly indicating ‘Proposal for the Provision of External Audit Services’ on or before **13 August 2025** at 12.00 GMT (Dakar time) to the following address:

Office of the Secretary General, AFCAC, military Airport Road – Dakar

All interested bidders must also submit an electronic version of their proposal to procurement@afcac.org on or before **13 August 2025**, at 12.00 GMT (Dakar time). The technical and financial proposals must be submitted with encryption (password).

Incomplete proposals and proposals received after this date shall not be considered.

NOTE: Every proposal must meet all the requirements as indicated in this TORs document.

8.0 EVALUATION OF PROPOSALS - (Technical and Financial)

8.1 The Technical proposal shall be evaluated as follows:

Criteria	Weight
Firm's reputation: experience and relevant references	50 %
Technical capability: key staff's qualification relevant to this engagement	30 %
Methodology and approach: audit approach, work plan, timeline, distinctive advantage	20 %

8.2 Minimum eligible technical score is 75%

8.3 Total weight: The combined scores will be as follows:

Technical Proposal – 80%

Financial Proposal – 20%

8.4 The most competitive Financial Proposal for eligible proposal will be selected for further negotiations.

9.0 COMPLAINTS PROCESS

All complaints regarding the selection process for this Request for Proposal (RFP) must be submitted in writing to the Secretary General, Secretariat@afcac.org within (5) five business days of the notification of award. Complaints must include the complainant's name, organization, contact details, the specific basis of the complaint, supporting documentation, and a proposed resolution if applicable. Grounds for complaints may include concerns about procedural fairness, conflicts of interest, deviations from the stated evaluation criteria, or other violations of procurement policies. AFCAC will review the complaint and respond in writing within five (5) business days, either upholding the selection, providing clarification, or taking corrective action if necessary. All complaints will be handled confidentially, and retaliation against complainants is strictly prohibited. The decision of The Bureau shall be final in case of complainant's appeal.