



REQUEST FOR PROPOSAL (RFP)

TENDER NO: IRA/202/2019-2020

PROVISION OF CONSULTANCY SERVICES FOR REVIEW OF PERFORMANCE MANAGEMENT SYSTEM

**INSURANCE REGULATORY AUTHORITY (IRA)
P.O. BOX 43505-00100
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E-mail: procurement@ira.go.ke; **Website:** <https://www.ira.go.ke>

MAY, 2020

TABLE OF CONTENTS

SECTION I: LETTER OF INVITATION.....	3
SECTION II: INFORMATION TO CONSULTANTS (ITC).....	5
SECTION III: TECHNICAL PROPOSAL	19
SECTION IV: FINANCIAL PROPOSAL.....	33
SECTION V: TERMS OF REFERENCE	39
SECTION VI - STANDARD FORMS OF CONTRACT	44
ANNEXES	50

SECTION I: LETTER OF INVITATION

22ND MAY, 2020

TO: ALL BIDDERS

TENDER NO : IRA/202/2019-2020
TENDER NAME : PROVISION OF CONSULTANCY SERVICES FOR REVIEW OF PERFORMANCE MANAGEMENT SYSTEM

- 1.1 The Insurance Regulatory Authority (IRA) invites sealed proposals for the Provision of Consultancy Services for Review of Performance Management System. The scope of services is detailed in the terms of reference.
- 1.2 The Request for Proposals (RFP) includes the following documents:
- Section I - Letter of invitation
 - Section II - Information to consultants
Appendix to Consultants information
 - Section III - Terms of Reference
 - Section IV - Technical proposals
 - Section V - Financial proposal
 - Section VI - Standard Contract Form
- 1.3 Interested candidates may obtain further information and inspect the Tender documents by downloading the same from our website at www.ira.go.ke or www.tenders.go.ke free of charge. The tenderers who wish to participate should forward their names of contact address and email for purposes of any communication or addenda.
- 1.4 Prices quoted should be inclusive of all taxes and delivery costs and shall remain valid for a period of **90** days from the closing date of the tender.
- 1.5 Completed tender document should be prepared and saved as a PDF document with a **PASSWORD PROTECTION and emailed to bids@ira.go.ke** . The subject of the email will be “**IRA/202/2019-2020 – Provision of Consultancy Services for Review of Performance Management System**” and the tender should be addressed to: -
- Chief Executive Officer,
Insurance Regulatory Authority,
10th Floor, Zep Re Place, Longonot Road, Upperhill,
P.O. Box 43505 – 00100 Nairobi, Kenya
Telephone: +254-20-499600
Email: procurement@ira.go.ke; Website: <https://www.ira.go.ke>
- so as to be received on or before **8th June, 2020 at 10:00 a.m.**
- 1.6 Tenders will be opened immediately thereafter **VIRTUALLY** via zoom platform at IRA Offices, Zep-Re Place on **8th June, 2020 at 10:00 a.m.** The

tenderers shall be required to **provide the passwords of their documents on or before 11:00 am** via the **email address bids@ira.go.ke and copied to fchelimo@ira.go.ke** as described in the Appendix to instruction to Consultants.

The Tenders shall be received up to **10.00am** on **8th June, 2020**. Any tender that will be received after 10.00am, shall be rejected. In view of the Covid-19 pandemic, representatives of the bidders will not be allowed to attend. Participants will be allowed to follow the proceedings via zoom platform. The details of the Meeting **ID** and the meeting **Password** shall be shared with the participating bidders through the email addresses and telephone numbers they will have provided at the time of submitting the bid.

- 1.7 Upon receipt, please inform us:
- (a) that you have received the letter of invitation;
 - (b) whether or not you will submit a proposal for the assignment,
- 1.8 IRA is a corruption free environment. Any pressure, influence attempt should be reported to the C.E.O through the address provided on paragraph 1.4 above or e-mail ethics@ira.go.ke

Yours sincerely,

FELIX CHELIMO
FOR: CHIEF EXECUTIVE OFFICER
INSURANCE REGULATORY AUTHORITY

SECTION II: INFORMATION TO CONSULTANTS (ITC)

TABLE OF CONTENTS

2.1 INTRODUCTION6

2.2 CLARIFICATION AND AMENDMENT OF RFP DOCUMENTS6

2.3 PREPARATION OF TECHNICAL PROPOSAL7

2.4 PREPARATION OF FINANCIAL PROPOSAL.....8

2.5 SUBMISSION, RECEIPT, AND OPENING OF PROPOSALS9

2.6 PROPOSAL EVALUATION GENERAL.....9

2.7 EVALUATION OF TECHNICAL PROPOSAL 10

2.8 PUBLIC OPENING AND EVALUATION OF FINANCIAL PROPOSAL..... 10

2.9 NEGOTIATIONS..... 11

2.10 AWARD OF CONTRACT 12

2.11 CONFIDENTIALITY 13

2.12 CORRUPT OR FRAUDULENT PRACTICES..... 13

APPENDIX TO INFORMATION TO CONSULTANTS..... 14

SECTION II: INFORMATION TO CONSULTANTS (ITC)

2.1 Introduction

- 2.1.1 The Client named the Appendix to “ITC” will select a firm among those invited to submit a proposal, in accordance with the method of selection detailed in the appendix. The method of selection shall be as indicated by the procuring entity in the Appendix.
- 2.1.2 The consultants are invited to submit a Technical Proposal and a Financial Proposal, or a Technical Proposal only, as specified in the Appendix “ITC” for consulting services required for the assignment named in the said Appendix. A Technical Proposal only may be submitted in assignments where the Client intends to apply standard conditions of engagement and scales of fees for professional services which are regulated as is the case with Building and Civil Engineering Consulting services. In such a case the highest ranked firm of the technical proposal shall be invited to negotiate a contract on the basis of scale fees. The proposal will be the basis for Contract negotiations and ultimately for a signed Contract with the selected firm.
- 2.1.3 The consultants must familiarize themselves with local conditions and take them into account in preparing their proposals. To obtain first hand information on the assignment and on the local conditions, consultants are encouraged to liaise with the Client regarding any information that they may require before submitting a proposal and to attend a pre-proposal conference where applicable. Consultants should contact the officials named in the Appendix “ITC” to arrange for any visit or to obtain additional information on the pre-proposal conference. Consultants should ensure that these officials are advised of the visit in adequate time to allow them to make appropriate arrangements.
- 2.1.4 The Procuring entity will provide the inputs specified in the Appendix “ITC”, assist the firm in obtaining licenses and permits needed to carry out the services and make available relevant project data and reports.
- 2.1.5 Please note that (i) the costs of preparing the proposal and of negotiating the Contract, including any visit to the Client are not reimbursable as a direct cost of the assignment; and (ii) the Client is not bound to accept any of the proposals submitted.
- 2.1.6 The procuring entity’s employees, committee members, board members and their relative (spouse and children) are not eligible to participate.
- 2.1.7 The price to be charged for the tender document shall not exceed Kshs.1,000/=.
- 2.1.8 The procuring entity shall allow the tenderer to review the tender document free of charge before purchase.

2.2 Clarification and Amendment of RFP Documents

2.2.1 Consultants may request a clarification of any of the RFP documents only up to three [3] days before the proposal submission date. Any request for clarification must be sent in writing by paper mail, cable, telex, facsimile or electronic mail to the Client's address indicated in the Appendix "ITC". The Client will respond by cable, telex, facsimile or electronic mail to such requests and will send written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all invited consultants who intend to submit proposals.

2.2.2 At any time before the submission of proposals, the Client may for any reason, whether at his own initiative or in response to a clarification requested by an invited firm, amend the RFP. Any amendment shall be issued in writing through addenda. Addenda shall be sent by mail, cable, telex or facsimile to all invited consultants and will be binding on them. The Client may at his discretion extend the deadline for the submission of proposals.

2.3 Preparation of Technical Proposal

2.3.1 The Consultants proposal shall be written in English language

2.3.2 In preparing the Technical Proposal, consultants are expected to examine the documents constituting this RFP in detail. Material deficiencies in providing the information requested may result in rejection of a proposal.

2.3.3 While preparing the Technical Proposal, consultants must give particular attention to the following:

- (i) If a firm considers that it does not have all the expertise for the assignment, it may obtain a full range of expertise by associating with individual consultant(s) and/or other firms or entities in a joint venture or sub-consultancy as appropriate. Consultants shall not associate with the other consultants invited for this assignment. Any firms associating in contravention of this requirement shall automatically be disqualified.
- (ii) For assignments on a staff-time basis, the estimated number of professional staff-time is given in the Appendix. The proposal shall however be based on the number of professional staff-time estimated by the firm.
- (iii) It is desirable that the majority of the key professional staff proposed be permanent employees of the firm or have an extended and stable working relationship with it.
- (iv) Proposed professional staff must as a minimum, have the experience indicated in Appendix, preferably working under conditions similar to those prevailing in Kenya.
- (v) Alternative professional staff shall not be proposed and only one Curriculum Vitae (CV) may be submitted for each position.

2.3.4 The Technical Proposal shall provide the following information using the attached Standard Forms;

- (i) A brief description of the firm's organization and an outline of recent experience on assignments of a similar nature. For each assignment the outline should indicate *inter alia*, the profiles of the staff proposed, duration of the assignment, contract amount and firm's involvement.
- (ii) Any comments or suggestions on the Terms of Reference, a list of services and facilities to be provided by the Client.
- (iii) A description of the methodology and work plan for performing the assignment.
- (iv) The list of the proposed staff team by specialty, the tasks that would be assigned to each staff team member and their timing.
- (v) CVs recently signed by the proposed professional staff and the authorized representative submitting the proposal. Key information should include number of years working for the firm/entity and degree of responsibility held in various assignments during the last ten (10) years.
- (vi) Estimates of the total staff input (professional and support staff staff-time) needed to carry out the assignment supported by bar chart diagrams showing the time proposed for each professional staff team member.
- (vii) A detailed description of the proposed methodology, staffing and monitoring of training, if Appendix "A" specifies training as a major component of the assignment.
- (viii) Any additional information requested in Appendix "A".

2.3.5 The Technical Proposal shall not include any financial information.

2.4 Preparation of Financial Proposal

2.4.1 In preparing the Financial Proposal, consultants are expected to take into account the requirements and conditions outlined in the RFP documents. The Financial Proposal should follow Standard Forms (Section D). It lists all costs associated with the assignment including; (a) remuneration for staff (in the field and at headquarters), and; (b) reimbursable expenses such as subsistence (per diem, housing), transportation (international and local, for mobilization and demobilization), services and equipment (vehicles, office equipment, furniture, and supplies), office rent, insurance, printing of documents, surveys, and training, if it is a major component of the assignment. If appropriate these costs should be broken down by activity.

2.4.2 The Financial Proposal should clearly identify as a separate amount, the local taxes, duties, fees, levies and other charges imposed under the law on the consultants, the sub-consultants and their personnel, unless Appendix "A" specifies otherwise.

2.4.3 Consultants shall express the price of their services in Kenya Shillings.

- 2.4.4 Commissions and gratuities, if any, paid or to be paid by consultants and related to the assignment will be listed in the Financial Proposal submission Form.
- 2.4.5 The Proposal must remain valid for 90 days after the submission date. During this period, the consultant is expected to keep available, at his own cost, the professional staff proposed for the assignment. The Client will make his best effort to complete negotiations within this period. If the Client wishes to extend the validity period of the proposals, the consultants shall agree to the extension.

2.5 Submission, Receipt, and Opening of Proposals

- 2.5.1 The original proposal (Technical Proposal and, if required, Financial Proposal; see para. 1.2) shall be prepared in indelible ink. It shall contain no interlineations or overwriting, except as necessary to correct errors made by the firm itself. Any such corrections must be initialed by the persons or person authorized to sign the proposals.
- 2.5.2 For each proposal, the consultants shall prepare the number of copies indicated in Appendix "A". Each Technical Proposal and Financial Proposal shall be marked **"ORIGINAL"** or **"COPY"** as appropriate. If there are any discrepancies between the original and the copies of the proposal, the original shall govern.
- 2.5.3 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked **"TECHNICAL PROPOSAL,"** and the original and all copies of the Financial Proposal in a sealed envelope clearly marked **"FINANCIAL PROPOSAL"** and warning: **"DO NOT OPEN WITH THE TECHNICAL PROPOSAL"**. Both envelopes shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address and other information indicated in the Appendix "ITC" and be clearly marked, **"DO NOT OPEN, EXCEPT IN PRESENCE OF THE OPENING COMMITTEE."**
- 2.5.4 The completed Technical and Financial Proposals must be delivered at the submission address on or before the time and date stated in the Appendix "ITC". Any proposal received after the closing time for submission of proposals shall be returned to the respective consultant unopened.
- 2.5.5 After the deadline for submission of proposals, the Technical Proposal shall be opened immediately by the opening committee. The Financial Proposal shall remain sealed and deposited with a responsible officer of the client department up to the time for public opening of financial proposals.

2.6 Proposal Evaluation General

- 2.6.1 From the time the bids are opened to the time the Contract is awarded, if any consultant wishes to contact the Client on any matter related to his proposal, he should do so in writing at the address indicated in the Appendix "ITC". Any effort by the firm to influence the Client in the proposal evaluation, proposal comparison or Contract award decisions may result in the rejection of the consultant's proposal.

2.6.2 Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.

2.7 Evaluation of Technical Proposal

2.7.1 A tender evaluation Committee appointed by the Client shall evaluate the proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria as follows:

	Points
(i) Specific experience of the consultant related to the assignment	(5-10)
(ii) Adequacy of the proposed work plan and methodology in responding to the terms of reference	(20-40)
(iii) Qualifications and competence of the key staff for the assignment	(30-40)
(iv) Suitability to the transfer of Technology Programme (Training)	(0-10)
Total Points	<u>100</u>

Each responsive proposal will be given a technical score (St). A proposal shall be rejected at this stage if it does not respond to important aspects of the Terms of Reference or if it fails to achieve the minimum technical score indicated in the Appendix "ITC".

2.8 Public Opening and Evaluation of Financial Proposal

2.8.1 After Technical Proposal evaluation, the Client shall notify those consultants whose proposals did not meet the minimum qualifying mark or were considered non-responsive to the RFP and Terms of Reference, indicating that their Financial Proposals will be returned after completing the selection process. The Client shall simultaneously notify the consultants who have secured the minimum qualifying mark, indicating the date and time set for opening the Financial Proposals and stating that the opening ceremony is open to those consultants who choose to attend. The opening date shall not be sooner than seven (7) days after the notification date. The notification may be sent by registered letter, cable, telex, facsimile or electronic mail.

2.8.2 The Financial Proposals shall be opened publicly in the presence of the consultants' representatives who choose to attend. The name of the consultant, the technical. Scores and the proposed prices shall be read aloud and recorded when the Financial Proposals are opened. The Client shall prepare minutes of the public opening.

2.8.3 The evaluation committee will determine whether the financial proposals are complete (i.e. whether the consultant has costed all the items of the corresponding Technical Proposal and correct any computational errors. The cost of any unpriced items shall be assumed to be included in other costs in the

proposal. In all cases, the total price of the Financial Proposal as submitted shall prevail.

- 2.8.4 While comparing proposal prices between local and foreign firms participating in a selection process in financial evaluation of Proposals, firms incorporated in Kenya where indigenous Kenyans own 51% or more of the share capital shall be allowed a 10% preferential bias in proposal prices. However, there shall be no such preference in the technical evaluation of the tenders. Proof of local incorporation and citizenship shall be required before the provisions of this sub-clause are applied. Details of such proof shall be attached by the Consultant in the financial proposal.
- 2.8.5 The formulae for determining the Financial Score (Sf) shall, unless an alternative formulae is indicated in the Appendix "ITC", be as follows: $Sf = 100 \times F_m / F$ where Sf is the financial score; F_m is the lowest priced financial proposal and F is the price of the proposal under consideration. Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights (T =the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; $T + p = 1$) indicated in the Appendix. The combined technical and financial score, S, is calculated as follows: $S = St \times T \% + Sf \times P \%$. The firm achieving the highest combined technical and financial score will be invited for negotiations.
- 2.8.6 The tender evaluation committee shall evaluate the tender within 30 days of from the date of opening the tender.
- 2.8.7 Contract price variations shall not be allowed for contracts not exceeding one year (12 months).
- 2.8.8 Where contract price variation is allowed, the variation shall not exceed 10% of the original contract price
- 2.8.9 Price variation requests shall be processed by the procuring entity within 30 days of receiving the request.

2.9 Negotiations

- 2.9.1 Negotiations will be held at the same address as "address to send information to the Client" indicated in the Appendix "ITC". The aim is to reach agreement on all points and sign a contract.
- 2.9.2 Negotiations will include a discussion of the Technical Proposal, the proposed methodology (work plan), staffing, quoted prices and any suggestions made by the firm to improve the Terms of Reference. The Client and firm will then work out final Terms of Reference, staffing and bar charts indicating activities, staff periods in the field and in the head office, staff-months, logistics and reporting. The agreed work plan and final Terms of Reference will then be incorporated in the "Description of Services" and form part of the Contract. Special attention will be paid to getting the most the firm can offer within the available budget and to clearly defining the inputs required from the Client to ensure satisfactory implementation of the assignment.

- 2.9.3 Unless there are exceptional reasons, the financial negotiations will not involve the remuneration rates for staff (no breakdown of fees).
- 2.9.4 Having selected the firm on the basis of, among other things, an evaluation of proposed key professional staff, the Client expects to negotiate a contract on the basis of the experts named in the proposal. Before contract negotiations, the Client will require assurances that the experts will be actually available. The Client will not consider substitutions during contract negotiations unless both parties agree that undue delay in the selection process makes such substitution unavoidable or that such changes are critical to meet the objectives of the assignment. If this is not the case and if it is established that key staff were offered in the proposal without confirming their availability, the firm may be disqualified.
- 2.9.5 The negotiations will conclude with a review of the draft form of the Contract. To complete negotiations the Client and the selected firm will initial the agreed Contract. If negotiations fail, the Client will invite the firm whose proposal received the second highest score to negotiate a contract.
- 2.9.6 The procuring entity shall appoint a team for the purpose of the negotiations.

2.10 Award of Contract

- 2.10.1 The Contract will be awarded following negotiations. After negotiations are completed, the Client will promptly notify other consultants on the shortlist that they were unsuccessful and return the Financial Proposals of those consultants who did not pass the technical evaluation.
- 2.10.2 The selected firm is expected to commence the assignment on the date and at the location specified in Appendix "A".
- 2.10.3 The parties to the contract shall have it signed within 30 days from the date of notification of contract award unless there is an administrative review request.
- 2.10.4 The procuring entity may at any time terminate procurement proceedings before contract award and shall not be liable to any person for the termination.
- 2.10.5 The procuring entity shall give prompt notice of the termination to the tenderers and on request give its reasons for termination within 14 days of receiving the request from any tenderer.
- 2.10.6 To qualify for contract awards, the tenderer shall have the following:
- (a) Necessary qualifications, capability experience, services, equipment and facilities to provide what is being procured.
 - (b) Legal capacity to enter into a contract for procurement
 - (c) Shall not be insolvent, in receivership, bankrupt or in the process of being wound up and is not the subject of legal proceedings relating to the foregoing.

(d) Shall not be debarred from participating in public procurement.

2.11 Confidentiality

2.11.1 Information relating to evaluation of proposals and recommendations concerning awards shall not be disclosed to the consultants who submitted the proposals or to other persons not officially concerned with the process, until the winning firm has been notified that it has been awarded the Contract.

2.12 Corrupt or Fraudulent Practices

2.12.1 The procuring entity requires that the consultants observe the highest standards of ethics during the selection and award of the consultancy contract and also during the performance of the assignment. The tenderer shall sign a declaration that he has not and will not be involved in corrupt or fraudulent practices.

2.12.2 The procuring entity will reject a proposal for award if it determines that the consultant recommended for award has engaged in corrupt or fraudulent practices in competing for the contract in question.

2.12.3 Further a consultant who is found to have indulged in corrupt or fraudulent practices risks being debarred from participating in public procurement in Kenya.

Appendix to Information to Consultants

The following information for procurement of consultancy services and selection of consultants shall complement or amend the provisions of the information to consultants, wherever there is a conflict between the provisions of the information and to consultants and the provisions of the appendix, the provisions of the appendix herein shall prevail over those of the information to consultants.

Clause Reference

2.1 The name of the Client is: **Insurance Regulatory Authority (IRA)**

2.1.1 The method of selection is: **Quality Cost Based Selection**

2.1.2 Technical and Financial Proposals are requested: **Yes**

The name of the assignment: **Provision of Consultancy Services for Review of Performance Management System.**

The objectives of the assignment: **To review the current Performance Management System and recommend a suitable system as per terms of reference.**

2.1.3 A pre-proposal conference will be held: **No**

The name(s), address (es) and telephone numbers of the Client's official(s) are:

Naomi Njoroge Human Capital Development Officer	Felix Chelimo Manager, Procurement
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**INSURANCE REGULATORY AUTHORITY,
10th Floor, Zep-Re Place, Longonot Road, Upperhill,
P.O. Box 43505-00100,
NAIROBI.**

Telephone: +254-20-49960200

E-mail: procurement@ira.go.ke

2.1.4 The Client will provide the following inputs:

Relevant documentation, assistance in the carrying out the assignment.

2.3.3

(i) The estimated number of professional staff months required for the assignment is: **The assessment is expected to take a period of 10 weeks from the date of contract signature.**

(ii) The minimum required experience of proposed professional staff is:

(a) Master's Degree in Human Resource Management, Social Sciences or related field and Certified Human Resource Professional Course for lead consultant.

- (b) Bachelor's Degree in Human Resource Management, Social Sciences or related field and Postgraduate Diploma in Human Resource Management for other support staff (other staff).
- (c) Proven working experience in fields relating directly to review of performance Management systems.

A firm with demonstrated practical experience in handling recruitment and selection exercises as follows: -

- a) Interested firm must demonstrate a minimum period of 10 years' experience in implementing performance management review and systems. The consultant shall provide a list of similar projects carried out and the status of the projects.
- b) The consultant shall be required to provide an overview of their organization and outline the skills of the key personnel proposed to be involved. This should include:
 - i) The proposed role of key personnel in the engagement
 - ii) Curriculum vitae of the proposed lead consultant and support staff
 - iii) Academic Qualifications
 - iv) Professional Qualifications
 - v) Membership of Professional bodies
 - vi) Experience in the proposed assignment in the last 5 years
 - vii) Any additional information
- c) Performance review methodology and timing. The consultant should outline their proposed methodology and timeframe for implementing performance management review and systems which should include as minimum the following: -
 - i) A project schedule / timeframe;
 - ii) A clear methodology that demonstrates an understanding of the scope of work.
- d) Be registered Business /Company and you are required to submit Certificate of Registration/Incorporation;
- e) Poses a Valid Tax Compliance Certificate from Kenya Revenue Authority (KRA);
- f) Provide Company profile and other relevance documentation that demonstrate capability and capacity to undertake the assignment.
- g) The tender document should be prepared in paginated sequentially all pages.

2.3.4 **Evaluation Criteria**

The Authority will evaluate your proposal based on compliance with the requirements below.

The following evaluation criteria will be applied.

a) Preliminary Evaluation

- i) Business Registration Certificate
- ii) Submission of a Valid Tax Compliance Certificate from Kenya Revenue Authority

- iii) Filling in of a Confidential Business Questionnaire. It must be filled and signed by Authorized signatory;
- iv) Attach copies of Identification cards or valid passport for all Directors
- v) Completeness of the bid document-Submission of separate Technical and Financial Proposal.
- vi) Self-Declaration form not to engage in corrupt or Fraudulent activities (Form R 62)

b) Technical Evaluation

The following criteria will apply in the detailed technical evaluation stage: -

S/No	Item Description	Marks%
i)	Business Registration details, Valid Tax Compliance, Audited Financial statements, Business Questionnaire, submission of Separate Technical and Financial Proposals, Self-Declaration form (R 62)	Mandatory
ii)	Past Experience list of organizations where implementing performance management review and systems have been provided in the last five (5) years from 5 clients. Please attach evidence in form of letters of recommendation, contract, letters of offer or LSO's.	20
iii)	Provide reference letters from 5 clients	10
iv)	Key Personnel proposed for the assignment. Please attach copies of CVs, Academic and Professional qualifications/certificates to demonstrate qualification and experience to undertake the assignment.	35
v)	Work plan that details activities to be undertaken (time frame).	5
vi)	Provide a brief that indicates the approach and methodology that will be used in executing the assignment, comments on terms of reference.	30
	Total	100
	The minimum score to pass is 80% .	

- 2.3.5 (i) Training is a specific component of this assignment: **No.**
(ii) Additional information in the Technical Proposal includes: **N/A**

The minimum technical score required to pass: **80%**.
The weights given to the Technical and Financial Proposals are:

T= 0.80
P= 0.20

c) Financial Evaluation

Each of the financial submissions will be divided by the lowest financial quote to determine the financial score of each bidder.

Weightage: This section will carry a total of 20 % of the overall evaluation score.

The formula for determining the financial scores is the following:

S_f = 100 x F_m/F, in which **S_f** is the financial score, **F_m** is the lowest price and **F** is the price of the proposal under consideration.

The single currency for price conversions is: Kenya Shillings

The source of official selling rates is: Central Bank of Kenya. The date of exchange rates is: the last date on which the proposal will be submitted.

Combined Technical and Financial Scores

The following formula shall be used: T.S (80%) + F.S (20 %) = T.T.L (100 %)

T.S = Technical Score (as evaluated above)

F.S = Financial Score (as evaluated above)

T.T.L = Total Score

2.4.2 Taxes: **All taxes are applicable.**

2.4.6 The Proposal must remain valid for 90 days after the submission date.

2.5.2 Consultants must submit original and copy of proposals in separate envelopes clearly marked.

2.5.3 The proposal submission address is:

**Insurance Regulatory Authority,
10thFloor, Zep Re Place, Longonot Road, Upperhill,
P.O. Box 43505-00100,
NAIROBI.**

Telephone: +254-20-4996000

E-mail: procurement@ira.go.ke

The Tender document should be prepared in soft copy in PDF and in read only format for ease of opening. The proposals should be prepared separately in two parts (in two documents), **TECHNICAL PROPOSAL** and **FINANCIAL PROPOSAL**. The technical and financial proposals should each be **PASSWORD PROTECTED** and **ZIPPED**. **The passwords for technical proposal and financial proposal should be different.** The password for Technical Proposal shall be available on **8th June, 2020 at 10:00 a.m via the email provided below.** The password for Financial Proposal shall be available at the date and time of financial proposal opening which will be communicated at a later date. The technical and financial proposals shall be sent via email address bids@ira.go.ke and copied to fchelimo@ira.go.ke. The technical proposal should be zipped prior to sending

through the email. In the event that the zipped file is too large, you can use the option of <https://wetransfer.com> then forward it to the same email recipient.

The Tenders will be opened virtually via Zoom platform as follows:

- (a) Participating bidders must download zoom application in their computers, laptops, tablets or any other mobile device they will be using;
- (b) Participating bidders shall receive the meeting ID and meeting password via the email addresses and text messages on the phones which they will have provided at the time of bid submission. The telephone number to be used both receiving passwords from the bidders and sending meeting ID and password shall be **0793-676-536**;
- (c) The company representative participating virtually in the bid opening proceedings must be the authorized person to represent the company in tender opening;
- (d) Opening shall commence immediately after **10.00a.m.** and the bidders' representatives shall be free to follow the proceedings via zoom.

2.5.4 Proposals must be submitted no later than the following date and time: **8th June, 2020 at 10:00 a.m.**

2.6.1 The address to send information to the Client is:

**Insurance Regulatory Authority,
10th Floor, Zep Re Place, Longonot Road, Upperhill,
P.O. Box 43505-00100,
NAIROBI.
Telephone: +254-20-4996000
E-mail: procurement@ira.go.ke**

2.10.2 The assignment is expected to commence in **June, 2020.**

SECTION III: TECHNICAL PROPOSAL

Notes on the preparation of the Technical Proposals

- 3.1 In preparing the technical proposals the consultant is expected to examine all terms and information included in the RFP. Failure to provide all requested information shall be at the consultants' own risk and may result in rejection of the consultant's proposal.
- 3.2 The technical proposal shall provide all required information and any necessary additional information and shall be prepared using the standard forms provided in this Section.
- 3.3 The Technical proposal shall not include any financial information unless it is allowed in the Appendix to information to the consultants or the Special Conditions of contract.

SECTION III: TECHNICAL PROPOSAL

TABLE OF CONTENTS

1. TECHNICAL PROPOSAL SUBMISSION FORM (in Company letterhead).....	21
2. FIRM'S REFERENCES.....	22
3. COMMENTS AND SUGGESTIONS OF CONSULTANTS ON THE TERMS OF REFERENCE AND ON DATA, SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT.	23
4. DESCRIPTION OF THE METHODOLOGY AND WORK PLAN FOR PERFORMING THE ASSIGNMENT.....	24
5. TEAM COMPOSITION AND TASK ASSIGNMENTS.....	25
6. FORMAT OF CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF	26
7. TIME SCHEDULE FOR PROFESSIONAL PERSONNEL.....	28
8. ACTIVITY (WORK) SCHEDULE.....	28
9. CONFIDENTIAL BUSINESS QUESTIONNAIRE FORM.....	30
10. SELF DECLARATION FORM.....	32

1. TECHNICAL PROPOSAL SUBMISSION FORM *(in Company letterhead)*

[_____ *Date*]

**The Chief Executive Office
Insurance Regulatory Authority
10thFloor, Zep Re Place, Longonot Road, Upperhill,
P.O. Box 43505-00100
Nairobi, Kenya.**

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for _____
_____ [*Title of consulting services*] in accordance with your
Request for Proposal dated _____ [*Date*] and our Proposal. We are
hereby submitting our Proposal, which includes this Technical Proposal, [and a
Financial Proposal sealed under a separate envelope-*where applicable*].

We understand you are not bound to accept any Proposal that you receive.

We remain,

Yours sincerely,

[*Authorized Signature*]:

[*Name and Title of Signatory*]:

[*Name of Firm*]:

[*Address*]:

2. FIRM'S REFERENCES

Relevant Services Carried Out that Best Illustrate Qualifications

Using the format below, provide information on each assignment for which your firm either individually, as a corporate entity or in association, was legally contracted.

Assignment Name:		Country:
Location within Country:		Professional Staff provided by your Firm/Entity(profiles):
Name of Client:		Clients contact person for the assignment:
Client Address (<i>Postal & Telephone</i>):		No of Staff-Months; Duration of Assignment:
Start Date (Month/Year):	Completion Date (Month/Year):	Approx. Value of services (Kshs)
Name of Associated Consultants. If any:		No. of Months of Professional Staff provided by Associated Consultants:
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed:		
Narrative Description of project:		
Description of actual services provided by your staff:		

(Authorized representative)

Signature: _____

Full Name: _____

Title: _____ Date _____

3. COMMENTS AND SUGGESTIONS OF CONSULTANTS ON THE TERMS OF REFERENCE AND ON DATA, SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT.

ON THE TERMS OF REFERENCE:

- 1.
- 2.
- 3.
- 4.
- 5.

ON THE DATA, SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT:

- 1.
- 2.
- 3.
- 4.
- 5.

4. DESCRIPTION OF THE METHODOLOGY AND WORK PLAN FOR PERFORMING THE ASSIGNMENT

5. TEAM COMPOSITION AND TASK ASSIGNMENTS

1. Core Technical/Research Staff

Name	Position	Task

2. Support Staff

Name	Position	Task

6. 6. FORMAT OF CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF

Proposed Position: _____

Name of Firm: _____

Name of Staff: _____

Profession: _____

Date of Birth: _____

Years with Firm: _____ Nationality: _____

Membership in Professional Societies: _____

Detailed Tasks Assigned: _____

Key Qualifications:

[Give an outline of staff member's experience and training most pertinent to tasks on assignment. Describe degree of responsibility held by staff member on relevant previous assignments and give dates and locations].

Education:

[Summarize college/ Company and other specialized education of staff member, giving names of schools, dates attended and degree[s] obtained.]

Employment Record:

[Starting with present position, list in reverse order every employment held. List all positions held by staff member since graduation, giving dates, names of employing organizations, titles of positions held, and locations of assignments.]

Certification:

I, the undersigned, certify that these data correctly describe me, my qualifications, and my experience.

_____ Date: _____
[Signature of staff member]

_____ Date: _____
[Signature of authorized representative of the firm]

Full name of staff member: _____

Full name of authorized representative: _____

(b). Completion and Submission of Reports

Reports	Date
1. Inception Report	
4. Interim Progress Report (a) First Status Report (b) Second Status Report	
3. Draft Report	
4. Final Report	

9. CONFIDENTIAL BUSINESS QUESTIONNAIRE FORM

You are requested to give the particulars indicated in Part 1 and either Part 2(a), 2(b) or 2(c) whichever applies to your type of business.

NB. Attach Company Registration Certificate or Certificate of Incorporation, Valid Tax Compliance certificate from Kenya Revenue Authority (KRA), Valid Single Business Permit from County Government, PIN Certificate with this form.

Part 1 - General:

Business Name
(Attach Copy of Registration Certificate/Certificate Incorporation)

Location of Business Premises

Plot No. Street/Road

Postal Address.....Tel. No. (Landline).....

Mobile Phone(s):.....

Website:..... E-mail:.....

Nature of Business

Current Single Business Permit from a Local Authority

No. Expiring Date
(Attach Copy of Valid permit)

V.A.T No.....
(Attach Copy of V.A.T Certificate)

Tax Compliance Certificate No..... Expiring Date.....
(Attach Copy of Valid Tax Compliance from Kenya Revenue Authority)

Maximum value of business which you can handle at any one time:
K£.....

Name of your bankers Branch

Part 2 (a) Sole Proprietor:

Your name in full Age
Nationality Country of origin
Citizenship details

Part 2 (b) Partnership

Give details of partners as follows:

	Name	Nationality	Citizenship Details	Shares
1.				
2.				

Part 2 (c) Registered Company:

Private or Public

State the nominal and issued capital of the company:-

Nominal K£

Issued K£

Give details of all Directors as follows:-

	Name	Nationality	Citizenship Details	Shares
1.				
2.				
3.				
4.				
5.				

I certify that the above information is correct.

Authorized Signature..... **Date:**

Affix Rubber Stamp

10. SELF DECLARATION FORMS (r 62)

**REPUBLIC OF KENYA
PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA)**

SELF DECLARATION THAT THE PERSON/TENDERER WILL NOT ENGAGE IN ANY CORRUPT OR FRAUDULENT PRACTICE

I,of P. O. Box being a resident of

..... in the Republic of do hereby make a statement as follows:-

A. **THAT** I am the Chief Executive/Managing Director/Principal Officer/Director of (*insert name of the Company*) who is a Bidder in respect of **Tender No.** for(*insert tender title/description*) for(*insert name of the Procuring entity*) and duly authorized and competent to make this statement.

B. **THAT** the aforesaid Bidder, its servants and/or agents /subcontractors will not engage in any corrupt or fraudulent practice and has not been requested to pay any inducement to any member of the Board, Management, Staff and/or employees and/or agents of(*insert name of the Procuring entity*) which is the procuring entity.

C. **THAT** the aforesaid Bidder, its servants and/or agents /subcontractors have not offered any inducement to any member of the Board, Management, Staff and/or employees and/or agents of(*name of the procuring entity*)

D. **THAT** the aforesaid Bidder will not engage /has not engaged in any corrosive practice with other bidders participating in the subject tender

E. **THAT** what is deponed to hereinabove is true to the best of my knowledge information and belief.

.....
(Title) (Signature) (Date)

Bidder's Official Stamp

I certify that the above information is correct.

Authorized Signature..... Date:

Affix Rubber Stamp

SECTION IV: FINANCIAL PROPOSAL

Notes on preparation of Financial Proposal

1. The Financial proposal prepared by the consultant should list the costs associated with the assignment. These costs normally cover remuneration for staff, subsistence, transportation, services and equipment, printing of documents, surveys etc. as may be applicable. The costs should be broken down to be clearly understood by the procuring entity.
2. The financial proposal shall be in Kenya Shillings or any other currency allowed in the request for proposal and shall take into account the tax liability and cost of insurances specified in the request for proposal.
3. The financial proposal should be prepared using the Standard forms provided in this part

FINANCIAL PROPOSAL STANDARD FORMS

TABLE OF CONTENTS

1.	FINANCIAL PROPOSAL SUBMISSION FORM (in Company letterhead).....	355
2.	SUMMARY OF COSTS	36
3.	BREAKDOWN OF PRICE PER ACTIVITY	36
4.	BREAKDOWN OF REMUNERATION PER ACTIVITY.....	37
5.	REIMBURSABLES PER ACTIVITY	37
6.	MISCELLANEOUS EXPENSES	38

1. FINANCIAL PROPOSAL SUBMISSION FORM (in Company letterhead)

_____ [Date]

**The Chief Executive Officer
Insurance Regulatory Authority
10thFloor, Zep Re Place, Longonot Road, Upperhill,
P.O. Box 43505-00100
Nairobi, Kenya.**

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for (_____) [Title of consulting services] in accordance with your Request for Proposal dated (_____) [Date] and our Proposal. Our attached Financial Proposal is for the sum of (_____) [Amount in words and figures] inclusive of the taxes.

We remain,

Yours sincerely,

:
_____ [Authorized Signature]

:
_____ [Name and Title of Signatory]:

: _____ [Name of Firm]

: _____ [Address]

2. SUMMARY OF COSTS

Costs	Currency(ies)	Amount(s)
Subtotal		
Taxes		
Total Amount of Financial Proposal		_____

3. BREAKDOWN OF PRICE PER ACTIVITY

Activity _____	No.: Description: _____
Price Component	Amount(s)
Remuneration Reimbursable Miscellaneous Expenses Subtotal	_____

4. BREAKDOWN OF REMUNERATION PER ACTIVITY

Activity No. _____		Name: _____		
Names	Position	Input (Staff months, days or hours as appropriate.)	Remuneration Rate	Amount
Regular staff (i) (ii)				
Consultants				
Grand Total				

5. REIMBURSABLES PER ACTIVITY

Activity No: _____ **Name:** _____

No.	Description	Unit	Quantity	Unit Price	Total Amount
1.	Air travel	Trip			
2	Road travel	Kms			
3.	Rail travel	Kms			
4.	Subsistence Allowance	Day			
	Grand Total				

6. MISCELLANEOUS EXPENSES

Activity No. _____ Activity Name: _____

No.	Description	Unit	Quantity	Unit Price	Total Amount
1.	Communication costs (telephone, telegram, telex)				
2.	Drafting, reproduction of reports				
3.	Equipment: computers etc.				
4	Software				
Grand Total					

SECTION V: TERMS OF REFERENCE

TABLE OF CONTENTS

1.	BACKGROUND.....	40
2.	OBJECTIVES.....	40
3.	SCOPE OF SERVICES	41
4.	OUTPUT AND DELIVERABLES	41
5.	TERMS OF PAYMENT	42

SECTION V – TERMS OF REFERENCE

PROVISION OF CONSULTANCY SERVICES FOR REVIEW OF PERFORMANCE

MANAGEMENT SYSTEM

1. Background

The Insurance Regulatory Authority is a statutory government agency established under the Insurance Act (Amendment) 2006, CAP 487 of the Laws of Kenya to regulate, supervise and develop the insurance industry.

The Authority recognizes that a well-functioning performance management system contributes to the overall performance and success of the organization and therefore developed and implemented a Performance Management System (PMS) in the FY 2012/2013 to enable objective measurement and attainment of organizational targets and objectives. The PMS is an avenue for enabling the Authority measure the impact of its staff on the overall results of the Authority's performance.

The performance management system is predicated upon the principle of aligning individual targets and measures with the Authority's goals and key performance indicators, measuring actual performance against set criteria and providing feedback to employees. The system is operationalized through the Human Resource Information System (HRIS) where staff use the on-line portal to set their targets, carry out quarterly and end year performance reviews in conjunction with the supervisors.

In line with the changing dynamics and trends in the market the Authority purposes to carry out a review of its current Performance Management System and tools to align it with best practice.

2. Objectives

The objective of this exercise is to carry out a review of the current performance management system and specifically to:

- i. Review the current Authority's performance management system and performance appraisal process and identify gaps in line with the best practices and current trends which include performance coaching, employee wellbeing among others.
- ii. Devise an effective performance management system that will objectively enable the Authority enhance individual and group productivity and achieve goals in line with the strategic plan and mandate of the organization.
- iii. Develop and recommend effective measurement and performance assessment criteria and tool that will increase employee engagement, promote a performance aligned culture and enhance use of coaching and feedback to help improve productivity and growth among other factors.
- iv. Provide a justification on the recommended performance management system/tools in comparison with the other options (i.e. 360-degree, balanced score-card among others).
- v. Develop a reward and sanctions framework to enable effective running of the performance management system

- vi. Devise an effective monitoring and evaluation system for the performance management system in line with best practice.
- vii. Devise an effective implementation program for the revised performance Management system that will spur high performance and achievement of goals.
- viii. Identify competency gaps in performance execution and build staff competencies using recognized programs to mitigate the gaps.
- ix. Ensuring Performance objectives are identified for each employee which provide a clear understanding of the quantity and quality of work expected.

3. Scope of Services

To achieve the above objectives, the review and implementation of the performance management system should cover the following areas:

- i. Setting of SMART targets
- ii. Developing a performance assessment criterion and tools for measuring achievement of targets and set goals in line with the best practices.
- iii. Development and implementation of a behavioral competency framework to align behaviors to the Authority’s value system
- iv. Design an appropriate and effective performance management manual and appraisal tool.
- v. Design mechanisms of providing feedback to employees on performance
- vi. Design an effective rewards and sanctions framework in line with best practice to facilitate implementation of the performance management system and establish guidelines on interventions to address performance gaps including development of performance improvement plans
- vii. Development of a performance management system that incorporates desired values and behaviors that support achievement of the goals of the organization.
- viii. Develop mechanisms of continuous evaluation and monitoring of the staff performance
- ix. Training of management, supervisors and staff on the selected performance management approach and the reviewed performance appraisal tool, target setting, staff appraisal and development of personal development plans.
- x. Conduct a post implementation of the performance management system and its effectiveness six months after its roll out.

4. Outputs/Deliverables

The Consultant will be required to complete the assignment within a period of 10 weeks. The Consultant will submit to IRA for approval of the following outputs which are provided as guide: -

Outputs	Time Frame for Delivery
Inception Report to include <i>inter alia</i> the detailed proposed methodology and a Work Implementation	Within 1 weeks of contract signature

Outputs	Time Frame for Delivery
<p>First Progress Report to <i>inter alia</i> include:</p> <ul style="list-style-type: none"> • Review of current and other existing PMS systems • Initial Findings, Issues and proposed actions • The performance management system proposed 	<p>Within 3 weeks of contract signature</p>
<p>Draft Final Report to <i>inter alia</i> include:</p> <p>Recommended Performance Management System Implementation plan Draft PMS Manual to include:</p> <p>A Description of the Performance Management System</p> <p>Training plan which includes orientation to administration of the system</p>	<p>Within 6 weeks of contract signature</p>
<p>Presentations of findings to Contract Implementation Team, IRA Management Team and other Stakeholders</p>	<p>Within 7 weeks of contract signature</p>
<p>Training for IRA management and staff in the proposed new system.</p>	<p>Within 8 weeks of contract signature</p>
<p>Final Report incorporating feedback from the IRA management and staff and Final PMS Manual</p>	<p>Within 10 weeks of contract signature</p>

5. Terms of Payment

- i. Twenty (20) percent of the Contract Price shall be paid on the commencement date and upon submission of the inception report.
- ii. Forty (40) percent of the lump-sum amount shall be paid upon submission of the approved draft final report.

- iii. Thirty (30) percent of the lump-sum amount shall be paid upon submission acceptable final report.
- iv. Ten (10) percent of the lump-sum amount shall be paid upon undertaking Post implementation of PMS.

SECTION VI - STANDARD FORMS OF CONTRACT

TABLE OF CONTENTS

1.	SERVICES	45
2.	TERM	45
3.	PAYMENT	46
4.	PROJECT ADMINISTRATION	46
5.	PROJECT PERFORMANCE STANDARDS	47
6.	CONFIDENTIALITY	47
7.	OWNERSHIP OF MATERIAL	47
8.	CONSULTANT NOT TO BE ENGAGED IN CERTAIN ACTIVITIES.....	47
9.	INSURANCE	47
10.	ASSIGNMENT.....	47
11.	LAW GOVERNING CONTRACT AND LANGUAGE.....	47
12.	DISPUTE RESOLUTION	48

SAMPLE CONTRACT FOR CONSULTING SERVICES

**SMALL ASSIGNMENTS
LUMP-SUM PAYMENTS**

CONTRACT

This Agreement, [hereinafter called “the Contract”) is entered into this _____[Insert starting date of assignment], by and between _____[Insert Client’s name] of [or whose registered office is situated at]_____ [insert Client’s address]/(hereinafter called “the Client”) of the one part AND

_____ [Insert Consultant’s name] of [or whose registered office is situated at]_____ [insert Consultant’s address]/(hereinafter called “the Consultant”) of the other part.

WHEREAS the Client wishes to have the Consultant perform the services [hereinafter referred to as “the Services”, and

WHEREAS the Consultant is willing to perform the said Services,

NOW THEREFORE THE PARTIES hereby agree as follows:

1. Services

- (i) The Consultant shall perform the Services specified in Appendix A, “Terms of Reference and Scope of Services,” which is made an integral part of this Contract.
- (ii) The Consultant shall provide the personnel listed in Appendix B, “Consultant’s Personnel,” to perform the Services.
- (iii) The Consultant shall submit to the Client the reports in the form and within the time periods specified in Appendix C, “Consultant’s Reporting Obligations.”

2. Term

The Consultant shall perform the Services during the period commencing on _____ [Insert starting date] and continuing through to _____ [Insert completion date], or any other period(s) as may be subsequently agreed by the parties in writing.

3. Payment

A. Ceiling

For Services rendered pursuant to Appendix A, the Client shall pay the Consultant an amount not to exceed _____ [Insert amount]. This amount has been established based on the understanding that it includes all of the Consultant’s costs and profits as well as any tax obligation that may be imposed on the Consultant.

B. Schedule of Payments

The schedule of payments is specified below (Modify in order to reflect the output required as described in Appendix C.)

Kshs _____ upon the Client’s receipt of a copy of this Contract signed by the Consultant;

Kshs _____ upon the Client’s receipt of the draft report, acceptable to the Client; and

Kshs _____ upon the Client’s receipt of the final report, acceptable to the Client.

Kshs _____ Total

C. Payment Conditions

Payment shall be made in Kenya Shillings unless otherwise specified not later than thirty [30] days following submission by the Consultant of invoices in duplicate to the Coordinator designated in Clause 4 here below. If the Client has delayed payments beyond thirty (30) days after the due date hereof, simple interest shall be paid to the Consultant for each day of delay at a rate three percentage points above the prevailing Central Bank of Kenya’s average rate for base lending.

4. Project Administration

A. Coordinator.

The Client designates _____ [insert name] as Client’s Coordinator; the Coordinator will be responsible for the coordination of activities under this Contract, for acceptance and approval of the reports and of other deliverables by the Client and for receiving and approving invoices for payment.

B. Reports.

The reports listed in Appendix C, “Consultant’s Reporting Obligations,” shall be submitted in the course of the assignment and will constitute the basis for the payments to be made under paragraph 3.

5. Project Performance Standards

The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any employees assigned under this Contract that the Client considers unsatisfactory.

6. Confidentiality

The Consultant shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client’s business or operations without the prior written consent of the Client.

7. Ownership of Material

Any studies, reports or other material, graphic, software or otherwise prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software.

8. Consultant not to be Engaged in certain Activities

The Consultant agrees that during the term of this Contract and after its termination the Consultant and any entity affiliated with the Consultant shall be disqualified from providing goods, works or services (other than the Services and any continuation thereof) for any project resulting from or closely related to the Services.

9. Insurance

The Consultant will be responsible for taking out any appropriate insurance coverage

10. Assignment

The Consultant shall not assign this Contract or sub-contract any portion of it without the Client’s prior written consent.

11. Law Governing Contract and Language

The Contract shall be governed by the laws of Kenya and the language of the Contract shall be English Language.

12. Dispute Resolution

Any dispute arising out of the Contract which cannot be amicably settled between the parties shall be referred by either party to the arbitration and final decision of a person to be agreed between the parties. Failing agreement to concur in the appointment of an Arbitrator, the Arbitrator shall be appointed by the chairman of the Chartered Institute of Arbitrators, Kenya branch, on the request of the applying party.

FOR THE CLIENT

FOR THE CONSULTANT

Full name; _____

Full name; _____

Title: _____

Title: _____

Signature; _____

Signature; _____

Date; _____

Date; _____

List of Appendices (Forming Part of the Contract)

Appendix A: -Terms of Reference and Scope of Services

Appendix B: -Consultant's Personnel

Appendix C: -Consultant's Reporting Obligations

Appendix D: -Tender Security

ANNEXES

ANNEX 1: LETTER OF NOTIFICATION OF AWARD

Address of Procuring Entity

To: _____

RE: Tender No. _____

Tender Name _____

This is to notify that the contract/s stated below under the above mentioned tender have been awarded to you.

1. Please acknowledge receipt of this letter of notification signifying your acceptance.
2. The contract/contracts shall be signed by the parties within 30 days of the date of this letter but not earlier than 14 days from the date of the letter.
3. You may contact the officer(s) whose particulars appear below on the subject matter of this letter of notification of award.

(FULL PARTICULARS) _____

SIGNED FOR ACCOUNTING OFFICER

ANNEX 2: FORM RB 1

REPUBLIC OF KENYA

PUBLIC PROCUREMENT ADMINISTRATIVE REVIEW BOARD

APPLICATION NO.....OF.....20.....

BETWEEN

.....APPLICANT

AND

.....RESPONDENT (*Procuring Entity*)

Request for review of the decision of the..... (*Name of the Procuring Entity*) of
.....dated the...day of20.....in the matter of Tender No.....of
.....20...

REQUEST FOR REVIEW

I/We.....,the above named Applicant(s), of address: Physical
address.....Fax No.....Tel. No.....Email, hereby request the Public
Procurement Administrative Review Board to review the whole/part of the above
mentioned decision on the following grounds , namely:-

- 1.
 - 2.
- etc.

By this memorandum, the Applicant requests the Board for an order/orders that: -

- 1.
 - 2.
- etc

SIGNED(Applicant)

Dated on.....day of/...20...

FOR OFFICIAL USE ONLY

Lodged with the Secretary Public Procurement Administrative Review Board on
day of20.....

SIGNED

Board Secretary