



**KENYA TRADE NETWORK AGENCY (KENTRADE)**  
Embankment Plaza – First Floor P.O. Box 36943-00200-NAIROBI  
Tel: +254 020 2614896; email: [info@kentrade.go.ke](mailto:info@kentrade.go.ke); [procurement@kentrade.go.ke](mailto:procurement@kentrade.go.ke)

# **REQUEST FOR PROPOSALS WORKLOAD ANALYSIS**

**TENDER NO: KTNA/RFP/03/2024-2025**

**CLOSING DATE: Friday, February 07, 2025, at 10:00am.**

## SECTION 1 - REQUEST FOR PROPOSAL (RFP)

Date: January 23, 2025

**TENDER NO: KTNA/RFP/03/2024-2025**

### **REQUEST FOR PROPOSALS - WORKLOAD ANALYSIS**

To: All Eligible Consultancy Firms

1. The Kenya Trade Network Agency (KenTrade) has set aside funds in its budget from GOK toward the cost of the above subject consulting services.
2. KenTrade now invites proposals to provide Workload Analysis consultancy services (here in after called “the services”) for the period specified in the terms of reference. More details on the services are provided in section 5 of this document.
3. This Request for Proposals (RFP) has been addressed to ALL eligible Audit consulting firms pursuant to the provisions of Section 118 (1) (a) of the Public Procurement and Disposal Act ,2015
4. Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.
5. A consultant will be selected under Quality and Cost Based Selection Method (QCBS) method and in a format as described in this RFP, in accordance with the Public Procurement and Asset Disposal Act 2015 and Regulations 2020, copies of which are found at the following website: [www.ppra.go.ke](http://www.ppra.go.ke).
6. Eligible and interested bidders may obtain further information and inspect the bidding documents at Supply Chain Management Office at the Kenya Trade Network Agency (KenTrade) Headquarters on 1<sup>st</sup> Floor, Embankment Plaza, Upper Hill between 8.00am and 5.00pm Kenyan Time, Monday to Friday except lunch time between 1.00pm to 2.00pm and on public holidays.
7. A complete set of tender documents may be obtained by interested candidates upon payment of a non-refundable fee of Kshs. 1,000/= (One thousand shillings only) deposited in KenTrade’s Co-operative Bank Account no. 01141162178000, Account Name: Kenya Trade Network Agency, Upper Hill Branch.
8. The tender document may also be downloaded free of charge from the

Public Procurement Information Portal [www.tenders.go.ke](http://www.tenders.go.ke) and/or the Kenya Trade Network Agency website at the following link; <http://www.kentrade.go.ke/index.php/procurement/tenders>.

Bidders who download the tender document from the government portal must register with KenTrade, giving full details of the company name, postal, physical, email and telephone addresses through the email address; [procurement@kentrade.go.ke](mailto:procurement@kentrade.go.ke) for the purposes of receiving any future communication.

9. Completed tenders must be submitted to the address below in two separate envelopes marked **“Technical Proposal”** and **“Financial Proposal”** on or before **Friday, February 07, 2025, at 10:00am.**

**Chief Executive Officer  
Kenya Trade Network Agency  
1<sup>st</sup> Floor, Embankment Plaza, Upper Hill  
P O Box 36943-00200  
Nairobi.**

10. Electronic tenders will not be permitted.
11. Tenders will be opened immediately after the deadline date and time specified above or any deadline date and time specified late in the presence of the Tenderers' designated representatives who choose to attend.
12. Late tenders will be rejected.

**Chief Executive Officer**

## SECTION 2 (A): INSTRUCTIONS TO CONSULTANTS AND DATA SHEET

### A. GENERAL PROVISIONS

#### 1. Meanings/Definitions

- a) "Affiliate(s)" means an individual or an entity that directly or indirectly controls, is controlled by, or is under common control with the Consultant.
- b) "Applicable Law" means the laws and any other instruments having the force of law in Kenya.
- c) "Procuring Entity" means the entity that is carrying out the consultant selection process and signs the Contract for the Services with the selected Consultant.
- d) "Consultant" means a legally established professional consulting firm or an entity that may provide or provides the Services to the Procuring Entity under the Contract.
- e) "Contract" means a legally binding written agreement signed between the Procuring Entity and the Consultant and includes all the attached documents listed in its Clause 1 (the General Conditions of Contract (GCC), the Special Conditions of Contract (SCC), and the Appendices).
- f) "Data Sheet" means an integral part of the Instructions to Consultants (ITC) Section 2 that is used to reflect specific assignment conditions to supplement, but not to over- write, the provisions of the ITC.
- g) "Day" means a calendar day unless otherwise specified as "Business Day". A Business Day is any day that is an official working day in Kenya and excludes official public holidays.
- h) "Experts" means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or Joint Venture member(s).
- i) "Government" means the Government of the Republic of Kenya.
- j) "In writing" means communicated in written form such as by mail, e-mail, fax, including, if specified in the Data Sheet, distributed or received through the electronic-procurement system used by the Procuring Entity with proof of receipt.
- k) "Joint Venture (JV)" means an association with or without a legal personality distinct from that of its members, of more than one

Consultant where one member has the authority to conduct all business for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Procuring Entity for the performance of the Contract.

- l) “Key Expert(s)” means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose CV is considered in the technical evaluation of the Consultant's proposal.
- m) “ITC” (this Section 2 of the RFP) means the Instructions to Consultants that provides the Consultants with all information needed to prepare their Proposals.
- n) “Letter of RFP” means the letter of invitation being sent by the Procuring Entity to the Consultants.
- o) “Non-Key Expert(s)” means an individual professional provided by the Consultant or its Sub-Consultant and who is assigned to perform the Services or any part thereof under the Contract and whose CVs are not evaluated individually.
- p) “Proposal” means the Technical Proposal and the Financial Proposal of the Consultant.
- q) “Public Procurement Regulatory Authority (PPRA)” means the statutory authority of the Government of Kenya that mandated with the role of regulating and monitoring compliance with the public procurement law and regulations.
- r) “RFP” means the Request for Proposals to be prepared by the Procuring Entity for the selection of consultants.
- s) “Services” means the work to be performed by the Consultant pursuant to the Contract.
- t) “Sub-consultant” means an entity to whom the Consultant intends to subcontract any part of the Services while the Consultant remains responsible to the Procuring Entity during the whole performance of the Contract.
- u) “Terms of Reference (TORs)” means the Terms of Reference that explains the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of the Procuring Entity and the Consultant, and expected results and deliverables of the assignment.

## 2. Introduction

- 2.1 The Procuring Entity named in the Data Sheet intends to select a Consultant from those listed in the Request for Proposals (RFP), in

accordance with the method of selection specified in the Data Sheet.

- 2.2 The Consultant are invited to submit a Technical Proposal and a Financial Proposal, for consulting services required for the assignment named in the Data Sheet. The Proposal will be the basis for negotiating and ultimately signing the Contract with the selected Consultant.
- 2.3 The Consultants should familiarize themselves with the local conditions and take them into account in preparing their Proposals, including attending a pre-proposal conference if one is specified in the Data Sheet. Attending any such pre-proposal conference is optional and is at the Consultants' expense.
- 2.4 The Procuring Entity will timely provide, at no cost to the Consultants, the inputs, relevant project data, and reports required for the preparation of the Consultant's Proposal as specified in the Data Sheet.

### 3. Conflict of Interest

3.1 The Consultant is required to provide professional, objective, and impartial advice, always holding the Procuring Entity's interest's paramount, strictly avoiding conflicts with other assignments or its own corporate interests and acting without any consideration for future work.

3.2 The Consultant has an obligation to disclose to the Procuring Entity any situation of actual or potential conflict that impacts its capacity to serve the best interest of the Procuring Entity. Failure to disclose such situations may lead to the disqualification of the Consultant or the termination of its Contract.

3.3 Without limitation on the generality of the foregoing, and unless stated otherwise in the Data Sheet, the Consultants shall not be hired under the circumstances set forth below:

#### i) Conflicting Activities

Conflict between consulting activities and procurement of goods, works or non-consulting services: a firm that has been engaged by the Procuring Entity to provide goods, works, or non-consulting services for a project, or any of its Affiliates, shall be disqualified from providing consulting services resulting from or directly related to those goods, works, or non-consulting services. Conversely, a firm hired to provide consulting services for the preparation or implementation of a project, or any of its Affiliates, shall be disqualified from subsequently providing goods or works or non-consulting

services resulting from or directly related to the consulting services for such preparation or implementation.

ii) **Conflicting Assignments**

Conflict among consulting assignments: A Consultant (including its Experts and Sub-consultants) or any of its Affiliates shall not be hired for any assignment that, by its nature, may conflict with another assignment of the Consultant for the same or for another Procuring Entity.

iii) **Conflicting Relationships**

Relationship with the Procuring Entity's staff: a Consultant (including its Experts and Sub-consultants) that has a close business or personal relationship with senior management or professional staff of the Procuring Entity who has the ability to influence the bidding process and: (i) are directly or indirectly involved in the preparation of the Terms of Reference for the assignment, (ii) the selection process for the Contract, or (iii) the supervision of the Contract, may not be awarded a Contract, unless the conflict stemming from such relationship has been resolved in a manner that determines there is no conflict to affect this selection process.

iv) **Others**

Any other types of conflicting relationships as indicated in the Data Sheet.

#### 4. **Unfair Competitive Advantage**

4.1 Fairness and transparency in the selection process require that the Consultants or their Affiliates competing for a specific assignment do not derive a competitive advantage from having provided consulting services related to the assignment in question. To that end, the Procuring Entity shall indicate in the Data Sheet and make available to all Consultants together with this RFP all information that would in that respect give such Consultant any unfair competitive advantage over competing Consultants.

#### 5. **Corrupt and Fraudulent Practices**

5.1 Consultant firms or any of its members shall not be involved in corrupt, coercive, obstructive, collusive or fraudulent practice. Consultant firms or any of its members that are proven to have been involved in any of these practices shall be automatically disqualified and would not be awarded a contract.

5.2 Collusive practices.

The Procuring Entity requires compliance with the provisions of the Competition Act 2010, regarding collusive practices in contracting. Any

Consultant found to have engaged in collusive conduct shall be disqualified and criminal and/or civil sanctions may be imposed. To this effect, Consultants shall be required to complete and sign the “Certificate of Independent Proposal Determination” annexed to the Proposal Form.

5.3 In further pursuance of this policy, Consultants shall permit and shall cause their agents (where declared or not), subcontractors, sub-consultants, service providers, suppliers, and their personnel, to permit the Government and its agencies to inspect all accounts, records and other documents relating to any short-listing process, Proposal submission, and contract performance (in the case of award), and to have them audited by auditors, investigators or compliance officers.

## 6. Eligibility

6.1 In selection of Consultants, short-listing shall be composed of firms or individuals who belong to the same line of professional business and who are almost of the same capability.

6.2 Unless otherwise specified in the Data Sheet, the Procuring Entity permits Consultants including proposed experts, joint ventures and individual members from all countries and categories to offer consulting services. The maximum number of members so far JV shall be specified in the TDS.

6.3 The Competition Act of Kenya requires that firms wishing to tender as Joint Venture undertakings which may prevent, distort or lessen competition in provision of services are prohibited unless they are exempt in accordance with the provisions of Section 25 of the Competition Act, 2010. JVs will be required to seek for exemption from the Competition Authority. Exemption shall not be a condition for submission of proposals, but it shall be a condition of contract award and signature. AJV tenderer shall be given opportunity to seek such exemption as a condition of award and signature of contract. Application for exemption from the Competition Authority of Kenya may be accessed from the website [www.cak.go.ke](http://www.cak.go.ke)

6.4 Public Officers of the Procuring Entity, their Spouses, Child, Parent, Brothers or Sister. Child, Parent, Brother or Sister of a Spouse, their business associates or agents and firms/organizations in which they have a substantial or controlling interest shall not be eligible to tender or be awarded a contract. Public Officers are also not allowed to participate in any procurement proceedings.

6.5 It is the Consultant's responsibility to ensure that it's Experts, joint venture members, Sub- consultants, agents (declared or not), sub-



contractors, service providers, suppliers and/or their employees meet the eligibility requirements.

6.6 As an exception to the foregoing ITC 6.1 and 6.2 above:

- a) Sanctions-A firm or an individual that has been debarred from participating in public procurement shall be ineligible to be awarded a contract, or to benefit from the contract, financially or otherwise, during the debarment period. The list of debarred firms and individuals is available from the website of PPRA [www.ppra.go.ke](http://www.ppra.go.ke).
- b) Prohibitions-Firms and individuals of a country or goods in a country maybe ineligible if:
  - i) As a matter of law or official regulations, Kenya prohibits commercial relations with that country; or
  - ii) By an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, Kenya prohibits any import of goods or services from that country or any payments to any country, person, or entity in that country.
- c) Restrictions for Government-owned Enterprises - Government-owned enterprises or institutions in Kenya shall be eligible only if they can establish that they
  - i) Are legally and financially autonomous,
  - ii) Operate under commercial law, and
  - iii) That they are not dependent agencies of the Procuring Entity.
- d) Restrictions for public employees - Government officials and civil servants and employees of public institutions shall not be hired for consulting contracts.

6.7 Margin of Preference and Reservations -no margin of preference shall be allowed in the selection of consultants. Reservations may however be allowed to a specific group of businesses (these groups are Small and Medium Enterprises, Women Enterprises, Youth Enterprises and Enterprises of persons living with disability, as the case may be), and who are appropriately registered as such by the authority to be specified in the Data Sheets. A procuring entity shall ensure that the invitation to submit proposals specifically includes only businesses or firms belonging to one group.

## 7. Preparation of Proposals

### 7.1 General Considerations

In preparing the Proposal, the Consultant is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.

## 8. Cost of Preparation of Proposal

8.1 The Consultant shall bear all costs associated with the preparation and submission of its Proposal, and the Procuring Entity shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. The Procuring Entity is not bound to accept any proposal and reserves the right to annul the selection process at any time prior to Contract award, without there by incurring any liability to the Consultant.

## 9. Language

9.1 The Proposal, as well as all correspondence and documents relating to the Proposal exchanged between the Consultant and the Procuring Entity shall be written in the English language.

## 10. Documents Comprising the Proposal

10.1 The Proposal shall comprise the documents and forms listed in the Data Sheet.

10.2 The Consultant shall declare in the Financial Proposal Submission Form, that in competing for and executing a contract, it shall undertake to observe the laws of Kenya against fraud and corruption including bribery, as well as against anti-competitive practices including bid rigging.

10.3 The Consultant shall furnish information on commissions, gratuities and fees, if any, paid or to be paid to agents or any other party relating to this Proposal and, if awarded, Contract execution, as requested in the Financial Proposal Submission Form.

## 11. Only One Proposal

11.1 The Consultant (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture in another Proposal. If a Consultant, including any Joint Venture member, submits or participates in more than one proposal, all such proposals shall be disqualified and rejected. This does not, however, preclude Sub-consultant, or the Consultant's staff from participating as Key Experts and Non-Key Experts in more than one Proposal when circumstances justify and if stated in the Data Sheet.

11.2 Members of a joint venture may not also make an individual Proposal, be a subcontractor in a separate proposal or be part of

another joint venture for the purposes of the same Contract.

- 11.3 Should a Joint Venture subsequently win the Contract, it shall consider whether an application for exemption from the Competition Authority of Kenya is merited pursuant to Section 25 of the Competition Act 2010.

## 12. Proposal Validity

### a. Proposal Validity Period

- 12.1 The Data Sheet indicates the period during which the Consultant's Proposal must remain valid after the Proposal submission deadline.
- 12.2 During this period, the Consultant shall maintain its original Proposal without any change, including the availability of the Key Experts, the proposed rates and the total price.
- 12.3 If it is established that any Key Expert nominated in the Consultant's Proposal was not available at the time of Proposal submission or was included in the Proposal without his/her confirmation, such Proposal shall be disqualified and rejected for further evaluation and may be subject to sanctions in accordance with IT C5.

### b. Extension of Validity Period

- 12.4 The Procuring Entity will make its best effort to complete the negotiations within the proposal's validity period. However, should the need arise, the Procuring Entity may request, in writing, all Consultants who submitted Proposals prior to the submission deadline to extend the Proposals' validity.
- 12.5 If the Consultant agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal and with the confirmation of the availability of the Key Experts, except improvident ITC12.7.
- 12.6 The Consultant has the right to refuse to extend the validity of its Proposal in which case such Proposal will not be further evaluated.

### c. Substitution of Key Experts at Validity Extension

- 12.7 If any of the Key Experts become unavailable for the extended validity period, the Consultant shall provide a written adequate justification and evidence satisfactory to the Procuring Entity together with the substitution request. In such a case, a replacement Key Expert shall have equal or better qualifications and experience than those of the originally proposed Key Expert. The technical evaluations core, however, will remain based on the evaluation of the CV of the original Key Expert.

12.8 If the Consultant fails to provide a substitute Key Expert with equal or better qualifications, or if the reasons provided for the replacement or justification are unacceptable to the Procuring Entity, such Proposal will be rejected.

d. Sub-Contracting

12.9 The Consultant shall not subcontract the whole or part of the Services without reasonable justification and written approval of the Procuring Entity.

### 13. Clarification and Amendment of RFP

13.1 The Consultant may request clarification of any part of the RFP during the period indicated in the Data Sheet before the Proposals' submission deadline. Any request for clarification must be sent in writing, or by standard electronic means, to the Procuring Entity's address indicated in the Data Sheet. The Procuring Entity will respond in writing, or by standard electronic means, and will send written copies of the response (including an explanation of the query but without identifying its source) to all Consultants. Should the Procuring Entity deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure described below:

13.2 At any time before the proposal submission deadline, the Procuring Entity may amend the RFP by issuing an amendment in writing or by standard electronic means. The amendment shall be sent to all invited Consultants and will be binding on them. The Consultants shall acknowledge receipt of amendments in writing.

13.3 If the amendment is substantial, the Procuring Entity may extend the proposal submission deadline to give the Consultants reasonable time to take an amendment into account in their Proposals.

13.4 The Consultant may submit a modified Proposal or a modification to any part of it at any time prior to the proposal submission deadline. No modifications to the Technical or Financial Proposal shall be accepted after the deadline.

### 14. Preparation of Proposals-Specific Considerations

While preparing the Proposal, the Consultant must give particular attention to the following:

- a) If a consultant considers that it may enhance its expertise for the assignment by associating with other consultants in the form of a Joint Venture or as Sub-consultants, it may do so on as only one Proposal is submitted, in accordance with ITC 11. Above. A Consultant cannot associate with shortlisted Consultant(s). When associating with non-

shortlisted/non-invited firms in the form of a joint venture or a sub-consultancy, the shortlisted/invited Consultant shall be a lead member. If a shortlisted/invited Consultant associates with each other, any of them can be a lead member.

- b) The Procuring Entity may indicate in the Data Sheet the estimated amount or Key Experts' time input (expressed in person-month), or the Procuring Entity's estimated total cost of the assignment, but not both. This estimate is indicative, and the Proposal shall be based on the Consultant's own estimates for the same. This clause shall not apply when using the Fixed Budget selection method.
- c) For assignments under the Fixed-Budget selection method, the estimated Key Experts' time input shall not be disclosed. A total available budget, with an indication whether it is inclusive or exclusive of taxes, is given in the Data Sheet, and the Financial Proposal shall not exceed this budget.
- d) Key Experts shall not appear in more than one proposal unless so allowed in the Data Sheet. Invited firms must confirm and ensure their Key experts do not appear in proposal of other invited firms, otherwise proposals with Key experts appearing in other proposals will be rejected.

## 15. Technical Proposal Format and Content

15.1 The Technical Proposal shall be prepared using the Standard Forms provided in Section 3 of the RFP and shall comprise the documents listed in the Data Sheet under ITC 10.1. The Technical Proposal shall not include any financial information. A Technical Proposal containing material financial information shall be declared non-responsive.

15.2 Consultant shall not propose alternative Key Experts. Only one CV shall be submitted for each Key Expert position. Failure to comply with this requirement will make the Proposal non-responsive.

## 16. Financial Proposal

16.1 The Financial Proposal shall be prepared using the Standard Forms provided in Section 4 of the RFP. It shall list all costs associated with the assignment, including (a) remuneration for Key Experts and Non-Key Experts, (b) reimbursable expenses indicated in the Data Sheet. Irrespective of the consultant selection method, any Consultant that does not submit itemized and priced financial proposal, or merely refers to the Procuring Entity to other legal instruments for the applicable minimum remuneration fees shall be considered non-responsive.

### a. Price Adjustment

For assignments with a duration exceeding 18 months, a price

adjustment provision for foreign and/or local inflation for remuneration rates apply if so, stated in the Data Sheet.

**b. Taxes**

The Consultant and its Sub-consultants and Experts are responsible for meeting all tax liabilities arising out of the Contract unless stated otherwise in the Data Sheet. Information on taxes in Kenya is provided in the Data Sheet.

**c. Currency of Proposal**

The Consultant may express the price for its Services in the currency or currencies as stated in the Data Sheet. If indicated in the Data Sheet, the portion of the price representing local cost shall be stated in Kenya Shillings.

**d. Currency of Payment**

Payment under the Contract shall be made in the currency or currencies in which the payment is requested in the Proposal.

**B. SUBMISSION, OPENING AND EVALUATION**

**17. Submission, Sealing, and Marking of Proposals**

17.1 The Consultant shall submit a signed and complete Proposal comprising the documents and forms in accordance with ITC 10 (Documents Comprising Proposal). Consultants shall mark as “CONFIDENTIAL” information in their Proposals which is confidential to their business. This may include proprietary information, trade secrets or commercial or financially sensitive information. The submission can be done by mail or by hand. If specified in the Data Sheet, the Consultant has the option of submitting its Proposals electronically.

17.2 An authorized representative of the Consultant shall sign the original submission letters in the required format for both the Technical Proposal and the Financial Proposals and shall initial all pages of both. The authorization shall be in the form of a written power of attorney attached to the Technical Proposal.

17.3 A Proposal submitted by a Joint Venture shall be signed by all members so as to be legally binding on all members, or by an authorized representative who has a written power of attorney signed by each member's authorized representative.

17.4 Any modifications, revisions, interlineations, erasures, or overwriting

shall be valid only if they are signed or initialed by the person signing the Proposal.

- 17.5 The signed Proposal shall be marked "ORIGINAL", and its copies marked "COPY" as appropriate. The number of copies is indicated in the Data Sheet. All copies shall be made from the signed original. If there are discrepancies between the original and the copies, the original shall prevail.

## 18. Sealing and Marking of Proposals

- 18.1 The firm shall deliver the Proposals in a single sealed envelope, or in a single sealed package, or in a single sealed container bearing the name and Reference number of the assignment, addressed to the Procuring Entity and a warning "**DO NOT OPEN BEFORE 7<sup>TH</sup> February, 2025 10:00 am**". Within the single envelope, package or container, the Firm shall place the following separate, sealed envelopes:

- 18.2 In the single sealed envelope, or in a single sealed package, or in a single sealed container the following documents shall be closed and shall be addressed as follows:

- i) in an envelope or package or container marked "ORIGINAL", all documents comprising the Technical Proposal, as described in ITC11;
- ii) in an envelope or package or container marked "COPIES", all required copies of the Technical Proposal;
- iii) in an envelope or package or container marked "ORIGINAL", all required copies of the Financial Proposal; and

- 18.3 The inner envelopes or packages or containers shall:

- i) Bear the name and address of the Procuring Entity.
- ii) Bear the name and address of the Firm; and
- iii) Bear the name and Reference number of the Assignment.

- 18.4 If an envelope or package or container is not sealed and marked as required, the Procuring Entity will assume no responsibility for the misplacement or premature opening of the proposal. Proposals that are misplaced or opened prematurely will not be accepted.

- 18.5 The Proposal or its modifications must be sent to the address indicated in the Data Sheet and received by the Procuring Entity no later than the deadline indicated in the Data Sheet, or any extension to this deadline. Any Proposal or its modification received by the Procuring Entity after the deadline shall be declared late and rejected, and promptly returned unopened.



## 19. Confidentiality/Canvassing

19.1 From the time the Proposals are opened to the time the Contract is awarded, the Consultant should not contact the Procuring Entity on any matter related to its Technical and/or Financial Proposal.

Information relating to the evaluation of Proposals and award recommendations shall not be disclosed to the Consultants who submitted the Proposals or to any other party not officially concerned with the process, until the publication of the Contract award information.

19.2 Any attempt by Consultants or any one on behalf of the Consultant to influence improperly the Procuring Entity in the evaluation of the Proposals or Contract award decisions may result in the rejection of its Proposal and may be subject to the application of prevailing PPRA's debarment procedures.

19.3 Notwithstanding the above provisions, from the time of the Proposals' opening to the time of Contract award publication, if a Consultant wishes to contact the Procuring Entity on any matter related to the selection process, it should do so only in writing.

## 20. Opening of Technical Proposals

20.1 The Procuring Entity's opening committee shall conduct the opening of the Technical Proposals in the presence of the Consultants' authorized representatives who choose to attend (in person, or online if this option is offered in the Data Sheet). The opening date, time and the address are stated in the Data Sheet. The envelopes with the Financial Proposal shall remain sealed and shall be securely stored by the Procuring Entity or with a reputable public auditor or independent authority until they are opened in accordance with ITC 22.

20.2 At the opening of the Technical Proposals the following shall be read out:

- (i) the name and the country of the Consultant or, in case of a Joint Venture, the name of the Joint Venture, the name of the lead member and the names and the countries of all members;
- (ii) the presence or absence of a duly sealed envelope with the Financial Proposal;
- (iii) any modifications to the Proposal submitted prior to proposal submission deadline; and
- (iv) any other information deemed appropriate or as indicated in the Data Sheet.



## 21. Proposals Evaluation

21.1 Subject to provision of ITC 15.1, the valuers of the Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded and after the Procuring Entity notifies all the Consultants in accordance with ITC 22.1.

21.2 The Consultant is not permitted to alter or modify its Proposal in anyway after the proposal submission deadline except as permitted under ITC12.7. While evaluating the Proposals, the Evaluation Committee will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.

## 22. Evaluation of Technical Proposals

22.1 The Procuring Entity's evaluation committee shall evaluate the Technical Proposals that have passed the eligibility and mandatory criteria, on the basis of their responsiveness to the Terms of Reference and the RFP. The eligibility and mandatory criteria shall include the following and any other that may include in the Data sheet.

- a) Firm has submitted the required number of copies of the Technical Proposals.
- b) Firm has submitted a sealed financial proposal.
- c) The Proposal is valid for the required number of days.
- d) The Technical Proposal is signed by the person with power of attorney, without material deviation, reservation, or omission.
- e) The Technical Proposal is complete with all the forms and required documentary evidence submitted.
- f) A valid tax compliance certificate or tax exemption certificate issued by the Kenya Revenue Authority in accordance with ITT 3.14 for Kenyan firms.
- g) Key Experts are from eligible countries.
- h) Key Experts do not appear in more than one proposal, if so required.
- i) A short-listed firm has not participated in more than one proposal, if so required.
- j) The Consultant is not insolvent, in receivership, bankrupt or in the process of being wound up.
- k) The Consultant, its sub-consultants and experts have not engaged in or been convicted of corrupt or fraudulent practices.
- l) The Consultant is neither precluded from entering into a Contract nor debarred by PPRA.

- m) The firm has not proposed employing public officials, civil servants and employees of public institutions.
- n) The Consultant, its sub-consultants and experts have no conflicts of interest.

22.2 Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to achieve the minimum technical score indicated in the Data Sheet.

## 23. Public Opening of Financial Proposals

### 23.1 Unsuccessful Proposals

After the technical evaluation is completed, the Procuring Entity shall notify those Consultants whose Proposals were considered non-responsive to the RFP and TOR or did not meet the minimum qualifying technical score, advising them the following: (i) their Proposal was not responsive to the RFP and TOR or did not meet the minimum qualifying technical score; (ii) provide information relating to the Consultant's overall technical score, as well as scores obtained for each criterion and sub-criterion; (iii) their Financial Proposals will be returned unopened after completing the selection process and Contract signing; and (iv) notify them of the date, time and location of the public opening of the Financial Proposals and invite them to attend.

### 23.2 Financial Proposals for QBS, CQS and SSS

Following the ranking of the Technical Proposals, when the selection is based on QBS or CQS, the top-ranked Consultant is invited to negotiate the Contract. Only the Financial Proposal of the technically top-ranked Consultant is opened by the opening committee. All other Financial Proposals shall be returned unopened after the Contract negotiations are successfully concluded and the Contract is signed with the successful Consultant.

When the selection is based on the SSS method and if the invited Consultant meets the minimum technical score required passing, the financial proposal shall be opened and the Consultant invited to negotiate the contract.

9

### 23.3 Financial Proposals for QCBS, FBS, LCS

Following the ranking of the Technical Proposals, and after internal approvals, the Procuring Entity shall simultaneously notify in writing

those Consultants whose Proposals were considered responsive to the RFP and TOR, and that have achieved the minimum qualifying technical score, advising them the following: (i) their Proposal was responsive to the RFP and TOR and met the minimum qualifying technical score; (ii) provide information relating to the Consultant's overall technical score, as well as scores obtained for each criterion and sub-criterion;(iii) their Financial Proposal will be opened at the public opening of Financial Proposals; and (iv) notify them of the date, time and location of the public opening and invite them for the opening of the Financial Proposals.

#### 23.4 Opening of Financial Proposals

The opening date should allow the Consultants sufficient time to decide for attending the opening and shall be no less than five (5) Business Days from the date of notification of the results of the technical evaluation, described in ITC 22.1 and 22.2.

The Consultant's attendance at the opening of the Financial Proposals (in person, or online if such option is indicated in the Data Sheet) is optional and is at the Consultant's choice.

The Financial Proposals shall be opened publicly by the Procuring Entity's opening committee in the presence of the representatives of the Consultants and anyone else who chooses to attend. Any interested party who wishes to attend this public opening should contact the Procuring Entity as indicated in the Data Sheet. At the opening, the names of the Consultants, and the overall technical scores, including the break-down by criterion, shall be read aloud. The Financial Proposals will then be inspected to confirm that they have remained sealed and unopened. These Financial Proposals shall be then opened, and the total prices read aloud and recorded. Copies of the record shall be sent to all Consultants who submitted Proposals.

#### 24. Correction of Errors

24.1 Activities and items described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, and no corrections are made to the Financial Proposal.

24.2 Time-Based Contracts-If a Time-Based contract form is included in the RFP, in case of discrepancy between (i) a partial amount(sub-total) and

the total amount, or (ii) between the amount derived by multiplication of unit price with quantity and the total price, or (iii) between figures and words, the later will prevail. In case of discrepancy between the Technical and Financial Proposals in indicating quantities of input, the Technical Proposal prevails and the Procuring Entity's evaluation committee shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal, apply the relevant unit price included in the Financial Proposal to the corrected quantity, and correct the total Proposal cost.

- 24.3 Lump-Sum Contracts - If a Lump-Sum contract form is included in the RFP, the Consultant is deemed to have included all prices in the Financial Proposal, so neither arithmetical correction nor price adjustments shall be made. The total price, net of taxes understood as per ITC 24 below, specified in the Financial Proposal (Form FIN-1) shall be considered as the offered price.

## 25. Taxes

- 25.1 Subject to ITC 24.2, all taxes are deemed to be included in the Consultant's financial proposal as separate items, and, therefore, considered in the evaluation.
- 25.2 All local identifiable taxes levied on the contract in voices (such as sales tax, VAT, excise tax, or any similar taxes or levies) and in come and withholding tax payable to Kenya on the remuneration of non-resident Experts for the services rendered in Kenya are dealt with in accordance with the instructions in the Data Sheet.

## 26. Conversion to Single Currency

For the evaluation purposes, prices shall be converted to a single currency using the selling rates of exchange, source and date indicated in the Data Sheet.

## 27. Abnormally Low Prices

- 27.1 An Abnormally Low Price is one where the financial price, in combination with other constituent elements of the proposal, appears unreasonably low to the extent that the price raises material concerns with the Procuring Entity as to the capability of the Consulting firm to perform the Contract for the offered price.
- 27.2 In the event of identification of a potentially Abnormally Low Price by the evaluation committee, the Procuring Entity shall seek written clarification from the firm, including a detailed price analyses of its price in relation to the subject matter of the contract, scope, delivery schedule, allocation of risk sand responsibilities and any other requirements of the RFP document.

27.3 After evaluation of the price analyses, if the Procuring Entity determines that the firm has failed to demonstrate its capability to perform the contract for the offered price, the Procuring Entity shall reject the firm's proposal.

## 28. Abnormally High Prices

28.1 An abnormally high price is one where the proposal price, in combination with other constituent elements of the proposal, appears unreasonably too high to the extent that the Procuring Entity is concerned that it (the Procuring Entity) may not be getting value for money or it may be paying too high a price for the contract compared with market prices or that genuine competition between Consultants is compromised.

28.2 In case of an abnormally high tender price, the Procuring Entity shall make a survey of the market prices, check if the estimated cost of the contract is correct, and review the RFP to check if the specifications, TOR, scope of work and conditions of contract are contributory to the abnormally high proposals. The Procuring Entity may also seek written clarification from the Consultants on the reason or the high proposal price. The Procuring Entity shall proceed as follows:

- i) If the proposal price is abnormally high based on wrong estimated cost of the contract, the Procuring Entity may accept or not accept the proposal depending on the Procuring Entity's budget considerations.
- ii) If specifications, TOR, scope of work and/or conditions of contract are contributory to the abnormally high proposal prices, the Procuring Entity shall reject all proposals and may re-invite for proposals for the contract based on revised estimates, specifications, TOR, scope of work and conditions of contract.

28.3 If the Procuring Entity determines that the Proposal Price is abnormally too high because genuine competition between Consultants is compromised (often due to collusion, corruption or other manipulations), the Procuring Entity shall reject all Proposals and shall institute or cause competent Government Agencies to institute an investigation on the cause of the compromise, before re- inviting for proposals.

## 29. Combined Quality and Cost Evaluation

### a. Quality and Cost Based Selection (QCBS) Method

29.1 In the case of Quality and Cost Based Selection (QCBS), the total score is calculated by weighting the technical and financial scores and adding them as per the formula and instructions in the Data Sheet. The

Consultant that achieves the highest combined technical and financial score will be notified and invited for negotiations.

**b. Fixed Budget Selection (FBS) Method**

29.2 In the case of FBS, those Proposals that exceed the budget indicated in ITC 14.1.4 of the Data Sheet shall be rejected. The Procuring Entity's evaluation committee will select the Consultant with the highest-ranked Technical Proposal that does not exceed the budget indicated in the RFP, notify and invite such Consultant to negotiate the Contract.

**c. Least Cost Selection (LCS) Method**

29.3 In the case of Least-Cost Selection (LCS), the Procuring Entity's evaluation committee will select the Consultant whose Proposal is the lowest evaluated total price among those Proposals that achieve the minimum technical score required to pass, notify the Consultant and invite the Consultant to negotiate the Contract.

**d. Combined Technical and Evaluation Report**

29.4 The evaluation committee shall prepare a combined technical and financial evaluation report, with specific recommendations for award or otherwise and subject to the required approvals within the Procuring Entity prior to notifications and invitation of Consultant for negotiations.

**30. Notification of Intention to enter into a Contract/Notification of Award**

30.1 The Procuring Entity shall send to each Consultant (that has not already been notified that it has been unsuccessful) the Notification of Intention to Award the Contract to the successful Consultant. The **Notification of Intention to enter into a Contract/Notification of Award** shall contain, at a minimum, the following information:

- i) The name and address of the Consultant with whom the Procuring Entity successfully negotiated a contract;
- ii) the contract price of the successful Proposal;
- iii) a statement of the reasons why the recipient's Proposal was unsuccessful
- iv) the expiry date of the Standstill Period, and
- v) instructions on how to request a debriefing and/or submit a complaint during the standstill period;

**31. Standstill Period**

The Standstill Period shall be the number of days stated in the Data Sheet. The Standstill Period commences the day after the date the

Procuring Entity has transmitted to each Consultant (that has not already been notified that it has been unsuccessful) the Notification of Intention to Award the Contract. The Contract shall not be signed earlier than the expiry of the Standstill Period. This period shall be allowed for aggrieved Consultants to lodge an appeal. The procedure for appeal and the authority to determine the appeal or complaint is as indicated in the Data Sheet.

## C. NEGOTIATIONS AND AWARD

### 32. Negotiations

32.1 The negotiations will be held at the date and address indicated in the Data Sheet with the Consultant's representative(s) who must have written power of attorney to negotiate and sign a Contract on behalf of the Consultant.

32.2 The evaluation committee shall prepare minutes of negotiations that are signed by the Accounting Officer and the Consultant's authorized representative.

#### 32.3 Availability of Key Experts

The invited Consultant shall confirm the availability of all Key Experts included in the Proposal as a pre-requisite to the negotiations, or, if applicable, a replacement in accordance with ITC 12. Failure to confirm the Key Experts' availability may result in the rejection of the Consultant's Proposal and the Procuring Entity proceeding to negotiate the Contract with the next-ranked Consultant.

32.4 Notwithstanding the above, the substitution Key Experts at the negotiations may be considered if due solely to circumstances outside the reasonable control of and not foreseeable by the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall offer a substitute Key Expert within the period of time specified in the letter of invitation to negotiate the Contract, who shall have equivalent or better qualifications and experience than the original candidate.

#### 32.5 Technical negotiations

The technical negotiations include discussions of the Terms of Reference (TORs), the proposed methodology, the Procuring Entity's inputs, the special conditions of the Contract, and finalizing the "Description of Services" part of the Contract. These discussions shall not substantially alter the original scope of services under the TOR or the terms of the



contract, lest the quality of the final product, its price, or the relevance of the initial evaluation be affected.

### 32.6 Financial negotiations

The financial negotiations include the clarification of the Consultant's tax liability in Kenya and how it should be reflected in the Contract. All applicable taxes shall be itemized separately and included in the contract price.

32.7 If the selection method included cost as a factor in the evaluation (that is QCBS, FBS, LCS), the unit rates and the total price stated in the Financial Proposal for a Lump-Sum contract shall not be negotiated.

32.8 Where QBS or CQS methods was used for a Lump-sum Contract as indicated in the RFP, the unit rates negotiations shall not take place, except when the offered Key Experts and Non-Key Experts' remuneration rates are much higher than the typically charged rates by consultants in similar contracts or the professional practice. In such case, the Procuring Entity may ask for clarifications and, if the fees are very high, ask to change the rates. The format for

- (i) providing information on remuneration rates in the case of QBS and CQS; and
- (ii) clarifying remuneration rates' structure under this Clause, is provided in Appendix A to the Financial Form FIN-3: Financial Negotiations – Breakdown of Remuneration Rates. If after the clarifications, the price is still considered too high, the Procuring Entity may terminate the negotiation and invite the next ranked Consultant to open its financial proposal and negotiate the contract.

32.9 In the case of a Time- Based contract, negotiation of unit rates shall not take place, except when the offered Key Experts and Non-Key Experts' remuneration rates are much higher than the typically charged rates by consultants in similar contracts. In such case, the Procuring Entity may ask for clarifications and, if the fees are very high, ask to change the rates. The format for

- (i) providing information on remuneration rates in the case of QBS and CQS; and
- (ii) clarifying remuneration rates 'structure under this Clause, is provided in Appendix A to the Financial Form FIN-3: Financial Negotiations-Breakdown of Remuneration Rates. If after the clarifications, the price is still considered too high, the Procuring Entity may terminate the negotiation and invite the



next ranked Consultant for negotiations.

- 32.10 Where SSS method was used as indicated in the RFP, both the unit rates and total price shall be negotiated. If the negotiations fail, the Procuring Entity shall terminate the Consultant selection process. In that event, the Procuring Entity shall review the consultancy requirements and market conditions prior to deciding to use an appropriate selection method to again procure the consulting services.

### 33. Conclusion of Negotiations

- 33.1 The negotiations are concluded with a review of the finalized draft Contract, which then shall be initialed by the Accounting Officer and the Consultant's authorized representative and minutes prepared to record the outcome of the negotiations.
- 33.2 If the negotiations fail, the Procuring Entity shall inform the Consultant in writing of all pending issues and disagreements and provide a final opportunity to the Consultant to respond. If disagreement persists, the Procuring Entity shall terminate the negotiations informing the Consultant of the reasons for doing so. The Procuring Entity will invite the next-ranked Consultant to negotiate a Contract. Once the Procuring Entity commences negotiations with the next-ranked Consultant, the Procuring Entity shall not reopen the earlier negotiations.

### 34. Letter of Award

Upon expiry of the Standstill Period, specified in ITC 28.1, after satisfactorily addressing any appeal that has been filed within the Standstill Period, and upon successful negotiations, the Procuring Entity shall send a Letter of Award to the successful Consultant. The letter shall confirm the Procuring Entity's award of Contract to the successful Consultant and requesting the Consultant to sign and return the draft negotiated Contract within Twenty-One (21) Days from the date of the Letter of Award.

### 35. Signing of Contract

- 35.1 The Contract shall be signed prior to the expiration of the Proposal Validity Period and promptly after expiry of the Standstill Period, specified in ITC 28.1 and upon satisfactorily addressing any complaint that has been filed within the Standstill Period.
- 35.2 The Consultant is expected to commence the assignment on the date and at the location specified in the Data Sheet.

### 36. Publication of Procurement Contract

- 36.1 Within the period specified in the Data Sheet, the Procuring Entity shall

publish the awarded Contract which shall contain, at a minimum, the following information: (a) name and address of the Procuring Entity; (b) name and reference number of the contract being awarded, (c) the selection method used; (d) names of the consultants that submitted proposals; (e) names of all Consultants whose Proposals were rejected or were not evaluated; (f) the name of the successful consultant, the final total contract price, the contract duration and a summary of its scope.

36.2 Consider carefully the information on Consultants to be published, particularly evaluation by the Procuring Entity, to avoid disclosing information which can facilitate bid-rigging formation going forward. Suggest amendment as follows:

36.3 The awarded Contract shall be published on the Procuring Entity's website with free access if available and in the official procurement tender portal.

## SECTION 2 (B) – TENDER DATA SHEET (TDS)

The following specific data shall complement, supplement, or amend the provisions in the Instructions to Consultant's (ITC). Whenever there is a conflict, the provisions herein shall prevail over those in ITC.

General Provision	
Reference to ITC Clause	
1 (J)	<p>Tender documents shall be downloaded from the free of charge from the Public Procurement Information Portal <a href="http://www.tenders.go.ke">www.tenders.go.ke</a> and/or the Kenya Trade Network Agency website at the following link; <a href="http://www.kentrade.go.ke/index.php/procurement/tenders">http://www.kentrade.go.ke/index.php/procurement/tenders</a>.</p> <p>Bidders are encouraged to address any queries through the email address <a href="mailto:procurement@kentrade.go.ke">procurement@kentrade.go.ke</a> and feedback will be given through the same.</p>
2.1	<p><b>Name of the Procuring Entity:</b> The Kenya Trade Network Agency (KENTRADE)</p> <p><b>The Consultant Selection Method</b> is the Quality and Cost Based Selection Method</p>
2.2	<p><b>Financial Proposal</b> shall be submitted together with <b>Technical Proposal</b> in separate envelopes.</p> <p>The original and all copies of the <b>Technical Proposal</b> shall be placed in a sealed envelope clearly marked “<b>TECHNICAL PROPOSAL</b>”, <b>Tender NO: KTNA/RFP/03/2024-2025 - Request for Proposal FOR WORKLOAD ANALYSIS</b></p> <p>The original and all copies of the <b>Financial Proposal</b> shall be placed in a sealed envelope clearly marked <b>Tender NO: KTNA/RFP/03/2024-2025 – THE REQUEST OR PROPOSALS FOR WORKLAD ANALYSYS</b> clearly marked “<b>FINANCIAL PROPOSAL</b>” and warning: “<b>DO NOT OPEN WITH THE TECHNICAL PROPOSAL</b>”. Both envelopes shall be placed in 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, “<b>DO NOT OPEN, EXCEPT IN PRESENCE</b></p>

	<b>OF THE OPENING COMMITTEE."</b>
2.3	There will be no pre-proposal conference
2.4	The Agency will provide the following inputs: <b>N/A</b>
3.3 (iv)	Conflicting relationships - <b>N/A</b>
4.1	There will not be any unfair Competitive advantages against any consultant.
6.2	The Maximum number of members in the Joint Ventures (JV) shall be three (3)
6.6 (a)	The Agency will confirm from the list of debarred firms and individuals from the website of PPRA <a href="http://www.ppra.go.ke">www.ppra.go.ke</a> , and any firm or an individual that has been debarred from participating in public procurement shall be automatically disqualified.
6.7	No margin of preference shall be allowed in the selection of consultants. Bidders are however encouraged to ensure that at least one of the resource persons is from the disadvantaged groups category i.e., Women, Youth or Persons with disabilities (PWDs)
<b>Preparation of Proposals</b>	
10.1	<p>The proposal shall comprise the following:</p> <p>1st Inner Envelope with the technical proposal:</p> <p>Power of Attorney to sign the Proposal</p> <p>TECH-1: Technical Proposal Submission Form</p> <p>TECH-2: Consultant's Organization and Experience</p> <p>TECH-3: Comments and Suggestions</p> <p>TECH-4: Description of Approach, Methodology and Workplan</p> <p>TECH-5: Work Schedule and Planning for Deliverables</p> <p>TECH-6: Team Composition, Assignment, and Key Experts' Input</p> <p>TECH-7: Mandatory Documentary Evidence</p> <p>2nd Inner Envelope with the Financial Proposal:</p> <p>Financial – 1 Financial Proposal Submission Form</p> <p>Financial – 2 Summary of Costs</p>
11.1	Participation of Sub-consultants, and Key Experts in more than one Proposal is NOT permissible:
12.1	Proposals must remain valid for 120 days after the proposal submission deadline.

13.1	<p>Clarifications may be requested no later than [2 days] days prior to the submission deadline.</p> <p>The contact information for requesting clarifications is: E-mail: <a href="mailto:procurement@kentrade.go.ke">procurement@kentrade.go.ke</a></p>
14.1 (a)	<p>A consultant may form a Joint Venture or become a Sub-consultant, so long as only one Proposal is submitted, in accordance with ITC 11. Above. A Consultant cannot associate with shortlisted Consultant(s). When associating with non-shortlisted/non-invited firms in the form of a joint venture or a sub-consultancy, the shortlisted/invited Consultant shall be a lead member. If shortlisted/invited Consultant associates with each other, any of them can be a lead member.</p>
14(b) (do not use for Fixed Budget method)	<p><i>[If not used, state "Not applicable". If used, insert the following:</i></p> <p>Estimated input of Key Experts' time-input: _____person-months.</p> <p><i>[OR]</i></p> <p>Estimated total cost of the assignment: _____</p> <p><i>[Indicate only either time input (in person-month) or total cost, but not both!]</i></p>
14(c) and 26.2 [use for Fixed Budget method]	N/A
14(d)	Key Experts shall not appear in more than one proposal.
16.1 (b)	There will be no reimbursable expenses
16.2	A price adjustment provision does not apply to remuneration rates:
16.3	<p>"Information on the Consultant's tax obligations in the Procuring Entity's country can be found on the Kenya revenue Authority website.</p> <p><a href="http://www.kra.go.ke">www.kra.go.ke</a></p>
<b>C. Submission, Opening and Evaluation</b>	

16.4	The Financial Proposal should state local costs in <b>Kenya Shillings</b>
17.1	The Consultants shall not have the option of submitting their Proposals electronically.
17.5	The Consultant must submit:  a) Technical Proposal: one (1) original and 1 copy.  (b) Financial Proposal: one (1) original 1 copy;
18.5	The Proposals must be submitted not later than  <b>Date: February 07, 2025</b> <b>Time: 10:00 am</b>  The Proposal submission address is:  <b>The Chief Executive Officer</b> <b>Kenya Trade Network Agency</b> <b>Embankment Plaza, 1<sup>st</sup> Floor, Upper Hill</b> <b>P O Box 36943-00200 Nairobi.</b> <b>Website: <a href="http://www.kentrade.go.ke">www.kentrade.go.ke</a></b>
20.1	An online option of the opening of the Technical Proposals is not offered:
20.2	In addition, the following information will be read aloud at the opening of the Technical Proposals <b>N/A</b>
22.1	<p><b>a)      PROPOSAL EVALUATION CRITERIA AND PROCESS</b></p> <p>In assessing the proposals submitted, the tender committee will carry out a three stage Quality and cost-Based Selection process as follows: -</p> <p><b>a. Mandatory requirements</b></p> <p>No marks shall be allocated for the preliminary evaluation. However, bidders who do not meet ANY of the mandatory requirements under this criterion shall be disqualified from proceeding to the Technical Evaluation. The criterion for Preliminary Evaluation is as follows: - Bidders MUST submit.</p>

	a) Certificate of Incorporation/Registration b) Valid certificate of Tax Compliance from KRA c) Valid Practicing Certificate from the Institute of Human Resource Management (IHRM) for the lead auditor. d) Power of Attorney e) Confidential Business questionnaire duly filled and signed. f) Form of Tender duly filled and signed (to be enclosed in the financial proposal). g) Form SD 1 duly filled and signed h) Form SD II duly filled and signed i) Declaration and commitment to the code of ethics form duly filled and signed. j) The document must be sequentially paginated																										
22.2	<p style="text-align: center;"><b>TECHNICAL EVALUATION CRITERIA</b>  <b>a. Technical evaluation</b></p> <p>The technical evaluation will be based on a scoring system marked out of a maximum of 70 marks. Only proposals that score at least 60 marks at this stage will be eligible financial evaluation. Marks will be awarded according to the following</p> <table border="1"> <thead> <tr> <th>No</th><th>Criteria</th><th></th><th>Score</th></tr> </thead> <tbody> <tr> <td>1.0</td><td>Experience of the firm related to the assignment</td><td></td><td>10</td></tr> <tr> <td>1.1</td><td> Demonstrate experience in the provision of consultancy services for (Employee and work environment surveys) in at least three (3) organizations in the last five (5) years. Two of these must be in public sector organizations in Kenya. Provide letters of reference with reachable contact. (The Agency may contact the references to establish authenticity as part of the evaluation process)   Three (3) more assignments (10 marks)  Two (2) assignments (6 marks)  Less than two (2) assignments (0 marks) </td><td></td><td></td></tr> <tr> <td>2.0</td><td>Approach and Methodology</td><td></td><td>15</td></tr> <tr> <td></td><td>The firm shall give details on the approach, strategies and methodology in carrying out the audit.</td><td>10</td><td></td></tr> <tr> <td></td><td>Appropriateness of approach and methodology.</td><td>5</td><td></td></tr> </tbody> </table>			No	Criteria		Score	1.0	Experience of the firm related to the assignment		10	1.1	Demonstrate experience in the provision of consultancy services for (Employee and work environment surveys) in at least three (3) organizations in the last five (5) years. Two of these must be in public sector organizations in Kenya. Provide letters of reference with reachable contact. (The Agency may contact the references to establish authenticity as part of the evaluation process)  Three (3) more assignments (10 marks) Two (2) assignments (6 marks) Less than two (2) assignments (0 marks)			2.0	Approach and Methodology		15		The firm shall give details on the approach, strategies and methodology in carrying out the audit.	10			Appropriateness of approach and methodology.	5	
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	3.0	Qualifications and experience of key staff for the assignment		30
		<b>Lead Consultant</b> <ul style="list-style-type: none"> <li>- Master's degree from recognized academic institution in Human Resources, Organizational Behavior and/or Development, Training and Development, or relevant field; (5 marks)</li> <li>- Minimum five years' experience in conducting workload and workforce analysis, conceptually and with hands-on assessments, as well as experience in Human Resource Planning and competency development</li> </ul> Five (5) years and above -10 Marks Three (3)- four (4) years - 7 Marks Below three (3) years - 0 marks  3 other key team members <ul style="list-style-type: none"> <li>- Bachelor's degree (3 marks -1 for each)</li> <li>- Related experience of three (3) years</li> </ul> Three (3) years and above - (9 marks - 3 each) Two (2) years - (6 marks - 2 each) One (1) year - (3 marks-1 each) Below 1 year - (0 marks)  Attach copies of certificates and CVs of the lead consultant and the 3 team members. At least one team member MUST be from the disadvantaged groups category (provide copies of ID) (3 marks)		
	4.0	Understanding of and conformity to the TOR and additional suggestions		10
		The consultant must demonstrate their understanding of and conformity to the terms of reference provided  Provide additional suggestions and proposal on the TOR and the assignment.	5  5	
	5.0	Work schedule and Work plan		5
		<b>Total Technical score</b>		70
23.4	An online option of opening financial proposals Is not offered			
25.2	N/A			



26.1	The single currency for the conversion of all prices expressed in various currencies into a single one is Kenya Shillings.
29.1	<p>The lowest evaluated Financial Proposal (Fm) is given the maximum financial score (Sf) of 100.</p> <p>The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:  <math>Sf = 100 \times Fm / F</math>, in which “Sf” is the financial score, “Fm” is the lowest price, and “F” the price of the proposal under consideration.</p> <p>The weights given to the Technical (T) and Financial (P) Proposals are:  T = 0.70, and  P = 0.30</p> <p>Proposals are 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) as following: <math>S = St \times T\% + Sf \times P\%</math>.</p>
31	<p>The standstill period shall be 14 days</p> <p>The procedures for making a procurement-related complaint are detailed in the Public Procurement and Asset Disposal Act and Regulations. If a Consultant wishes to make a procurement related complaint or appeal, the Consultant shall submit its complaint to the Public Procurement Administrative Review Board.</p>
	<b>D. Negotiations and Award</b>
32.1	<p>Expected date and address for contract negotiations:</p> <p>Date: 20<sup>th</sup> February 2025  Address: Kenya Trade Network Agency,  1<sup>st</sup> Floor, Embankment Plaza, Upper Hill</p>
35.2	<p>Expected date for the commencement of the Services:</p> <p>Date: March 30, 2025 at: Location to be determined as per the requirements of the assignment</p>
36.1	The publication of the contract award information following the completion of the contract negotiations and contract signing will be done as following: The publication will be done within 15 days after the contract signing.
37.1	The procedures for making a Procurement-related Complaints are detailed in the “Regulations” available from the PPRA Website <a href="http://www.ppra.go.ke">www.ppra.go.ke</a> or email <a href="mailto:complaints@ppra.go.ke">complaints@ppra.go.ke</a> . If a Tenderer wishes to make a Procurement-related Complaint, the Tenderer should submit its complaint following these procedures, in writing (by the quickest means available, that is either by hand delivery or email to:

For the attention: Chief Executive Officer

Title/ position: Chief Executive Officer

Procuring Entity: Kenya Trade Network Agency

Email address: info@[kentrade.go.ke](mailto:info@kentrade.go.ke)

In summary, a Procurement-related Complaint may challenge any of the following:

- (i) the terms of the Tender Documents; and
- (ii) the Procuring Entity's decision to award the contract.

### SECTION 3. TECHNICAL PROPOSAL – STANDARD FORMS

#### 1. FORM TECH-1: TECHNICAL PROPOSAL SUBMISSION FORM

{Location, Date}

To: *[Name and address of Procuring Entity]*

Dear Sirs:

We, the undersigned, offer to provide the consulting services for *[Insert title of assignment]* in accordance with your RFP dated *[Insert Date]* and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.

*{If the Consultant is a joint venture, insert the following: We are submitting our Proposal in association/as a consortium/as a joint venture with: {Insert a list with full name and the legal address of each member, and indicate the lead member}. We have attached a copy {insert: "of our letter of intent to form a joint venture" or, if a JV is already formed, "of the JV agreement"} signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture.*

OR

*{If the Consultant's Proposal includes Sub-consultants, insert the following:} We are submitting our Proposal with the following firms as Sub-consultants: {insert a list with full name and address of each Sub-consultant.}*

We hereby declare that:

- a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Procuring Entity or maybe sanctioned by the PPRA.
- b) Our Proposal shall be valid and remain binding upon us for the period of time specified in the Data Sheet, Clause 12.1.
- c) We have no conflict of interest in accordance with ITC3.
- d) We meet the eligibility requirements as stated in ITC6, and we confirm our understanding of our obligation to abide by the Government's policy in regard to corrupt, fraudulent and prohibited practices as per ITC5.
- e) In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, as well as laws against anti-competitive practices, including bid rigging in force in Kenya; we hereby certify that we have taken steps to ensure that no person acting for us or on our behalf engages in any type of Fraud and Corruption or anti-competitive practices.

- f) We confirm that we are not insolvent, in receivership, bankrupt or on the process of being wound up.
- g) The Consultant shall declare in the Technical Proposal Submission Form, that in competing for and executing a contract, it shall undertake to observe the laws of Kenya against fraud and corruption including bribery, as well as against anti-competitive practices including bid-rigging.
- h) We are not guilty of any serious violation of fair employment laws and practices. We undertake to observe the laws of Kenya against fraud and corruption including bribery, as well as against collusive and anti-competitive practices, including bid rigging. To this effect we have signed the "Certificate of Independent Proposal Determination" attached below. We also undertake to adhere by the Code of Ethics for persons participating in Public Procurement and Asset Disposal Activities in Kenya, copy available from (*specify website*) during the procurement process and the execution of any resulting contract.
- i) We, along with any of our sub-consultants are not subject to, and not controlled by any entity or individual that is subject to, a temporary suspension or a debarment imposed by the PPRA.
- j) Except as stated in the ITC12 and Data Sheet, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than those stated in ITC Clause12 andITCClause29.3 and 29.4 may lead to the termination of Contract negotiations.
- k) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.
- l) We understand that the Procuring Entity is not bound to accept any Proposal that it receives.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in Clause 32.2 of the Data Sheet.

We remain,

Yours sincerely,

Authorized Signature *{In full and initials}*: .....

Name and Title of Signatory: .....

Name of Consultant (*company's name or JV's name*): .....

Contact information (*phone and e-mail*):.....

{For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached.

## 2. CERTIFICATE OF INDEPENDENT PROPOSAL DETERMINATION

I, the undersigned, in submitting the accompanying TECHNICAL PROPOSAL SUBMISSION FORM to the

\_\_\_\_\_ [Name of Procuring Entity]

for: \_\_\_\_\_ [Name and number of tender] in  
response to the request for tenders made by: \_\_\_\_\_ [Name of Tenderer] do  
hereby \_\_\_\_\_ make \_\_\_\_\_ the  
following statements that I certify to be true and complete in every respect:

I certify, on behalf of \_\_\_\_\_ [Name of  
Tenderer] that:

1. I have read and I understand the contents of this Certificate;
2. I understand that the Tender will be disqualified if this Certificate is found not to be true and complete in every respect;
3. I am the authorized representative of the Tenderer with authority to sign this Certificate, and to submit the Tender on behalf of the Tenderer;
4. For the purposes of this Certificate and the Tender, I understand that the word "competitor" shall include any individual or organization, other than the Tenderer, whether or not affiliated with the Tenderer, who:
  - Has been requested to submit a Tender in response to this request for tenders;
  - could potentially submit a tender in response to this request for tenders, based on their qualifications, abilities or experience;
5. The Tenderer discloses that [check one of the following, as applicable]:
  - The Tenderer has arrived at the Tender independently from, and without consultation, communication, agreement or arrangement with, any competitor;
  - The Tenderer has entered into consultations, communications, agreements or arrangements with one or more competitors regarding this request for tenders, and the Tenderer discloses, in the attached document(s), complete details thereof, including the names of the competitors and the nature of, and reasons for, such consultations, communications, agreements or arrangements;
6. In particular, without limiting the generality of paragraphs (5)(a) or (5)(b) above,

there has been no consultation, communication, agreement or arrangement with any competitor regarding:

- prices;
- methods, factors or formulas used to calculate prices;
- the intention or decision to submit, or not to submit, a proposal; or
- the submission of a proposal which does not meet the specifications of the request for

proposals; except as specifically disclosed pursuant to paragraph(5)(b) above;

7. In addition, there has been no consultation, communication, agreement or arrangement with any competitor regarding the quality, quantity, specifications or delivery particulars of the works or services to which this RFP relates, except as specifically authorized by the procuring authority or as specifically disclosed pursuant to paragraph(5)(b) above;
8. The terms of the RFP have not been, and will not be, knowingly disclosed by the Consultant, directly or indirectly, to any competitor, prior to the date and time of the official proposed opening, or of the awarding of the Contract, whichever comes first, unless otherwise required by law or as specifically disclosed pursuant to paragraph(5)(b) above.

Name

---

Title

---

---

Date

---

---

*[Name, title and signature of authorized agent of  
Consultant and Date]*

### 3. APPENDIX TO FORM OF PROPOSAL ON FRAUD AND CORRUPTION CLAUSE (for information)

*(Appendix shall not be modified)*

#### Purpose

the government of Kenya's Anti-Corruption and Economic Crime laws and their sanction's policies and procedures, Public Procurement and Asset Disposal Act (*no. 33 of 2015*) and its Regulation, and any other Kenya's Acts or Regulations related to Fraud and Corruption, and similar offences, shall apply with respect to Public Procurement Processes and Contracts that are governed by the laws of Kenya.

#### Requirements

The Government of Kenya requires that all parties including Procuring Entities, Tenderers, (applicants/proposers), Consultants, Contractors and Suppliers; any Sub-contractors, Sub-consultants, Service providers or Suppliers; any Agents (whether declared or not); and any of their Personnel, involved and engaged in procurement under Kenya's Laws and Regulation, observe the highest standard of ethics during the procurement process, selection and contract execution of all contracts ,and refrain from Fraud and Corruption and fully comply with Kenya's laws and Regulations as per paragraphs 1.1 above.

Kenya's public procurement and asset disposal act (*no.33 of 2015*) under Section 66 describes rules to be followed and actions to be taken in dealing with Corrupt, Coercive, Obstructive, Collusive or Fraudulent practices, and Conflicts of Interest in procurement including consequences for offences committed. A few of the provisions noted below highlight Kenya's policy of no tolerance for such practices and behavior:

1. a person to whom this Act applies shall not be involved in any corrupt, coercive, obstructive, collusive or fraudulent practice; or conflicts of interest in any procurement or asset disposal proceeding;
2. A person referred to under sub section (1) who contravenes the provisions of that sub-section commits an offence;
3. Without limiting the generality of the subsection (1) and (2), the person shall be: -
4. disqualified from entering into a contract for a procurement or asset disposal proceeding; or
5. if a contract has already been entered into with the person, the contract shall be avoidable;
6. The voiding of a contract by the procuring entity under subsection (7) does not limit

any legal remedy the procuring entity may have;

7. An employee or agent of the procuring entity or a member of the Board or committee of the procuring entity who has a conflict of interest with respect to a procurement—
  - i) Shall not take part in the procurement proceedings;
  - ii) shall not, after a procurement contract has been entered into, take part in any decision relating to the procurement or contract; and
  - iii) Shall not be a sub-contractor for the tender to whom was awarded contract, or a member of the group of tenderers to whom the contract was awarded, but the sub-contractor appointed shall meet all the requirements of this Act.
8. An employee, agent or member described in subsection (1) who refrains from doing anything prohibited under that subsection, but for that subsection, would have been within his or her duties shall disclose the conflict of interest to the procuring entity;
9. If a person contravenes sub section (1) with respect to a conflict of interest described in subsection (5)(a) and the contract is awarded to the person or his relative or to another person in whom one of them had a direct or indirect pecuniary interest, the contract shall be terminated and all costs incurred by the public entity shall be made good by the awarding officer.
10. Incompliance with Kenya's laws, regulations and policies mentioned above, the Procuring Entity:
11. Defines broadly, for the purposes of the above provisions, the terms set forth below as follows:
12. “corrupt practice” is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
13. “fraudulent practice” is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation;
14. “collusive practice” is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;
15. “coercive practice” is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
16. “obstructive practice” is:
17. deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede investigation by Public Procurement Regulatory Authority (PPRA) or any



other appropriate authority appointed by Government of Kenya into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or

18. Acts intended to materially impede the exercise of the PPRA's or the appointed authority's inspection and audit rights provided for under paragraph 2.3e. below.
19. Defines more specifically, in accordance with the above procurement Act provisions set forth for fraudulent and collusive practices as follows:

"fraudulent practice" includes a misrepresentation of fact in order to influence a procurement or disposal process or the exercise of a contract to the detriment of the procuring entity or the tenderer or the contractor, and includes collusive practices amongst tenderers prior to or after tender submission designed to establish tender prices at artificial non-competitive levels and to deprive the procuring entity of the benefits of free and open competition.

20. Rejects a proposal or award<sup>1</sup> of a contract if PPRA determines that the firm or individual recommended for award, any of its personnel, or its agents, or its sub-consultants, sub- contractors, service providers, suppliers and/ or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;
21. Pursuant to the Kenya's above stated Acts and Regulations, may sanction or debar or recommend to appropriate authority (ies) for sanctioning and debarment of a firm or individual, as applicable under the Acts and Regulations;
22. Requires that a clause be included in Tender documents and Request for Proposal documents requiring (i) Tenderers (applicants/proposers), Consultants, Contractors, and Suppliers and their Sub-contractors, Sub- consultants, Service providers, Suppliers, Agents personnel, permit the PPRA or any other appropriate authority appointed by Government of Kenya to inspect<sup>2</sup>all accounts, records and other documents relating to the procurement process, selection and/or contract execution, and to have them audited by auditors appointed by the PPRA or any other appropriate authority appointed by Government of Kenya; and
23. Pursuant to Section 62 of the above Act, requires Applicants/Tenderers to submit along with their Applications/Tenders/Proposals a "Self-Declaration Form" as included in the procurement document declaring that they and all parties involved in the procurement process and contract execution have not engaged/will not engage in any corrupt or fraudulent practices.

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<sup>1</sup>For the avoidance of doubt, a party's ineligibility to be awarded a contract shall include, without limitation, (i) applying for pre-qualification, expressing interest in A consultancy, and tendering, either directly or as a nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider, in respect of such contract, and(ii) entering into an addendum or amendment

*introducing a material modification to any existing contract.*

*<sup>2</sup> Inspections in this context usually are investigative (i.e., forensic) in nature. They involve fact-finding activities undertaken by the Investigating Authority or persons appointed by the Procuring Entity to address specific matters related to investigations/audits, such as evaluating the veracity of an allegation of possible Fraud and Corruption, through the appropriate mechanisms. Such activity includes but is not limited to: accessing and examining a firm's or individual's financial records and information, and making copies thereof as relevant; accessing and examining any other documents, data and information (whether in hard copy or electronic format) deemed relevant for the investigation/audit, and making copies thereof as relevant; interviewing staff and other relevant individuals; performing physical inspections and site visits; and obtaining third party verification of information.*

#### 4. FORM TECH-2: CONSULTANT'S ORGANIZATION AND EXPERIENCE

Form TECH-2: a brief description of the Consultant's organization and an outline of the recent experience of the Consultant that is most relevant to the assignment. In the case of a joint venture, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the names of the Consultant's Key Experts and Sub-consultants who participated, the duration of the assignment, the contract amount (total and, if it was done in a form of a joint venture or a sub-consultancy, the amount paid to the Consultant), and the Consultant's role/involvement.

##### A - Consultant's Organization

Provide here a brief description of the background and organization of your company, and-in case of a joint venture-of each member for this assignment.

##### B - Consultant's Experience

1. List only previous similar assignments successfully completed in the last [.....]years.
2. List only those assignments for which the Consultant was legally contracted by the Procuring Entity as a company or was one of the joint venture partners. Assignments completed by the Consultant's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant, or that of the Consultant's partners or sub- consultants, but can be claimed by the Experts themselves in their Curriculum Vitae (CV).
3. The Consultant shall substantiate their claimed experience by presenting copies of relevant documents such as the form of contract (not the whole contract), purchase order, service order, performance certificate, etc., which shall be included in the proposal as part of *Form Tech 7 Mandatory Documentary Evidence*.

Assignment name:	Approx. value of the contract
Country:	Duration of assignment (months):
Name of Procuring Entity:	Total N° of staff-months of the assignment:
Contact Address:	Approx. value of the services provided by your firm under contract:
Email:	
Start date (month/year):	N° of professional staff-months provided by associated Consultants:
Completion date:	
Role on Assignment: (E.g. Lead Member in ABC JV, or Sole Consultant):	Name of senior professional staff of your firm involved and functions performed:
Narrative description of Assignment:	
Description of actual services provided by your staff within the assignment:	
Name of Consulting Firm:	Name and Title of Signatory:

## 5. FORM TECH-3: COMMENTS AND SUGGESTIONS

Form TECH-3: The Consultant to provide comments and suggestions on the Terms of Reference, counterpart staff and facilities to be provided by the Procuring Entity that could improve the quality/effectiveness of the assignment; and on requirements for counterpart staff and facilities, which are provided by the Procuring Entity, including: administrative support, office space, local transportation, equipment, data, etc.

A - On the Terms of Reference

*{Improvements to the Terms of Reference, if any}*

B - On Counterpart Staff and Facilities

*{Include comments on counterpart staff and facilities to be provided by the Procuring Entity. For example, administrative support, office space, local transportation, equipment, data, background reports, etc., if any}*

## 6. FORMTECH-4: DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN

Form TECH-4: a description of the approach, methodology and work plan in responding to the terms of reference for performing the assignment, including a detailed description of the proposed methodology and staffing for training, if the Terms of Reference specify training as a specific component of the assignment. {The structure of your Technical Proposal:

- a) Technical Approach and Methodology
  - b) Work Plan
  - c) Organization and Staffing
- i) Technical Approach and Methodology. {Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TORs), the technical approach, and the methodology you would adopt for implementing the tasks to deliver the expected output(s), and the degree of detail of such output. Please do not repeat/copy the TOR sin here.}
  - ii) Work Plan. {Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Procuring Entity), and tentative delivery dates of their ports. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.}
  - iii) Organization and Staffing. {Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff.}

## 7. FORM TECH-5: WORK SCHEDULE AND PLANNING FOR DELIVERABLES

N°	Deliverables <sup>1</sup> (D-..)	Months											
		1	2	3	4	5	6	7	8	9	.....	n	TOTAL
D-1	{e.g., Deliverable #1: Report A												
	1) data collection												
	2) drafting												
	3) inception report												
	4) incorporating comments												
	5) .....												
	6) delivery of final report to Procuring Entity}												
D-2	{e.g., Deliverable #2:.....}												
N													

1 List the deliverables with the breakdown for activities required to produce them and other benchmarks such as the Procuring Entity's approvals. For phased assignments, indicate the activities, delivery of reports, and benchmarks separately for each phase.

2 Duration of activities shall be indicated in a form of a bar chart.

3. Include a legend, if necessary, to help read the chart.



## 8. FORM TECH- 6A: TEAM COMPOSITION, ASSIGNMENT, AND KEY EXPERTS' INPUTS

N°	Name	Expert's input (in person/month) per each Deliverable (listed in TECH-5)										Total time-input (in Months)			
		Position		D-1		D-2		D-3	.....	D-...			Home	Field	Total
<b>KEY EXPERTS</b>															
K-1	{e.g., Mr. Abbbb}	[Team Leader]	[Home]	[2 month]		[1.0]		[1.0]							
			[Field]	[0.5 m]		[2.5]		[0]							
K-2															
K-3															
N															
											Subtotal				
<b>NON-KEY</b>															
N-1			[Home]												
			[Field]												
N-2															
N															
											Subtotal				
											Total				

- For Key Experts, the input should be indicated individually for the same positions as required under the ITC Data Sheet 21.2
- Months are counted from the start of the assignment/mobilization. One (1) month equals twenty-two (22) working (billable) days. One working (billable) day shall be not less than eight (8) working (billable) hours.
- "Home" means work in the office in the expert's country of residence. "Field" work means work carried out in Kenya, or outside the normal residence of the Expert in Kenya or any other country outside the expert's country of residence.  

Full time input
  Part time input



## 9. FORM TECH-6B: CURRICULUM VITAE (CV)

Position Title and No.	<i>{e.g., K-1, Team Leader}</i>
Name of Expert:	<i>{Insert full name}</i>
Date of Birth:	<i>{day/month/year}</i>
Country of Citizenship	

**Education:** *{List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}*

Employment record relevant to the assignment: *{Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous Procuring Entity's and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}*

Period	Employing organization and your title/position. Contact Information for references	Country	Summary of activities performed relevant to the Assignment
[e.g., May 2011-present]	[e.g., Ministry of ....., advisor/consultant to... For references: Tel...../e-mail.....; Mr. Bbbbbb, deputy manager]		

Membership in Professional Associations and Publications: only languages in which you can work):

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Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
5 {List all deliverables/tasks as in TECH- in which the Expert will be involved}	

Expert's contact information : (e-mail.....  
phone..... )

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Procuring Entity, and/or sanctions by the PPRA.

{day / month/year}

Name of Expert \_\_\_\_\_ Signature \_\_\_\_\_

Date \_\_\_\_\_

{day / month/year}

Name of authorized \_\_\_\_\_

Signature. \_\_\_\_\_ Date \_\_\_\_\_

Representative of the Consultant (the same who signs the Proposal

## 10. FORM TECH-7: MANDATORY SUPPORT DOCUMENTS

*[The Consultant shall use this form to submit all the required support documentary evidence as required in the RFP, especially the mandatory and eligibility criteria specified in the Data Sheet ITC 21.1]*

a) Certificate of Incorporation/Certificate of Registration

*{Insert here a copy of certificate of incorporation or registration}*

b) Tax Compliance Certificate

*{Consultant to insert a copy of the tax compliance certificate from Kenya Revenue Authority or similar body in the case of foreign consulting firms}*

c) Practice License or Certificate for the Firm

*{If required, Consultant to insert a copy of the firm's practice license or registration certificate issued by the professional body specified under Data Sheet ITC 21.1}*

d) Similar Consulting Assignments Experience

*{Consultant to insert here copies of the form of contract, purchase order, service order, and performance certificate or similar evidence of similar assignments carried out by the firm. The assignments shall be the same as those provided under FORM TECH 2B}*

e) Academic Certificates

*{Consultant to insert copies of the required relevant academic certificates relevant to the assignment for all the key experts}*

f) Professional Certificates

*{Consultant to insert copies of professional certificates and relevant short-term trainings to demonstrate professional qualifications for all the key experts}*

g) Professional Membership of Key Experts

*{If applicable, Consultant to insert copies of professional membership certificate for its key experts}*

h) Certificate of Independent Proposal Determination

*(The Form is available on Tech FORM TECH-1: TECHNICAL PROPOSAL SUBMISSION FORM).*

## 11. FORM TECH - 8: SELF-DECLARATION FORM- FORM SDI

### SELF DECLARATION THAT THE PERSON/TENDERER IS NOT DEBARRED IN THE MATTER OF THE PUBLIC PROCUREMENT AND ASSET DISPOSAL ACT 2015.

I, ....., of Post Office Box..... being a resident of ..... in the Republic of ..... do hereby make a statement as follows: -

1. THAT I am the Company Secretary/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.

2. THAT the aforesaid Bidder, its Directors and subcontractors have not been debarred from participating in procurement proceeding under Part IV of the Act.
3. THAT what is deponed to here in above is true to the best of my knowledge, information and belief.

.....

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

Bidder Official Stamp

## 12. FORM SD2

### 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: -

1. 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 title/description) for..... (insert name of the Procuring entity) and duly authorized and competent to make this statement.
2. 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.
3. 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).
4. THAT the aforesaid Bidder will not engage /has not engaged in any corrosive practice with other bidders participating in the subject tender.
5. THAT what is deponed to herein above is true to the best of my knowledge information and belief.

.....

(Title)

(Signature)

(Date)

Bidder's Official Stamp

### 13. DECLARATION AND COMMITMENT TO THE CODE OF ETHICS

I ..... (person) on behalf of (*Name of the Business/ Company/Firm*) ..... declare that I have read and fully understood the contents of the Public Procurement & Asset Disposal Act, 2015, Regulations and the Code of Ethics for persons participating in Public Procurement and Asset Disposal Activities in Kenya and my responsibilities under the Code.

I do here by commit to abide by the provisions of the Code of Ethics for persons participating in Public Procurement and Asset Disposal.

Name of Authorized signatory.....

Sign.....

Position.....

Office address..... Telephone.....

E-mail.....

Name of the Firm/ Company.....

Date.....

(Company Seal/ Rubber Stamp where applicable)

Witness

Name .....

Sign.....

Date.....

14. FORM TECH - 9: TENDER-SECURING DECLARATION FORM {r 46 and 155(2)}

[The Bidder shall complete this Form in accordance with the instructions indicated]

Date: .....[insert date (as day, month and year) of Tender Submission]

Tender No.: .....[insert number of tendering process]

To.....[insert complete name of Purchaser]

I/We, the undersigned, declare that:

1. I / We understand that, according to your conditions, bids must be supported by a Tender- Securing Declaration.
2. I /We accept that I/we will automatically be suspended from being eligible for tendering in any contract with the Purchaser or the period of time of[insert number of months or years] starting on[insert date],if we are in breach of our obligation (s)under the bid conditions, because we-(a) have withdrawn our tender during the period of tender validity specified by us in the Tendering Data Sheet; or (b) having been notified of the acceptance of our Bid by the Purchaser during the period of bid validity,(i) fail or refuse to execute the Contract, if required, or (ii) fail or refuse to furnish the Performance Security, in accordance with the instructions to tenders.
3. I / We understand that this Tender Securing Declaration shall expire if we are not the successful Tenderer (s), upon the earlier of:
  - a) Our receipt of a copy of your notification of the name of the successful Tenderer; or
  - b) Thirty days after the expiration of our Tender.
4. I/We understand that if I am /we are/in a Joint Venture, the Tender Securing Declaration must be in the name of the Joint Venture that submits the bid, and the Joint Venture has not been legally constituted at the time of bidding, the Tender Securing Declaration shall be in the names of all future partners as named in the letter of intent.

Signed: ..... Capacity /  
title (director or partner or sole proprietor, etc.) ..... Name:  
.....

Duly authorized to sign the bid for and on behalf of ..... [insert complete  
name of Tenderer] Dated on ..... day of.....[Insert date of  
signing]

Seal or stamp

## 15. FORM OF TENDER

### INSTRUCTIONS TO TENDERERS

- i) The Tenderer must prepare this Form of Tender on stationery with its letter head clearly showing the Tenderer's complete name and business address.
- ii) All italicized text is to help Tenderer in preparing this form.
- iii) Tenderer must complete and sign CERTIFICATE OF INDEPENDENT TENDER DETERMINATION and the SELF DECLARATION OF THE TENDERER attached to this Form of Tender.

**Date of this Tender submission ....** *[insert date (as day, month and year) of Tender submission]*

**Tender Name and Identification:** .....*[insert identification]*

**Alternative No.....** *[insert identification No if this is a Tender for an alternative]*

**To .....** *[insert complete name of Procuring Entity]*

- a) **No reservations:** We have examined and have no reservations to the Tendering document, including Addenda issued in accordance with Instructions to tenderers (ITT 7);
- b) **Eligibility:** We meet the eligibility requirements and have no conflict of interest in accordance with ITT 3;
- c) **Tender/Proposal-Securing Declaration:** We have not been suspended nor declared ineligible by the Procuring Entity based on execution of a Tender-Securing Declaration.  
or  
Proposal-Securing Declaration in Kenya in accordance with ITT 3.6;
- d) **Conformity:** We offer to supply in conformity with the Tendering document and in accordance with the Delivery Schedules specified in the Schedule of Requirements the following Goods: *[insert a brief description of the Goods and Related Services]*;
- e) **Tender Price:** The total price of our Tender, excluding any discounts offered in item  
(f) below is:

Option 1, in case of one lot: Total price is: *[insert the total price of the Tender in words and figures, indicating the various amounts and the respective currencies]*;



or

Option 2, in case of multiple lots: (a) Total price of each lot *[insert the total price of each lot in words and figures, indicating the various amounts and the respective currencies]*; and (b) Total price of all lots (sum of all lots) *[insert the total price of all lots in words and figures, indicating the various amounts and the respective currencies]*;

- f) **Discounts:** The discounts offered and the methodology for their application are:
- i) The discounts offered are: *[Specify in detail each discount offered.]*
  - ii) The exact method of calculations to determine the net price after application of discounts are shown below: *[Specify in detail the method that shall be used to apply the discounts]*;
- g) **Tender Validity Period:** Our Tender shall be valid for the period specified in TDS 17.1 (as amended, if applicable) from the date fixed for the Tender submission deadline specified in TDS 21.1 (as amended, if applicable), and it shall remain binding upon us and may be accepted at any time before the expiration of that period;
- (h) **Performance Security:** If our Tender is accepted, we commit to obtain a performance security in accordance with the Tendering document;
- i) **One Tender per tenderer:** We are not submitting any other Tender(s) as an individual tenderer, and we are not participating in any other Tender(s) as a Joint Venture member, or as a subcontractor, and meet the requirements of ITT 3.9, other than alternative Tenders submitted in accordance with ITT 12;
  - j) **Suspension and Debarment:** We, along with any of our subcontractors, suppliers, consultants, manufacturers, or service providers for any part of the contract, are not subject to, and not controlled by any entity or individual that is subject to, a temporary suspension or a debarment imposed by the Procuring Entity. Further, we are not ineligible under the Kenya laws or official regulations or pursuant to a decision of the United Nations Security Council;
  - k) **State-owned enterprise or institution:** [select the appropriate option and delete the other] [We are not a state- owned enterprise or institution] / [We are a state-owned enterprise or institution but meet the requirements of ITT 3.7].
  - l) **Commissions, gratuities, fees:** We have paid, or will pay the following commissions, gratuities, or fees with respect to the Tendering process or execution of the Contract: *[insert complete name of each Recipient, its full address, the reason for which each commission or gratuity was paid and the amount and currency of each such commission or gratuity]*

Name of Recipient	Address	Reason	Amount

(If none has been paid or is to be paid, indicate “none.”)

- m) **Binding Contract:** We understand that this Tender, together with your written acceptance thereof included in your Letter of Acceptance, shall constitute a binding contract between us, until a formal contract is prepared and executed;
- n) **Procuring Entity Not Bound to Accept:** We understand that you are not bound to accept the lowest evaluated cost Tender, the Best Evaluated Tender or any other Tender that you may receive; and
- o) **Fraud and Corruption:** We hereby certify that we have taken steps to ensure that no person acting for us or on our behalf engages in any type of Fraud and Corruption.
- p) **Code of Ethical Conduct:** We undertake to adhere by the Code of Ethics for Persons Participating in Public Procurement and Asset Disposal, copy available from \_\_\_\_\_ (specify website) during the procurement process and the execution of any resulting contract.
- q) **Collusive practices:** We hereby certify and confirm that the tender is genuine, non-collusive and made with the intention of accepting the contract if awarded. To this effect we have signed the “Certificate of Independent tender Determination” attached below.
- r) We, the Tenderer, have completed fully and signed the following Forms as part of our Tender:
  - a) Tenderer's Eligibility; Confidential Business Questionnaire – to establish we are not in any conflict to interest.
  - b) Certificate of Independent Tender Determination – to declare that we completed the tender without colluding with other tenderers.
  - c) Self-Declaration of the Tenderer – to declare that we will, if awarded a contract, not engage in any form of fraud and corruption.
  - d) Declaration and commitment to the Code of Ethics for Persons Participating in Public Procurement and Asset Disposal.

Further, we confirm that we have read and understood the full content and scope of fraud and corruption as informed in

“**Appendix 1- Fraud and Corruption**” attached to the Form of Tender.

**Name of the tenderer:** \*[insert complete name of the tenderer]

Name of the person duly authorized to sign the Tender on behalf of the tenderer:

**\*\****[insert complete name of person duly authorized to sign the Tender]*

**Title of the person signing the Tender:** *[insert complete title of the person signing the Tender]* **Signature of the person named above:** *[insert signature of person whose name and capacity are shown above]* **Date signed** *[insert date of signing]* **day of** *[insert month]*, *[insert year]*

\*: In the case of the Tender submitted by a Joint Venture specify the name of the Joint Venture as tenderer.

\*\* : Person signing the Tender shall have the power of attorney given by the tenderer. The power of attorney shall be attached with the Tender Schedules.



arrangements;

6. In particular, without limiting the generality of paragraphs (5)(a) or (5)(b) above, there has been no consultation, communication, agreement or arrangement with any competitor regarding:
7. In addition, there has been no consultation, communication, agreement or arrangement with any competitor regarding the quality, quantity, specifications or delivery particulars of the works or services to which this request for tenders relates, except as specifically authorized by the procuring authority or as specifically disclosed pursuant to paragraph (5)(b) above;
8. the terms of the Tender have not been, and will not be, knowingly disclosed by the Tenderer, directly or indirectly, to any competitor, prior to the date and time of the official tender opening, or of the awarding of the Contract, whichever comes first, unless otherwise required by law or as specifically disclosed pursuant to paragraph (5)(b) above.

*[Name, title and signature of authorized agent of Tenderer and Date]*

.....

.....

.....

Name

Title

Date

## 17. TENDERER'S ELIGIBILITY- CONFIDENTIAL BUSINESS QUESTIONNAIRE FORM

### a) Instructions to Tenderer

Tender is instructed to complete the particulars required in this Form, *one form for each entity if Tender is a JV*. Tenderer is further reminded that it is an offence to give false information on this Form.

### A. Tenderer's details

	ITEM	DESCRIPTION
1	Name of the Procuring Entity	
2	Name of the Tenderer	
3	Full Address and Contact Details of the Tenderer.	1. Country 2. City 3. Location 4. Building 5. Floor 6. Postal Address 7. Name and email of contact person.
4	Reference Number of the Tender	
5	Date and Time of Tender Opening	
6	Current Trade License  No and Expiring date	
7	Maximum value of business which the Tenderer handles.	
8		

### General and Specific Details

### b) Sole Proprietor, provide the following details.

Name in full\_\_\_\_\_

Age\_\_\_\_\_

Nationality\_\_\_\_\_

Country of Origin\_\_\_\_\_

Citizenship\_\_\_\_\_

\_\_\_\_Partnership, provide the following details.

	<b>Names of Partners</b>	<b>Nationality</b>	<b>Citizenship</b>	<b>% Shares owned</b>
1				
2				
3				

(d) Registered Company, provide the following details.

i) Private or public Company\_

ii) State the nominal and issued capital of the Company: - Nominal Kenya Shillings (Equivalent).....  
 Issued Kenya Shillings (Equivalent).....

iii) Give details of Directors as follows.

	<b>Names of Director</b>	<b>Nationality</b>	<b>Citizenship</b>	<b>% Shares owned</b>
1				
2				
3				

e) DISCLOSURE OF INTEREST- Interest of the Firm in the Procuring Entity.

i) Are there any person/persons in.....(*Name of Procuring Entity*) who has an interest or relationship in this firm?

Yes/No..... If yes, provide details as follows.

	<b>Names of Person</b>	<b>Designation in the Entity Procuring</b>	<b>Interest or Relationship with Tenderer</b>
1			
2			
3			

ii) Conflict of interest disclosure

	Type of Conflict	Disclosure YES OR NO	If YES provide details of the relationship with Tenderer
1	Tenderer is directly or indirectly controlled by or is under common control with another tenderer.		
2	Tenderer receives or has received any direct or indirect subsidy from another tenderer.		
3	Tenderer has the same legal representative as another tenderer		
4	Tenderer has a relationship with another tenderer, directly or through common third parties, that puts it in a position to influence the tender of another tenderer, or influence the decisions of the Procuring Entity regarding this tendering process		
5	Any of the Tenderer's affiliates participated as a consultant in the preparation of the design or technical specifications of the works that are the subject of the tender.		
6	Tenderer would be providing goods, works, non-consulting services or consulting services during implementation of the contract specified in this Tender Document.		
7	Tenderer has a close business or family relationship with a professional staff of the Procuring Entity who are directly or indirectly involved in the preparation of the Tender document or specifications of the Contract, and/or the Tender evaluation process of such contract.		
8	Tenderer has a close business or family relationship with a professional staff of the Procuring Entity who would be involved in the implementation or supervision of the such Contract.		
9	Has the conflict stemming from such relationship stated in item 7 and 8 above been resolved in a manner acceptable to the Procuring Entity throughout the tendering process and execution of the Contract.		

f) Certification

On behalf of the Tenderer, I certify that the information given above is

correct. Full Name\_\_\_\_\_ Title or Designation

(Signature)

(Date)

\_\_\_\_\_

\_\_\_\_\_



## 18. TENDERER'S JV MEMBERS INFORMATION FORM

*[The tenderer shall fill in this Form in accordance with the instructions indicated below. The following table shall be filled in for the tenderer and for each member of a Joint Venture]].*

Date: .....*[insert date (as day, month and year) of Tender submission]*.

**Tender Name and Identification:** .....*[insert identification Alternative No.: .....[insert identification No if this is a Tender for an alternative]*.

Page \_\_\_\_\_ of \_\_\_\_\_ pages

1. Tenderer's Name: <i>[insert Tenderer's legal name]</i>
2. Tenderer's JV Member's name: <i>[insert JV's Member legal name]</i>
3. Tenderer's JV Member's country of registration: <i>[insert JV's Member country of registration]</i>
4. Tenderer's JV Member's year of registration: <i>[insert JV's Member year of registration]</i>
5. Tenderer's JV Member's legal address in country of registration: <i>country of registration</i> <i>[insert JV's Member legal address in</i>
6. Tenderer's JV Member's authorized representative information Name: <i>[insert name of JV's Member authorized representative]</i> Address: <i>[insert address of JV's Member authorized representative]</i> Telephone/Fax numbers: <i>[insert telephone/fax numbers of JV's Member authorized representative]</i> Email Address: <i>[insert email address of JV's Member authorized representative]</i>
7. Attached are copies of original documents of <i>[check the box(es) of the attached original documents]</i> <input type="checkbox"/> Articles of Incorporation (or equivalent documents of constitution or association), documents of the legal entity named above, in accordance with ITT 4.4. and/or registration <input type="checkbox"/> In case of a state-owned enterprise or institution, documents establishing legal and financial operation in accordance with commercial law, and that they are not under the supervision of the Procur in accordance with ITT4.6.
8. Included are the organizational chart, a list of Board of Directors, and the beneficial ownership.

## SECTION 4. FINANCIAL PROPOSAL - STANDARD FORMS

*{Notes to Consultant shown in brackets {. } provide guidance to the Consultant to prepare the Financial Proposals; they should not appear on the Financial Proposals to be submitted.}*

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided in Section 2.

### **FIN-1** Financial Proposal Submission

### **FIN-2** Media Planning and Media Buying Pricing schedule

### **FIN-3** Public Relation, Strategic Communication and Media Monitoring Services Pricing schedule

### **FIN-4** Media Production Services Pricing schedule

### **FIN-5** Summary of Costs

Financial evaluation will be based on the prices of items and costs indicated on the rate card. The comparison will be as per the unit rates and the total unit rate cost in the rate card will be used. The lowest evaluated bidder in comparison with other bidders will be awarded the contract for a period of 3 years.

**Note: Bidders are required to provide a rate card in the format provided for all the items requested for as outlined in this document**

## 1. FORM FIN-1: FINANCIAL PROPOSAL SUBMISSION FORM

.....{Location, Date}  
To .....[Name and address of Procuring Entity]

Dear Sirs:

We, the undersigned, offer to provide consulting services for .....  
[Insert title of assignment] in accordance with your Request for Proposal dated.....  
[Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the amount  
of.....{Indicate the corresponding to the amount currency} {Insert  
amounts in words and figures, including of all taxes in accordance with ITC24.2 in  
the Data Sheet. The estimated amount of local taxes is. {Insert currency} {Insert  
amount in words and figures}.

{Please note that all amounts shall be the same as in Form FIN-2.

Our Financial Proposal shall be valid and remain binding upon us, subject to the  
modifications resulting from Contract negotiations, for the period of time specified  
in the ITC12.1 Datasheet.

Commissions and gratuities paid or to be paid by us to an agent or any third party  
relating to preparation or submission of this Proposal and Contract execution, paid  
if we are awarded the Contract, are listed below:

Name and Address, Amount and Purpose of Commission of Agents, Currency or Gratuity

{If no payments are made or promised, add the following statement: "No  
commissions or gratuities have been or are to be paid by us to agents or any third  
party relating to this Proposal and Contract execution."}

We understand you are not bound to accept  
any Proposal you receive. We remain,  
Yours sincerely,

Signature..... (of Consultant's authorized representative) In full and initials}:  
Full name: ..... {insert full name of authorized representative}  
Title:.....{inserttitle/positionofauthorizedrepresentative}

Name of Consultant..... (company's name or JV's name): Capacity ..{insert  
the person's capacity to sign for the Consultant} Physical Address:  
.....{insert the authorized representative's address}

Phone: ..... {insert the authorized representative's phone and fax number, if applicable}  
Email .....{insert the authorized representative's email address}

{For a joint venture, either all members shall sign or only the lead  
member/consultant, in which case the power of attorney to sign on behalf of all  
members shall be attached}

## 2. SUMMARY OF COSTS

Item	Cost			
	{Consultant must state the proposed Costs in accordance with ITC 16.4 of the Data Sheet; delete columns which are not used}			
	{Insert Foreign Currency # 1}	{Insert Foreign Currency # 2, if used}	{Insert Foreign Currency # 3, if used}	{Insert Local Currency, if}
Cost of the Financial Proposal				
Including:				
(1) Remuneration				
(2) Reimbursables				
Subtotal [Remuneration + Reimbursables]				
Taxes:				
{insert type of tax' e.g., VAT or sales tax}				
{e.g., withholding tax on experts' remuneration}				
{insert type of tax}				
Total Taxes				
Total Cost of the Financial Proposal: {Should match the amount in Form FIN-1}				

**The formulae for determining the Financial Score (Sf) shall, be as follows:-**

$S_f = 100 \times F_m / F$  where  $S_f$  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 ( $S_t$ ) and financial ( $S_f$ ) 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: -  $S = S_t \times T \% + S_f \times P \%$ . The firm achieving the highest combined technical and financial score will be invited for negotiations

## SECTION 5. TERMS OF REFERENCE

### 1.0 Introduction

The Kenya Trade Network Agency (KenTrade) is a State Corporation under the National Treasury that is mandated to facilitate cross border trade and establish, manage and implement the National Electronic Single Window System (Trade Facilitation Platform).

The key functions of the Agency are to:

- i. Implement policies relating to the National Electronic Single Window System (Kenya TradeNet System).
- ii. Integrate electronic systems of public and private entities involved in receipting, processing and approving documents relating to international trade transactions.
- iii. Develop, manage, and promote interchange of electronic data for facilitation of trade.
- iv. Undertake and co-ordinate research and surveys in electronic commerce aimed at simplifying and harmonizing trade documentation.
- v. Maintain an electronic database of all imported and exported goods and services and the levies, fees, duties and taxes charged on imported or exported goods and services.
- vi. Collect trade statistics.
- vii. Plan, develop, monitor and evaluate training programmes for all stakeholders to ensure conformity with international best practices; and
- viii. Perform such other functions related to trade facilitation.

### 1.1 KenTrade's Vision

A Global Leader in Trade Facilitation.

### 1.2 KenTrade's Mission

To facilitate trade by simplifying, harmonizing, and automating business processes through effective and efficient management of the National Electronic Single Window System and provision of related services for Kenya's global competitiveness.

### 1.3 KenTrade's Core Values

As a public-sector institution, we are dedicated to excellence and provision of high-quality professional services to our internal and external customers. The values that will guide us in achieving our vision and mission are:

- i. Customer Centric
- ii. Integrity
- iii. Excellence
- iv. Innovation
- v. One KenTrade

#### **1.4 KenTrade's Regional Offices**

KenTrade's Head Office is in Nairobi. The Agency also has staff in regional offices in the following towns;

- i. Mombasa
- ii. Isebania
- iii. Busia
- iv. Malaba
- v. Namanga

### **2.0 WORKLOAD ANALYSIS**

- 2.1 Workload analysis is a systemic, logic and continuous process conducted to establish the number and quality of employees needed in the Organization. It is a process used to establish an indication of the volume of work assigned to each position in an organization and inform decision making.
- 2.2 The workplace continues to evolve and automation takes center stage leading to adoption of alternative mode of working such as remote working. It is therefore worthwhile to analyze the workload of each employee to determine the optimal number and skills required to deliver the Agency's mandate. The workload analysis will inform staffing decisions, succession planning, leadership development and skills gaps existing to effectively implement the Agency's strategic plan. The analysis will also identify departments that may be overstaffed or understaffed and offer solutions/recommendations.
- 2.3 The Agency has committed to undertake workload analysis to continually improve the efficiency and effectiveness of employees in terms of their capacity in executing its mandate and at the same time ensure maximum engagement.

### **3.0 SCOPE OF THE ANALYSIS**

The survey will focus on ALL positions in the Agency's approved establishment. The Agency has an approved establishment of 118 and as per **annexure I**. KenTrade has employees on permanent and pensionable, contract and temporary terms.

#### **4.0 OBJECTIVES OF THE WORKLOAD ANALYSIS**

The main objective of the survey will be to determine the number of employees required in the Agency.

**The analysis will specifically seek to:**

- i. Analyze the level of utilization of employees.
- ii. Establish the staffing levels of the Agency and devise a policy of staffing.
- iii. Assess the impact of technological changes such as automation of processes on staffing levels.
- iv. Assess the optimal workforce for the organization and predict the future workforce needs.
- v. Adjust the organization structure based on the established optimal workforce number.
- vi. Inform review of HR Instruments.

#### **5.0 Terms of Reference**

- i. Identify core work, core skills and capabilities for execution of the Agency's mandate.
- ii. Conduct a detailed analysis of the workload at individual level, functional level and organizational level.
- iii. Determine the current workload level at KenTrade which will become the basis of comparison in future workload analysis.
- iv. Identify the understaffed or overstaffed departments in the Agency and design interventions.
- v. Identify adjustments in the Organization structure premised on the workload analysis survey findings.
- vi. Recommend the optimal staff establishment.
- vii. Determine the workforce requirements in the next two years based on the Agency's Strategic Plan.
- viii. Establish financial implications of the workforce required.
- ix. Provide a differentiation between capacity in numbers and capacity in knowledge and skills at both departmental and organizational level.
- x. Provide an action plan based on the survey findings.

#### **6.0 DELIVERABLES**

- i. Inception report one (1) week after commencement of the assignment.
- ii. The findings of the study and their respective recommendations as indicated in the Terms of Reference.
- iii. A PowerPoint presentation to manage the survey's methodology, key findings, and recommendations within six (6) weeks of the assignment.

- iv. A comprehensive report on the findings, methodology and recommendations from the survey within eight (8) weeks of the assignment.
- v. An executive version of the survey findings within eight (8) weeks of the assignment.
- vi. The above report shall be delivered in the following formats
  - Three hard copies of the comprehensive report
  - An electronic version of the comprehensive report in MS Word.

## **7.0 REPORTING SYSTEMS AND TIME SCHEDULES**

- i. Bidders are expected to complete the project in a maximum period of eight (8) weeks.
- ii. Bidders are therefore required to provide a detailed work plan indicating expected project component activities to accomplish the assignment, the party responsible for each, the indicative duration for each activity, milestones, and expected deliverables.
- iii. Bidders are also required to give an indication of the duration they require to mobilize their resources to start on the assignment, if they are successful.

## **8.0 EXPERTISE REQUIRED**

- I. The lead consultant must possess the following.
  - i. Master's degree from recognized academic institution in Human Resources, Organizational Behaviour and/or Development, Training and Development, or related field.
  - ii. Valid Practicing Certificate from the Institute of Human Resource Management (IHRM).
  - iii. Minimum five years' experience in conducting workload and workforce analysis, conceptually and with hands-on assessments, as well as experience in Human Resource Planning and competency development.
- II. At least three (3) other experts must possess the following. One of the experts MUST be from the disadvantaged groups category.
  - i. Bachelor's degree in HR, Statistics, research or other relevant degree.
  - ii. At least three (3) years' relevant experience.



## SECTION 6. CONDITIONS OF CONTRACT AND CONTRACT FORMS

### Preface

1. This Section includes two types of standard contract forms for: A Lump-Sum Contract and a Time-Based Contract. Each type includes General Conditions of Contract ("GCC") that shall not be modified, and Special Conditions of Contract ("SCC"). The SCC includes clauses specific to each contract to supplement, but not over- write or otherwise contradict, the General Conditions of Contract.
2. Lump-Sum Contract. This type of contract is used mainly for assignments in which the scope and the duration of the Services and the required output of the Consultant are clearly defined. Payments are linked to outputs (deliverables) such as draft or final reports, drawings, bill of quantities, bidding documents, or software programs. Lump-sum contracts are easier to administer because they operate on the principle of a fixed price for a fixed scope, and payments are due on clearly specified out puts and milestones. Nevertheless, quality control of the Consultant's outputs by the Procuring Entity s paramount.
3. Time-Based Contract. This type of contract is appropriate when it is difficult to define or fix the scope and the duration of the services, either because they are related to activities carried out by others for which the completion period may vary, or because the input of the consultants required for attaining the objectives of the assignment is difficult to assess. In time-based contracts the Consultant provides services on a timed basis according to quality specifications, and Consultant's remuneration is determined on the basis of the time actually spent by the Consultant in carrying out the Services and is based on (i) agreed upon unit rates for the Consultant's experts multiplied by the actual time spent by the experts in executing the assignment, and (ii) reimbursable expenses using actual expenses and/or agreed unit prices. This type of contract requires the Procuring Entity to closely supervise the Consultant and to be involved in the daily execution of the assignment.
4. The templates are designed for use in assignments with consulting firms and shall not be used for contracting of individual experts. In some consultancy assignments such as design and construction supervision, both Lump- Sum and Time-Based Contracts are used and signed with the Consultant. In that case, the Lump-Sum Contract would apply for the design part of the Services while the construction supervision part would be based on a Time- Based Contract. In such event, both types of contracts shall be signed at the same time.

## 1.0 CONTRACT FOR CONSULTANT'S SERVICES

Lump-Sum Contract Consulting Services for:

Contract No.: \_\_\_\_\_

Contract Description: \_\_\_\_\_

Between \_\_\_\_\_ *[Name of the Procuring Entity]*

and \_\_\_\_\_ *[Name of the Consultant]*

Date:

## 2.0 FORM OF CONTRACT - LUMP-SUM

This CONTRACT (herein after called the “Contract”) is made the *[number]* day of the month of *[month]*, *[year]*, between, on the one hand, *[name of Procuring Entity]* (herein after called the “Procuring Entity”) and, on the other hand, *[name of Consultant]* (herein after called the “Consultant”).

*[If the Consultant consists of more than one entity, the above should be partially amended to read as follows: “... (hereinafter called the “Procuring Entity”) and, on the other hand, a Joint Venture (name of the JV) consisting of the following entities, each member of which will be jointly and severally liable to the Procuring Entity for all the Consultant's obligations under this Contract, namely, *[name of member]* and *[name of member]* (herein after called the “Consultant”).]*

### WHEREAS

- a) The Procuring Entity has requested the Consultant to provide certain consulting services as defined in this Contract (herein after called the “Services”);
- b) the Consultant, having represented to the Procuring Entity that it has the required professional skills, expertise and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Contract;
- c) the Procuring Entity has set aside a budget and funds toward the cost of the Services and intends to apply a portion of these funds towards payments under this Contract;

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents attached here to shall be deemed to form an integral part of this Contract:
  - a) The General Conditions of Contract;
  - b) The Special Conditions of Contract;
  - c) Appendices:
    - Appendix A: Terms of Reference
    - Appendix B: Key Experts
    - Appendix C: Breakdown of Contract Price
    - Appendix D: Form of Advance Payments Guarantee

In the event of any inconsistency between the documents, the following order of precedence shall prevail: The Special Conditions of Contract; the General Conditions of Contract; Appendix A; Appendix B; Appendix C; Appendix D. Any reference to this Contract shall include, where the context permits, a reference to its Appendices.

- 2 The mutual rights and obligations of the Procuring Entity and the Consultant shall be asset for thin the Contract, in particular:
- a) The Consultant shall carryout the Services in accordance with the provisions of the Contract; and
  - b) the Procuring Entity shall make payments to the Consultant in accordance with the provisions of the Contract.

IN WITNESS WHERE OF, the Parties here to have caused this Contract to be signed in their respective names as of the day and year first above written.

For and on behalf of .....[Name of Procuring Entity]

[Authorized Representative of the Procuring Entity–name, title and signature]

For and on behalf of.....[Name of Consultant or Name of a Joint Venture]

[Authorized Representative of the Consultant–name and signature]

*[Note: For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached.]*

For and on behalf of each of the members of the Consultant..... [Insert the Name of the Joint Venture] [Name of the lead member]

[Authorized Representative on behalf of a Joint Venture] [Add signature blocks for each member if all are signing]

## SECTION 7: GENERAL CONDITIONS OF CONTRACT

### A. GENERAL PROVISIONS

#### 1. Definitions

- a) Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:
- b) “Applicable Law” means the laws and any other instruments having the force of law in Kenya.
- c) “Consultant” means a legally established professional consulting firm or entity selected by the Procuring Entity to provide the Services under the signed Contract.
- d) “Contract” means the legally binding written agreement signed between the Procuring Entity and the Consultant and which includes all the attached documents listed in its paragraph 1 of the Form of Contract (the General Conditions (GCC), the Special Conditions (SCC), and the Appendices).
- e) “Procuring Entity” means the Procuring Entity that signs the Contract for the Services with the selected Consultant.
- f) “Day” means a working day unless indicated otherwise.
- g) “Effective Date” means the date on which this Contract comes into force and effect pursuant to Clause GCC 11.
- h) “Experts” means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or JV member(s) assigned by the Consultant to perform the Services or any part thereof under the Contract.
- i) “Foreign Currency” means any currency other than the currency of Kenya.
- j) “GCC” mean these General Conditions of Contract.
- k) “Government” means the government of Kenya.
- l) “Joint Venture (JV)” means an association with or without a legal personality distinct from that of its members, of more than one entity where one member has the authority to conduct all businesses for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Procuring Entity for the performance of the Contract.
- m) “Key Expert(s)” means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose Curricula Vitae (CV) was taken into account in the technical evaluation of the Consultant's proposal.

- n) “Local Currency” means the Kenya Shillings, the currency of Kenya.
- o) “Non-Key Expert(s)” means an individual professional provided by the Consultant or its Sub-consultant to perform the Services or any part here of under the Contract.
- p) “Party” means the Procuring Entity or the Consultant, as the case may be, and “Parties” means both of them.
- q) “SCC” means the Special Conditions of Contract by which the GCC may be amended or supplemented but not over-written.
- r) “Services” means the work to be performed by the Consultant pursuant to this Contract, as described in Appendix A hereto.
- s) “Sub-consultants” means an entity to whom/which the Consultant subcontracts any part of the Services while remaining solely liable for the execution of the Contract.(t) “Third Party” means any person or entity other than the Government, the Procuring Entity, the Consultant or a Sub-consultant.

## 2. Relationship between the Parties

Nothing contained herein shall be construed as establishing a relationship of master and servant or of principal and agent as between the Procuring Entity and the Consultant. The Consultant, subject to this Contract, has complete charge of the Experts and Sub-consultants, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.

## 3. Law Governing Contract

This Contract, its meaning and interpretation, and the relation between the Parties shall be governed by the Laws of Kenya.

## 4. Language

This Contract has been executed in the English language, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this Contract.

## 5. Headings

The headings shall not limit, alter or affect the meaning of this Contract.

## 6. Communications

Any communication required or permitted to be given or made pursuant to this Contract shall be in writing in the English Language. Any such notice, request or consent shall be deemed to have been given or made when delivered in person to an authorized representative of the Party to whom communication is addressed, or when sent to such Party at the address specified in the SCC.

A Party may change its address for notice here under by giving the other Party any communication of such change to the address specified in the SCC.

## 7. Location

The Services shall be performed at such locations as are specified in Appendix A hereto and, where the location of a particular task is not so specified, at such locations, whether in Kenya or elsewhere, as the Procuring Entity may approve.

## 8. Authority of Member in Charge

In case the Consultant is a Joint Venture, the members hereby authorize themselves specified in the SCC to act on their behalf in exercising all the Consultant's rights and obligations towards the Procuring Entity under this Contract, including without limitation the receiving of instructions and payments from the Procuring Entity.

## 9. Authorized Representatives

Any action required or permitted to be taken, and any document required or permitted to be executed under this Contract by the Procuring Entity or the Consultant may be taken or executed by the officials specified in the SCC.

## 10. Corrupt and Fraudulent Practices

The government requires compliance with its policy regarding corrupt and fraudulent/prohibited practices as set forth in its laws and policies.

### Commissions and Fees-

The Procuring Entity requires the Consultant to disclose any commissions, gratuities or fees that may have been paid or are to be paid to agents or any other party with respect to the selection process or execution of the Contract. The information disclosed must include at least the name and address of the agent or other party, the amount and currency, and the purpose of the commission, gratuity or fee. Failure to disclose such commissions, gratuities or fees may result in termination of the Contract by the Procuring Entity and/or sanctions by the PPRA.

## B. COMMENCEMENT, COMPLETION, MODIFICATION AND TERMINATION OF CONTRACT

### 11. Effectiveness of Contract

This Contract shall come into force and effect on the date (the "Effective Date") of the Procuring Entity's notice to the Consultant instructing the Consultant to begin carrying out the Services. This notice shall confirm that the effective conditions, if any, listed in the SCC have been met.

### 12. Termination of Contract for Failure to Become Effective

If this Contract has not become effective within such time period after the date of Contract signature as specified in the SCC, either Party may, by not less than twenty-two (22) days written notice to the other Party, declare this Contract to be null and void, and in the event of such a declaration by either Party, neither Party shall have any claim against the other Party with respect there to.

### 13. Commencement of Services

The Consultant shall confirm availability of Key Experts and begins carrying out the Services not later than the number of days after the Effective Date specified in the SCC.

### 14. Expiration of Contract

Unless terminated earlier pursuant to Clause GCC19hereof, this Contract shall expire at the end of such time period after the Effective Date as specified in the SCC.

### 15. Entire Agreement

This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein.

### 16. Modifications or Variations

Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any proposals for modification or variation made by the other Party.



## 17. Force Majeure

### a. Definition

For the purposes of this Contract, "Force Majeure" means event which is beyond the reasonable control of a Party, is not foreseeable, is unavoidable, and makes a Party's performance of its obligations hereunder impossible or so impractical as reasonably to be considered impossible under the circumstances, and subject to those requirements, includes, but is not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial action confiscation or any other action by Government agencies.

Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's Experts, Sub-consultants or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of this Contract and avoid or overcome in the carrying out of its obligations hereunder.

Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

### b. No Breach of Contract

The failure of a Party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, this Contract in so far as such inability arises from an event of Force Majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Contract.

### c. Measures to be taken

A party affected by an event of Force Majeure shall continue to perform its obligations under the Contract as far as is reasonably practical and shall take all reasonable measures to minimize the consequences of any event of Force Majeure.

A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible, and in any case not later than fourteen (14) calendar days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give written notice of the restoration of normal conditions as soon as possible.

- a) Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the

time during which such Party was unable to perform such action as a result of Force Majeure.

- b) During the period of their inability to perform the Services as a result of an event of Force Majeure, the Consultant, upon instructions by the Procuring Entity, shall either:
- c) demobilize, in which case the Consultant shall be reimbursed for additional costs they reasonably and necessarily incurred, and, if required by the Procuring Entity, in reactivating the Services; or
- d) Continue with the Services to the extent reasonably possible, in which case the Consultant shall continue to be paid under the terms of this Contract and be reimbursed or additional costs reasonably and necessarily incurred.

In the case of disagreement between the Parties as to the existence or extent of Force Majeure, the matter shall be settled according to Clauses GCC 44 & 45.

## 18. Suspension

The Procuring Entity may, by written notice of suspension to the Consultant, suspend all payments to the Consultant here under if the Consultant fails to perform any of its obligations under this Contract, including the carrying out of the Services, provided that such notice of suspension (i) shall specify the nature of the failure, and (ii) Shall request the Consultant to remedy such failure within a period not exceeding thirty (30) calendar days after receipt by the Consultant of such notice of suspension.

## 19. Termination

This Contract may be terminated by either Party as per provisions set up below:

### a. By the Procuring Entity

The Procuring Entity may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (f) of this Clause. In such an occurrence, the Procuring Entity shall give at least thirty (30) calendar days' written notice of termination to the Consultant in case of the events referred to in (a) through (d); at least sixty (60) calendar days' written notice in case of the event referred to in (e); and at least five (5) calendar days' written notice in case of the event referred to in (f):

- a If the Consultant fails to remedy a failure in the performance of its obligations here under, as specified in a notice of suspension pursuant to Clause GCC 18;
- b If the Consultant becomes (or, if the Consultant consists of more than one entity, if any of its members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go in to liquidation or receivership whether compulsory or voluntary;

- c If the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to Clause GCC 45.1;
- d If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days;
- e If the Procuring Entity, in its sole discretion and for any reason whatsoever, decides to terminate this Contract;
- f If the Consultant fails to confirm availability of Key Experts as required in Clause GCC13.

Furthermore, if the Procuring Entity determines that the Consultant has engaged in corrupt, fraudulent, collusive, coercive [or obstructive] practices, in competing for or in executing the Contract, then the Procuring Entity may, after giving fourteen (14) calendar days written notice to the Consultant, terminate the Consultant's employment under the Contract.

**b. By the Consultant**

- a) The Consultant may terminate this Contract, by not less than thirty (30) calendar days' written notice to the Procuring Entity, in case of the occurrence of any of the events specified in paragraphs(a)through(d)of this Clause.
- b) If the Procuring Entity fails to pay any money due to the Consultant pursuant to this Contract and not subject to dispute pursuant to Clause GCC45.1withinforty-five (45) calendar days after receiving written notice from the Consultant that such payment is overdue.
- c) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days.
- d) If the Procuring Entity fails to comply with any final decision reached as a result of arbitration pursuant to Clause GCC45.1.
- e) If the Procuring Entity is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) days (or such longer period as the Consultant may have subsequently approved in writing) following the receipt by the Procuring Entity of the Consultant's notice specifying such breach.

**c. Cessation of Rights and Obligations**

Upon termination of this Contract pursuant to Clauses GCC 12 or GCC 19 hereof, or upon expiration of this Contract pursuant to Clause GCC14, all rights and obligations of the Parties here under shall cease, except (i) such rights and obligations as may have accrued on the date of termination or expiration, (ii) the obligation of confidentiality set forth in Clause GCC22, (iii) the Consultant's obligation to permit in section, copying and auditing of their accounts and records set forth in Clause GCC25, and (iv) any right which a Party may have under the Applicable Law.

**d. Cessation of Services**

Upon termination of this Contract by notice of either Party to the other pursuant to Clauses GCC 19a or GCC 19b, the Consultant shall immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the Procuring Entity, the Consultant shall proceed as provided, respectively, by Clauses GCC27 or GCC28.

**e. Payment up on Termination**

Up on termination of this Contract, the Procuring Entity shall make the following payments to the Consultant:

- a) Payment or Services satisfactorily performed prior to the effective date of termination; and
- b) In the case of termination pursuant to paragraphs (d) and (e) of Clause GCC 19.1.1, reimbursement of any reasonable cost incidental to the prompt and orderly termination of this Contract, including the cost of the return travel of the Experts.

**C. OBLIGATION S OF THE CONSULTANT**

**20. General**

**a. Standard of Performance**

The Consultant shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as a faithful adviser to the Procuring Entity, and shall at all times support and safeguard the Procuring Entity's legitimate interests in any dealings with the third parties.

The Consultant shall employ and provide such qualified and experienced Experts and Sub- consultants as are required to carry out the Services.

The Consultant may subcontract part of the Services to an extent and with such Key Experts and Sub- consultants as may be approved in advance by the Procuring Entity. Notwithstanding such approval, the Consultant shall retain full responsibility for the Services.

**b. Law Applicable to Services**

The Consultant shall perform the Services in accordance with the Contract and the Applicable Law and shall take all practicable steps to ensure that any of its Experts and Sub-consultants, comply with the Applicable Law.

Throughout the execution of the Contract, the Consultants shall comply with the import of goods and services prohibitions in Kenya when

- a As a matter of law or official regulations, Kenya prohibits commercial relations with that country; or
- b by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, Kenya prohibits any import of goods from that country or any payments to any country, person, or entity in that country.

The Procuring Entity shall notify the Consultant in writing of relevant local customs, and the Consultant shall, after such notification, respect such customs.

## **21. Conflict of Interests**

The Consultant shall hold the Procuring Entity's interest paramount, without any consideration for future work, and strictly avoid conflict with other assignments or their own corporate interests.

### **a. Consultant Not to Benefit from Commissions, Discounts, etc.**

The payment of the Consultant pursuant to GCC F (Clauses GCC 38 through 42) shall constitute the Consultant's only payment in connection with this Contract and, subject to Clause GCC21.1.3, the Consultant shall not accept for its own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Contract or in the discharge of its obligations here under, and the Consultant shall use its best efforts to ensure that any Sub-consultants, as well as the Experts and agents of either of them, similarly shall not receive any such additional payment.

Furthermore, if the Consultant, as part of the Services, has the responsibility of advising the Procuring Entity on the procurement of goods, works or services, the Consultant shall at all times exercise such responsibility in the best interest of the Procuring Entity. Any discounts or commissions obtained by the Consultant in the exercise of such procurement responsibility shall be for the account of the Procuring Entity.

### **b. Consultant and Affiliates Not to Engage 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, as well as any Sub-consultants and any entity affiliated with such Sub-consultants, shall be disqualified from providing goods, works or non-consulting services resulting from or directly related to the Consultant's

Services for the preparation or implementation of the project.

**c. Prohibition of Conflicting Activities**

The Consultant shall not engage and shall cause its Experts as well as its Sub-consultants not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this Contract.

**d. Strict Duty to Disclose Conflicting Activities**

The Consultant has an obligation and shall ensure that its Experts and Sub-consultants shall have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Procuring Entity, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.

## **22. Confidentiality**

Except with the prior written consent of the Procuring Entity, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or because of, the Services.

## **23. Liability of the Consultant**

Subject to additional provisions, if any, set forth in the SCC, the Consultant's liability under this Contract shall be as determined under the Applicable Law.

**A. Insurance to be taken out by the Consultant**

The Consultant (i) shall take out and maintain and shall cause any Sub-consultants to take out and maintain, at its (or the Sub-consultants', as the case may be) own cost but on terms and conditions approved by the Procuring Entity, insurance against the risks, and for the coverage specified in the SCC, and (ii) at the Procuring Entity's request, shall provide evidence to the Procuring Entity showing that such insurance has been taken out and maintained and that the current premiums therefore have been paid. The Consultant shall ensure that such insurance is in place prior to commencing the Services as stated in Clause GCC13.

**B. Accounting, Inspection and Auditing**

The Consultant shall keep and shall make all reasonable efforts to cause its Sub-consultants to keep, accurate and systematic accounts and records in respect of the Services and in such form and detail as will clearly identify relevant time changes and costs.

The Consultant shall permit and shall cause its Sub-consultants to permit, the



PPRA and/ or persons appointed by the PPRA to inspect the Site and /or all accounts and records relating to the performance of the Contract and the submission of the Proposal to provide the Services, and to have such accounts and records audited by auditors appointed by the PPRA if requested by the PPRA. The Consultant's attention is drawn to Clause GCC10 which provides, interlaid, that acts intended to materially impede the exercise of the PPRA's inspection and audit rights provided for under this ClauseGCC25.2 constitute a prohibited practice subject to contract termination (as well as to a determination of in eligibility under the PPRA's prevailing sanctions procedures.)

## 24. Reporting Obligations

The Consultant shall submit to the Procuring Entity the reports and documents specified in Appendix A, in the form, in the numbers and within the time periods set forth in the said Appendix.

## 25. Proprietary Rights of the Procuring Entity in Reports and Records

Unless otherwise indicated in the SCC, all reports and relevant data and information such as maps, diagrams, plans, databases, other documents and software, supporting records or material compiled or prepared by the Consultant for the Procuring Entity in the course of the Services shall be confidential and become and remain the absolute property of the Procuring Entity. The Consultant shall, not later than upon termination or expiration of this Contract, deliver all such documents to the Procuring Entity, together with a detailed inventory thereof. The Consultant may retain a copy of such documents, data and/or software but shall not use the same for purposes unrelated to this Contract without prior written approval of the Procuring Entity.

If license agreements are necessary or appropriate between the Consultant and third parties for purposes of development of the plans, drawings, specifications, designs, databases, other documents and software, the Consultant shall obtain the Procuring Entity's prior written approval to such agreements, and the Procuring Entity shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned. Other restrictions about the future use of these documents and software, if any, shall be specified in the SCC.

## 26. Equipment, Vehicles and Materials

Equipment, vehicles and materials made available to the Consultant by the Procuring Entity or purchased by the Consultant wholly or partly with funds provided by the Procuring Entity, shall be the property of the Procuring Entity and shall be marked accordingly. Upon termination or expiration of this Contract, the Consultant shall make available to the Procuring Entity an inventory of such equipment, vehicles and materials and shall dispose of such equipment, vehicles and materials in accordance with the Procuring Entity's instructions. While in possession of such equipment, vehicles and materials,

the Consultant, unless otherwise instructed by the Procuring Entity in writing, shall insure them at the expense of the Procuring Entity in an amount equal to their full replacement value.

Any equipment or materials brought by the Consultant or its Experts into Kenya for the use either for the project or personal use shall remain the property of the Consultant or the Experts concerned, as applicable.

## 27. Consultant's Experts and Sub-consultants

### A. Description of Key Experts

The title, agreed job description, minimum qualification and estimated period of engagement to carry out the Services of each of the Consultant's Key Experts are described in Appendix B.

### B. Replacement of Key Experts

Except as the Procuring Entity may otherwise agree in writing, no changes shall be made in the Key Experts.

Notwithstanding the above, the substitution of Key Experts during Contract execution may be considered only based on the Consultant's written request and due to circumstances outside the reasonable control of the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall forthwith provide as a replacement, a person of equivalent or better qualifications and experience, and at the same rate of remuneration.

### C. Removal of Experts or Sub-consultants

If the Procuring Entity finds that any of the Expert or Sub-consultant has committed serious misconduct or has been charged with having committed a criminal action, or shall the Procuring Entity determine that Consultant's Expert or Sub consultant have engaged in corrupt, fraudulent, collusive, coercive [or obstructive] practice while performing the Services, the Consultant shall, at the Procuring Entity's written request, provide a replacement.

In the event that any of Key Experts, Non-Key Experts or Sub-consultants is found by the Procuring Entity to be incompetent or incapable in discharging assigned duties, the Procuring Entity, specifying the grounds therefore, may request the Consultant to provide a replacement.

Any replacement of the removed Experts or Sub consultants shall possess better qualifications and experience and shall be acceptable to the Procuring Entity.

The Consultant shall bear all costs arising out of or incidental to any removal and/or replacement of such Experts.

## 28. Obligations of the Procuring Entity

### A. Assistance and Exemptions

Unless otherwise specified in the SCC, the Procuring Entity shall use its best efforts to:



- a Assist the Consultant with obtaining work permits and such other documents as shall be necessary to enable the Consultant to perform the Services.
- b Assist the Consultant with promptly obtaining, for the Experts and, if appropriate, their eligible dependents, all necessary entry and exit visas, residence permits, exchange permits and any other documents required for their stay in Kenya while carrying out the Services under the Contract.
- c Facilitate prompt clearance through customs of any property required for the Services and of the personal effects of the Expert and their eligible dependents.
- d Issue to officials, agents and representatives of the Government all such instructions and information as may be necessary or appropriate for the prompt and effective implementation of the Services.
- e Assist the Consultant and the Experts and any Sub-consultants employed by the Consultant for the Services with obtaining exemption from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a corporate entity in Kenya according to the applicable law in Kenya.

Assist the Consultant, any Sub-consultants and the Experts of either of them with obtaining the privilege, pursuant to the applicable law in Kenya, of bringing in to Kenya reasonable amounts of foreign currency for the purposes of the Services or for the personal use of the Experts and of withdrawing any such amounts as may be earned therein by the Experts in the execution of the Services.

Provide to the Consultant any such other assistance as may be specified in the SCC.

#### B. Access to Project Site

The Procuring Entity warrants that the Consultant shall have, free of charge, unimpeded access to the project site in respect of which access is required for the performance of the Services. The Procuring Entity will be responsible for any damage to the project site or any property thereon resulting from such access and will indemnify the Consultant and each of the experts in respect of liability for any such damage, unless such damage is caused by the willful default or negligence of the Consultant or any Sub-consultants or the Experts of either of them.

### 29. Change in the Applicable Law Related to Taxes and Duties

If, after the date of this Contract, there is any change in the applicable law in Kenya with respect to taxes and duties which increases or decreases the cost incurred by the Consultant in performing the Services, then the remuneration and reimbursable expenses otherwise payable to the Consultant under this Contract shall be increased or decreased accordingly by agreement between the Parties hereto, and corresponding adjustments shall be made to the Contract price amount specified in Clause GCC 39.1

#### Services, Facilities and Property of the Procuring Entity

The Procuring Entity shall make available to the Consultant and the Experts,

for the purposes of the Services and free of any charge, the services, facilities and property described in the Terms of Reference (Appendix A) at the times and in the manner specified in said Appendix A.

### 30. Counterpart Personnel

The Procuring Entity shall make available to the Consultant free of charge such professional and support counterpart personnel, to be nominated by the Procuring Entity with the Consultant's advice, if specified in Appendix A.

Professional and support counterpart personnel, excluding Procuring Entity's liaison personnel, shall work under the exclusive direction of the Consultant. If any member of the counterpart personnel fails to perform adequately any work as signed to such member by the Consultant that is consistent with the position occupied by such member, the Consultant may request the replacement of such member, and the Procuring Entity shall not unreasonably refuse to act upon such request.

### 31. Payment Obligation

In consideration of the Services performed by the Consultant under this Contract, the Procuring Entity shall make such payments to the Consultant for the deliverables specified in Appendix A and in such manner as is provided by GCCF below.

### 32. Payments to the Consultant

#### A. Contract Price

The Contract price is fixed and is set forth in the SCC. The Contract price breakdown is provided in Appendix C. Any change to the Contract price specified in Clause 38.1 can be made only if the Parties have agreed to the revised scope of Services pursuant to Clause GCC 16 and have amended in writing the Terms of Reference in Appendix A.

#### B. Taxes and Duties

The Consultant, Sub-consultants and Experts are responsible for meeting any and all tax liabilities arising out of the Contract unless it is stated otherwise in the SCC.

### 33. Currency of Payment

Any payment under this Contract shall be made in the currency (ies) of the Contract.

#### A. Mode of Billing and Payment

The total payments under this Contract shall not exceed the Contract price set forth in Clause GCC 38.1.

The payments under this Contract shall be made in lump-sum installments

against deliverables specified in Appendix A. The payments will be made according to the payment schedule stated in the SCC.

Advance payment: Unless otherwise indicated in the SCC, an advance payment shall be made against an advance payment bank guarantee acceptable to the Procuring Entity in an amount (or amounts) and in a currency (or currencies) specified in the SCC. Such guarantee (i) is to remain effective until the advance payment has been fully set off, and (ii) is to be in the form set forth in Appendix D, or in such other form as the Procuring Entity shall have approved in writing. The advance payments will be set off by the Procuring Entity in equal portions against the lump-sum installments specified in the SCC until said advance payments have been fully set off.

The Lump-Sum Installment Payments. The Procuring Entity shall pay the Consultant within sixty (60) days after the receipt by the Procuring Entity of the deliverable(s) and the cover invoice for the related lump-sum installment payment. The payment can be withheld if the Procuring Entity does not approve the submitted deliverable(s) as satisfactory in which case the Procuring Entity shall provide comments to the Consultant within the same sixty (60) days period. The Consultant shall thereupon promptly make any necessary corrections, and there after the fore going process shall be repeated.

The Final Payment: The final payment under this Clause shall be made only after the final report has been submitted by the Consultant and approved as satisfactory by the Procuring Entity. The Services shall then be deemed completed and finally accepted by the Procuring Entity. The last lump-sum installment shall be deemed approved for payment by the Procuring Entity within ninety (90) calendar days after receipt of the final report by the Procuring Entity unless the Procuring Entity, within such ninety (90) calendar day period, gives written notice to the Consultant specifying in detail deficiencies in the Services, the final report. The Consultant shall thereupon promptly make any necessary corrections, and there after the fore going process shall be repeated.

All payments under this Contract shall be made to the accounts of the Consultant specified in the SCC.

With the exception of the final payment under 41.2.3above, payments do not constitute acceptance of the whole Services nor relieve the Consultant of any obligations here under.

#### **B. Interest on Delayed Payments**

If the Procuring Entity had delayed payments beyond thirty (30) days after the due date stated in Clause GCC 41.2.2, interest shall be paid to the Consultant on any amount due by, not paid on, such due date for each day of delay at the annual rate stated in the SCC.

### **34. Fairness and Good Faith**

#### **Good Faith**

The Parties undertake to act in good faith with respect to each other's rights under this Contract and to adopt all reasonable measures to ensure the

realization of the objectives of this Contract.

### 35. Settlement of Disputes

#### A. Amicable Settlement

The Parties shall seek to resolve any dispute amicably by mutual consultation.

If either Party objects to any action or inaction of the other Party, the objecting Party may file a written Notice of Dispute to the other Party providing in detail the basis of the dispute. The Party receiving the Notice of Dispute will consider it and respond in writing within fourteen (14) days after receipt. If that Party fails to respond within fourteen (14) days, or the dispute cannot be amicably settled within fourteen (14) days following the response of that Party, Clause GCC 45.1 shall apply.

#### B. Dispute Resolution

Any dispute between the Parties arising under or related to this Contract that cannot be settled amicably may be referred to by either Party to the adjudication/arbitration in accordance with the provisions specified in the SCC.

## SECTION 8: SPECIAL CONDITIONS OF CONTRACT

Number Of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
1.1 (b)	The Contract shall be construed in accordance with the law of Kenya
4.1	The language is: English
6.1 and 6.2	<p>The addresses are [fill in at negotiations with the selected firm]: Procuring Entity: ____</p> <p>Attention: _____</p> <p>Facsimile: _____</p> <p>E-mail: _____</p> <p>Consultant: _____</p> <p>Attention: _____</p> <p>Facsimile: _____</p> <p>E-mail: _____</p>
8.1	<p>[If the Consultant consists only of one entity, state "N/A "; OR</p> <p>If the Consultant is a Joint Venture consisting of more than one entity, the name of the JV member whose address is specified in Clause SCC6.I should be inserted here.]</p> <p>The Lead Member on behalf of the JV is _____ [insert name of the member]</p>
9.1	<p>The Authorized Representatives are:</p> <p>For the Procuring Entity: [name, title] _____</p> <p>For the Consultant: [name, title] _____</p>
11.1	<p>The effectiveness conditions are the following:</p> <p>[Note: If there are no effectiveness conditions, state "N/A "] OR</p> <p>List here any conditions of effectiveness of the Contract, e.g., receipt by the Consultant of an advance payment, and by the Procuring Entity of an advance payment guarantee (see Clause SCC45.1(a)), etc.]</p>
12.1	<p>Termination of Contract for Failure to Become Effective:</p> <p>The time period shall be _____ [insert time period, e.g.: four months].</p>
13.1	<p>Commencement of Services:</p> <p>The number of days shall be _____ [e.g.: ten].</p> <p>Confirmation of Key Experts' availability to start the Assignment shall be submitted to the Procuring Entity in writing as a written statement signed by each Key Expert.</p>
14.1	<p>/Expiration of Contract:</p> <p>The time period shall be 3 years.</p>
21 b.	<p>The Procuring Entity reserves the right to determine on a case-by-case basis whether the Consultant should be disqualified from providing goods, works or non-consulting services due to a conflict of a nature described in Clause GCC 21.1.3</p> <p>Yes: _____ No _____</p>

23.1	<p>No additional provisions. [OR</p> <p>The following limitation of the Consultant's Liability towards the Procuring Entity can be subject to the Contract's negotiations:</p> <p>"Limitation of the Consultant's Liability towards the Procuring Entity:</p> <p>a) Except in the case of gross negligence or willful misconduct on the part of the Consultant or on the part of any person or a firm acting on behalf of the Consultant in carrying out the Services, the Consultant, with respect to damage caused by the Consultant to the Procuring Entity's property, shall not be liable to the Procuring Entity: for any indirect or consequential loss or damage; and for any direct loss or damage that exceeds two times the total value of the Contract;</p> <p>b) This limitation of liability shall not affect the Consultant's liability, if any, for damage to Third Parties caused by the Consultant or any person or firm acting on behalf of the Consultant in carrying out the Services; be construed as providing the Consultant with any limitation or exclusion from liability which is prohibited by the Applicable Law.</p> <p><u>[Notes to the Procuring Entity and the Consultant:</u></p> <p>Any suggestions made by the Consultant in the Proposal to introduce exclusions/limitations of the Consultant's liability under the Contract should be carefully scrutinized by the Procuring Entity <u>prior to accepting any changes</u> to what was included in the issued RFP.</p> <p>To be acceptable to the Procuring Entity, any limitation of the Consultant's liability should at the very least be reasonably related to (a) the damage the Consultant might potentially cause to the Procuring Entity, and (b) the Consultant's ability to pay compensation using its own assets and reasonably obtainable insurance coverage. The Consultant's liability shall not be limited to less than a multiplier of the total payments to the Consultant under the Contract for remuneration and reimbursable expenses. A statement to the effect that the Consultant is liable only for the re- performance of faulty Services is not acceptable to the Procuring Entity. Also, the Consultant's liability should, never be limited for loss or damage caused by the Consultant's gross negligence or willful misconduct.</p> <p>The Procuring Entity does not accept a provision to the effect, that the Procuring Entity shall indemnify and. hold harmless the Consultant against Third Party claims, except, of course, if a claim is based on loss or damage</p>
	<p>Caused by a default or wrongful act of the Procuring Entity to the extent permissible by the law applicable in Kenya.]</p>
24.1	<p>THE INSURANCE COVERAGE AGAINST THE RISKS SHALL BE AS FOLLOWS:</p> <p>[delete what is not applicable except (a)].</p> <p>(A ) PROFESSIONAL LIABILITY INSURANCE, WITH A MINIMUM</p>

	<p>COVERAGE OF [insert amount and currency which should be not less than the total ceiling amount of the Contract];</p> <p>b) ) EMPLOYER'S LIABILITY AND WORKERS' COMPENSATION INSURANCE IN RESPECT OF THE EXPERTS AND SUB-CONSULTANTS IN ACCORDANCE WITH THE RELEVANT PROVISIONS OF THE APPLICABLE LAW IN KENYA, AS WELL AS, WITH RESPECT TO SUCH EXPERTS, ANY SUCH LIFE, HEALTH, ACCIDENT, TRAVEL OR OTHER INSURANCE AS MAY BE APPROPRIATE.</p>
27.1	<p>THE ADDITIONAL RIGHTS TO THE USE OF THE DOCUMENTS ARE: [If applicable, insert any exceptions to proprietary rights provisions] N/A</p>
27.2	<p>[If there is to be no restriction on the future use of these documents by either Party, this Clause SCC 27.2 should be indicated as Not Applicable. If the Parties wish to restrict such use, any of the following options, or any other option agreed to by the Parties, could be used:</p>
	<p>[THE CONSULTANT SHALL NOT USE THESE [insert what applies documents and software....] FOR PURPOSES UNRELATED TO THIS CONTRACT WITHOUT THE PRIOR WRITTEN APPROVAL OF THE PROCURING ENTITY.] [OR]  [NEITHER PARTY SHALL USE THESE [insert what applies .....documents and software.....] FOR PURPOSES UNRELATED TO THIS CONTRACT WITHOUT THE PRIOR WRITTEN APPROVAL OF THE OTHER PARTY.]</p>
32.1 (a) Through (e)	<p>[List here any changes or additions to Clause GCC 32.1. If there are no such changes or additions, indicate Not Applicable.] N/A</p>
32.1 (f)	<p>[List here any other assistance to be provided by the Procuring Entity. If there is no such other assistance, indicate Not Applicable for this Clause SCC 32.11(f).]</p>
38.1	<p>The Contract price is:_____ <b>[insert amount and currency for each currency as applicable]</b> <b>[indicate: inclusive or exclusive/ of local taxes.</b></p> <p>Any local taxes chargeable in respect of this Contract for the Services provided by the Consultant shall <b>[insert as appropriate: "be paid " or "reimbursed "]</b> by the Procuring Entity <b>[insert as appropriate: "for "or "to "]</b> the Consultant.</p> <p>The amount of such taxes is_____ <b>[insert the amount as finalized at the Contract's negotiations on the basis of the tax amounts provided by the Consultant in Form FFN-2 of the Consultant's Financial Proposal.</b></p>

[The Procuring Entity, depending on the source of funds and tax exemptions already granted by the Government, shall decide whether the Consultant (i) should be exempted from local tax, or (ii) should be reimbursed by the Procuring Entity for any such tax they might have to pay (or that the Procuring Entity would pay such tax on behalf of the Consultant)]

The Procuring Entity warrants that **[choose one applicable option consistent with the ITC 16.3 and the outcome of the Contracts negotiations (Form FIN-2)]**

**I/ITC16.3 indicates a tax exemption status, include the following:**

"the Consultant, the Sub consultants and the Experts shall be exempt from" N/A

**OR**

**If ITC J 6.3 does not indicate the exemption and, depending on whether the Procuring Entity shall pay the withholding tax or the Consultant has to pay, include the following:** "the Procuring Entity shall pay on behalf of the Consultant, the Sub-consultants and the Experts," **OR** "the Procuring Entity shall reimburse the Consultant, the Sub-consultants and the Experts] **N/A** any taxes, duties, fees, levies and other impositions imposed, under the applicable law in the Procuring Entity's country, on the Consultant, the Sub-consultants and the Experts in respect of:

(a) any payments whatsoever made to the Consultant, Sub-consultants and the Experts (other than nationals or permanent residents of Kenya), in connection with the carrying out of the Services; **N/A**

(b) any equipment, materials and supplies brought into Kenya by the Consultant or Sub-consultants for the purpose of carrying out the Services and which, after having been brought into such territories, will be subsequently withdrawn by them; **N/A**

(c) any equipment imported for the purpose of carrying out the Services and paid for out of funds provided by the Procuring Entity and which is treated as property of the Procuring Entity; **N/A**

(d) any property brought into Kenya by the Consultant, any Sub-consultants or the Experts (other than nationals or permanent residents of Kenya), or the eligible dependents of such experts for their personal use and which will subsequently be withdrawn by them upon their respective departure from the Procuring Entity's country, provided that: **N/A**

the Consultant, Sub-consultants and experts shall follow the usual customs procedures of Kenya in importing property into Kenya; and **N/A**

if the Consultant, Sub-consultants or Experts do not withdraw but dispose of any property in the Procuring Entity's country upon which customs duties and taxes have been exempted, the Consultant, Sub-consultants or Experts, as the case may be, (a) shall bear such customs duties and taxes in conformity with the regulations of Kenya, or (b) shall reimburse them to the Procuring Entity if they



	were paid by the Procuring Entity at the time the property in question was brought into the Procuring Entity's country <b>N/A</b>
44.1	<p>Disputes shall be settled by arbitration in accordance with the following provisions:</p> <p>1. Selection of Arbitrators. Each dispute submitted by a Party to arbitration shall be heard by a sole arbitrator or an arbitration panel composed of three (3) arbitrators, in accordance with the following provisions:</p> <p>(a) Where the Parties agree that the dispute concerns a technical matter, they may agree to appoint a sole arbitrator or, failing agreement on the identity of such sole arbitrator within thirty (30) days after receipt by the other Party of the proposal of a name for such an appointment by the Party who initiated the proceedings, either Party may apply to [name an appropriate international professional body, e.g., the Federation Internationale des Ingenieurs - Conseil (FIDIC) of Lausanne, Switzerland] for a list of not fewer than five (5) nominees and, on receipt of such list, the Parties shall alternately strike names there from, and the last remaining nominee on the list shall be the sole arbitrator for the matter in dispute. If the last remaining nominee has not been determined in this manner within sixty (60) days of the date of the list, [insert the name of the same professional body as above] shall appoint, upon the request of either Party and from such list or otherwise, a sole arbitrator for the matter in dispute.</p> <p>(b) Where the Parties do not agree that the dispute concerns a technical matter, the Procuring Entity and the Consultant shall each appoint one (1) arbitrator, and these two arbitrators shall jointly appoint a third arbitrator, who shall chair the arbitration panel. If the arbitrators named by the Parties do not succeed in appointing a third arbitrator within thirty (30) days after the latter of the two (2) arbitrators named by the Parties has been appointed, the third arbitrator shall, at the request of either Party, be appointed by [name an appropriate international appointing authority, e.g., the Secretary General of the Permanent Court of Arbitration, The Hague; the Secretary General of the International Centre for Settlement of Investment Disputes, Washington, D.C.; the International Chamber of Commerce, Paris; etc.].</p> <p>(c) If, in a dispute subject to paragraph (b) above, one Party fails to appoint its arbitrator within thirty (30) days after the other Party has appointed its arbitrator, the Party which has named an arbitrator may apply to the [name the same appointing authority as in said paragraph</p> <p>(d) to appoint a sole arbitrator for the matter in dispute, and the arbitrator appointed pursuant to such application shall be the sole arbitrator for that dispute.</p>

	<p>2. Rules of Procedure. Except as otherwise stated herein, arbitration proceedings shall be conducted in accordance with the rules of procedure for arbitration of the United Nations Commission on International Trade Law (UNCITRAL) as in force on the date of this Contract.</p> <p>Substitute Arbitrators. If for any reason an arbitrator is unable to perform his/her function, a substitute shall be appointed in the same manner as the original arbitrator.</p> <p>4. Nationality and Qualifications of Arbitrators. The sole arbitrator or the third arbitrator appointed pursuant to paragraphs 1(a) through 1(c) above shall be an internationally recognized legal or technical expert with extensive experience in relation to the matter in dispute and shall not be a national of the Consultant's home country [If the Consultant consists of more than one entity, add: or of the home country of any of their members or Parties/ or of the Government's country. For the purposes of this Clause, "home country" means any of:</p> <p>(a) the country of incorporation of the Consultant [If the Consultant consists of more than one entity, add: or of any of their members or Parties/; or</p> <p>(b) the country in which the Consultant's [or any of their members' or Parties'] principal place of business is located; or</p> <p>(c) the country of nationality of a majority of the Consultant's [or of any members' or Parties'] shareholders; or</p> <p>(d) the country of nationality of the Sub-consultants concerned, where the dispute involves a subcontract.</p>
41.2	Payment will be based on lump sum for assignments satisfactory performant and satisfied by the Agency to have met the terms and conditions of the contract.
	advance payment could be in either the foreign currency, or the local currency, or both; select the correct
41.2.1	<p>wording in the Clause here below. The advance bank payment guarantee should be in the same currency (ies)</p> <p>The following provisions shall apply to the advance payment and the advance bank payment guarantee:</p> <p>(1) An advance payment [of [insert amount] in foreign currency] [and of [insert amount] in Kenya Shillings] shall be made within [insert number] days after the receipt of an advance bank payment guarantee by the Procuring Entity. The advance payment will be set off by the Procuring Entity in equal portions against [list the payments against which the advance is offset] N/A</p> <p>The advance bank payment guarantee shall be in the amount and in the currency of the currency(ies) of the advance payment.</p> <p>The bank guarantee will be released when the advance payment has been fully set off. N/A</p>
41.2.4	accounts are:- For local currency [Kenya shillings]
42.2.5	interest rate is [insert rate) – N/A

## SECTION 9: APPENDICES

### Appendix A – Terms of Reference

*[This Appendix shall include the final Terms of Reference (TORs) worked out by the Procuring Entity and the Consultant during the negotiations; dates for completion of various tasks; location of performance for different tasks; detailed reporting requirements; Procuring Entity's input, including counterpart personnel assigned by the Procuring Entity to work on the Consultant's team; specific tasks that require prior approval by the Procuring Entity.]*

*Insert the text based on Section 5 (Terms of Reference) of the ITC in the RFP and modified based on the Forms TECH-1 through TECH-5 in the Consultant's Proposal. Highlight the changes to Section 5 of the RFP]*

*If the Services consist of or include the supervision of civil works, the following action that require prior approval of the Procuring Entity shall be added to the Reporting Requirements" section of the TORs: Taking any action under a civil works contract designating the Consultant as Engineer, for which action, pursuant to such civil works contract, the written approval of the Procuring Entity is required.*

### Appendix B - Key Experts

*[Insert a table based on Form TECH-6 of the Consultant's Technical Proposal and finalized at the Contract's negotiations. Attach the CVs (updated and signed by the respective Key Experts) demonstrating the qualifications of Key Experts.]*

*[Specify Hours of Work for Key Experts: List here the hours of work for Key Experts; travel time to/ from Kenya; entitlement, if any, to leave pay; public holidays in Kenya that may affect Consultant's work; etc. Make sure there is consistency with Form TECH-6. In particular: one month equals twenty-two (22) working (billable) days. One working (billable) day shall be not less than eight (8) working (billable) hours.]*

### Appendix C – Remuneration Cost Estimates

#### 1. Monthly rates for the Experts:

*[Insert the table with the remuneration rates. The table shall be based on [Form FIN-3] of the Consultant's Proposal and reflect any changes agreed at the Contract negotiations, if any. The footnote shall list such changes made to [Form FIN-3] at the negotiations or state that none has been made.]*

#### 2. *[When the Consultant has been selected under Quality-Based Selection method, or the Procuring Entity has requested the Consultant to clarify the breakdown of very high remuneration rates at the Contract's negotiations also add the following:*

*"The agreed remuneration rates shall be stated in the attached Form: Breakdown of Agreed Fixed Rates in Consultant's Contract. This form shall be prepared on the basis of Appendix A to Form FIN-3 of the RFP "Consultants' Representations regarding Costs and Charges" submitted by the Consultant to the Procuring Entity prior to the Contract's negotiations.*

*Should these representations be found by the Procuring Entity (either through inspections or audits pursuant to Clause GCC 25.2 or through other means) to be materially incomplete or inaccurate, the Procuring Entity shall be entitled to introduce appropriate modifications in the remuneration rates affected by such materially incomplete or inaccurate representations. Any such modification shall have retroactive effect and, in case remuneration has already been paid by the Procuring Entity before any such modification, (i) the Procuring Entity shall be entitled to offset any excess payment against the*

*next monthly payment to the Consultants, or (ii) if there are no further payments to be made by the Procuring Entity to the Consultants, the Consultants shall reimburse to the Procuring Entity any excess payment with in thirty (30)days of receipt of a written claim of the Procuring Entity. Any such claim by the Procuring Entity for reimbursement must be made within twelve (12) calendar months after receipt by the Procuring Entity of a final report and a final statement approved by the Procuring Entity in accordance with Clause GCC45. 1(d) of this Contract."*

## BREAKDOWN OF AGREED FIXED RATES IN CONSULTANT'S CONTRACT

We hereby confirm that we have agreed to pay to the Experts listed, who will be involved in performing the Services, the basic fees and away from the home office allowances (if applicable) indicated below:

(Expressed in [insert name of currency]) \*

Experts		1	2	3	4	5	6	7	8
Name	Position	Basic Remuneration rate per Working Month/Day/Year	Social Charge <sup>s1</sup>	Overhead <sup>ad1</sup>	Subtotal	Profit <sup>2</sup>	Away from Home Office Allowance	Agreed Fixed Rate per Working Month/Day/Hour	Agreed Fixed Rate per Working Month/Day/Hour <sup>1</sup>
Home Office									
Work in Kenya									

Expressed as percentage of 1

1 Expressed as percentage of 4

\* If more than one currency, add a table

Signature\_\_\_\_\_Date\_\_\_\_\_

Name and Title:\_\_\_\_\_

## APPENDIX D: REIMBURSABLE EXPENSES COST ESTIMATES

1. {Insert the table with the Reimbursable Expenses rates. The table shall be based on [Form FIN-4] of the Consultant's Proposal and reflect any changes agreed at the Contract negotiations, if any. The foot note shall list such changes made to [FormFIN-4] at the negotiations or state that none has been made.]
2. All reimbursable expenses shall be reimbursed at actual cost, unless otherwise explicitly provided in this Appendix, and in no event shall reimbursement be made in excess of the Contract amount.

## APPENDIX E: FORM OF ADVANCE PAYMENTS GUARANTEE

[Note: See Clause GCC 41.2 and

SCC41.2] Bank Guarantee for

Advance Payment

\_\_\_\_\_ [Bank's Name and Address of Issuing Branch or Office]

Beneficiary: \_\_\_\_\_ [Name and Address of Procuring

Entity] Date: \_\_\_\_\_

ADVANCE PAYMENT GUARANTEE No. \_\_\_\_\_

We have been informed that \_\_\_\_\_ [name of Consultant or a name of the Joint Venture, same as appears on the signed Contract] (herein after called "the Consultant") has entered into Contract No. \_\_\_\_\_ [Reference number of the contract] dated \_\_\_\_\_ with you, for the provision of \_\_\_\_\_ [brief description of Services] (hereinafter called "the Contract").

Furthermore, we understand that, according to the conditions of the Contract, an advance payment in the sum of \_\_\_\_\_ [Amount in figures] () [amount in words] is to be made against an advance payment guarantee.

At the request of the Consultant, we \_\_\_\_\_ [name of bank] hereby irrevocably undertake to pay you any sum or sums not exceeding in total an amount of \_\_\_\_\_ [amount in figures] () [amount in words]<sup>1</sup> upon receipt by us of your first demand in writing accompanied by a written statement stating that the Consultant are in breach of their obligation under the Contract because the Consultant have used the advance payment for purposes other than toward providing the Services under the Contract.

It is a condition for any claim and payment under this guarantee to be made that the advance payment referred to above must have been received by the Consultant on their account number \_\_\_\_\_ at \_\_\_\_\_ [name and address of bank].

The maximum amount of this guarantee shall be progressively reduced by the amount of the advance payment repaid by the Consultant as indicated in copies of certified monthly statements which shall be presented to us. This guarantee shall expire, at the latest, upon our receipt of the monthly payment certificate indicating that the Consultant has made full repayment of the amount of the advance payment, or on the day of \_\_, 2\_\_,<sup>2</sup> whichever is earlier.

Consequently, any demand for payment under this guarantee must be received by us at this

office on or before that date. This guarantee is subject to the Uniform Rules for Demand

Guarantees, ICC Publication No.758.

[Signature (s)]

**Note:** All italicized text is for indicative purposes only to assist in preparing this form and shall be deleted from the final product.

---

<sup>1</sup>The Guarantor shall insert an amount representing the amount of the advance payment and denominated either in the currency (ies) of the advance payment as Specified in the Contract, or in a freely convertible currency acceptable to the Procuring Entity.

<sup>2</sup>Insert the expected expiration dates. In the event of an extension of the time for completion of the Contract, the Procuring Entity would need to request an extension of this guarantee from the Guarantor. Such request must be in writing and must be made prior to the expiration date established in the guarantee. In preparing this guarantee, the procuring Entity might consider adding the following text to the form, at the end of the penultimate paragraph: "The Guarantor agrees to a one-time extension of this guarantee for a period not to exceed [six months] [one year], in response to the Procuring Entity's written request for such extension, such request to be presented to the Guarantor before the expiry of the guarantee."



## SECTION 10. NOTIFICATION FORMS

### 1. NOTIFICATION OF INTENTION TO AWARD

Procuring Entity: \_\_\_\_\_ *[insert the name of the Entity]* Contract title: \_\_\_\_\_ *[insert the name of the contract]* RFP No: \_\_\_\_\_ *[insert RF Preference number]*

This Notification of Intention to Award (Notification) notifies you of our decision to award the above contract. The transmission of this Notification begins the Standstill Period. During the Standstill Period you may:

- a) Request a debriefing in relation to the evaluation of your Proposal, and/or
- b) Submit a Procurement-related Complaint in relation to the decision to award the contract.

The successful Consultant

Name:	<i>[insert name of successful Consultant]</i>
Address:	<i>[insert address of the successful Consultant]</i>
Contract price:	<i>[insert contract price of the successful Consultant]</i>

\_\_\_\_\_

## REQUEST FOR REVIEW

### FORM FOR REVIEW (r.203(1))

#### 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 of .....20.....in the matter of Tender No.....of .....20..... for .....(Tender description).

#### REQUEST FOR REVIEW

I/We.....,the above named Applicant(s), of address: Physical address.....P. O. Box 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.

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

1.

2.

SIGNED .....(Applicant) Dated on.....day of ...../ ...20.....

---

FOR OFFICIAL USE ONLY Lodged with the Secretary Public Procurement Administrative Review Board on.....day of .....20.....

**SIGNED**

**Board Secretary**

## 2 LETTER OF AWARD

*[use letterhead paper of the Procuring Entity] [date]\_\_\_\_\_To: \_\_\_\_\_ [name and address of the winning Consultant] Subject: Notification of Award Contract No.....*

This is to notify you that your Proposal dated\_\_\_\_\_ *[insert date]* for consulting services for *[name of the assignment]* as negotiated with you on \_\_\_\_\_ for the contract amount of \_\_\_\_\_ *[Insert amount in numbers and words and name of currency]* is here by accepted by our agency.

You are requested to:(i) sign and return the draft negotiated Contract attached here with within eight (8) Business Days from the date of receipt of this notification; and (ii) furnish the additional information on beneficial ownership in accordance with the Data Sheet of ITC 32.1 within eight (8) days using the Beneficial Ownership Disclosure Form, included in Section 7 of the Request of Proposals.

Authorized Signature:\_\_\_\_\_

Name and Title of Signatory:\_\_\_\_\_

Name of Agency:\_\_\_\_\_

***Attachment: Draft Negotiated Contract***

### 3. BENEFICIAL OWNERSHIP DISCLOSURE FORM

**INSTRUCTIONS TO CONSULTANTS: DELETE THIS BOX ONCE YOU HAVE COMPLETED THE FORM**

*This Beneficial Ownership Disclosure Form ("Form") is to be completed by the successful Consultant. In case of joint venture, the Consultant must submit a separate Form for each member. The beneficial ownership information to be submitted in this Form shall be current as of the date of its submission.*

*For the purposes of this Form, a Beneficial Owner of a Consultant is any natural person who ultimately owns or controls the Consultant by meeting one or more of the following conditions:*

- *Directly or indirectly holding 25% or more of the shares.*
- *Directly or in directly holding 25% or more of the voting rights.*
- *Directly or indirectly having the right to appoint a majority of the board of directors or equivalent governing body of the Consultant.*

Request for Proposal Reference No.: \_\_\_\_\_ [insert identification no] Name of the Assignment: \_\_\_\_\_ [insert name of the assignment] to: \_\_\_\_\_ [insert complete name of Procuring Entity]

In response to your notification of award dated \_\_\_\_\_ [insert date of notification of award] to furnish additional information on beneficial ownership: \_\_\_\_ [select one option as applicable and delete the options that are not applicable]

I) We here by provide the following beneficial ownership information.

*Details of beneficial ownership*

<b>Identity of Beneficial Owner</b>	<b>Directly or indirectly holding 25% or more of the shares (Yes / No)</b>	<b>Directly or indirectly holding 25 % or more of the Voting Rights (Yes / No)</b>	<b>Directly or indirectly having the right to appoint a majority of the board of the directors or an equivalent governing body of the Consultant (Yes / No)</b>
<i>[include full name (last, middle, first), nationality, country of residence]</i>			

OR

- ii) *We declare that there is no Beneficial Owner meeting one or more of the following conditions: directly or indirectly holding 25% or more of the shares. Directly or indirectly holding 25% or more of the voting rights. Directly or indirectly having the right to appoint a majority of the board*

*of directors or equivalent governing body of the Consultant.*

OR

- iii) *We declare that we are unable to identify any Beneficial Owner meeting one or more of the following conditions. [If this option is selected, the Consultant shall provide explanation on why it is unable to identify any Beneficial Owner]*

*Directly or indirectly holding 25% or more of the shares. Directly or indirectly holding 25% or more of the voting rights.*

*Directly or indirectly having the right to appoint a majority of the board of directors or equivalent governing body of the Consultant]"*

*Name of the Consultant: .....\*[insert complete name of the Consultant]\_\_\_\_\_*

*Name of the person duly authorized to sign the Proposal on behalf of the Consultant: \*\* [insert complete name of person duly authorized to sign the Proposal]*

*Title of the person signing the Proposal: ..... [insert complete title of the person signing the Proposal]*

*Signature of the person named above: ..... [insert signature of person whose name and capacity are shown above]*

*Date signed ..... [insert date of signing] day of..... [Insert month], [insert year]*



Your G2B trading partner

# **KENYA TRADE NETWORK AGENCY**

*Simplifying Trade Processes For Kenya's Competitiveness*



## **STAFF ESTABLISHMENT**



**JULY 2017**

## **FORWARD**

This staff establishment has been developed to guide in the recruitment of Kenya Trade Network Agency(KenTrade) staff. The document will act as a guide for the recruitment process and will ensure optimal establishment in the directorates, departments, divisions, sections and units of the Agency.

The establishment will apply to the employees ofKenTrade and should be updated from time to time to reflect policy and business changes affecting its operations.

The development process commenced with deliberations at the KenTrade Board of Directors. The Board reviewed the proposals made by management to review the organization structure and gave their valuable input based on their expertise and understanding of the changing business environment. A panel was thereafter constitutedcomprising of KenTrade management and officers from the State Corporations Advisory Committee. The panel reviewed the KenTrade mandate and functions and aligned the proposals to the establishment. The Agency believes that the process was as important as the outcome.

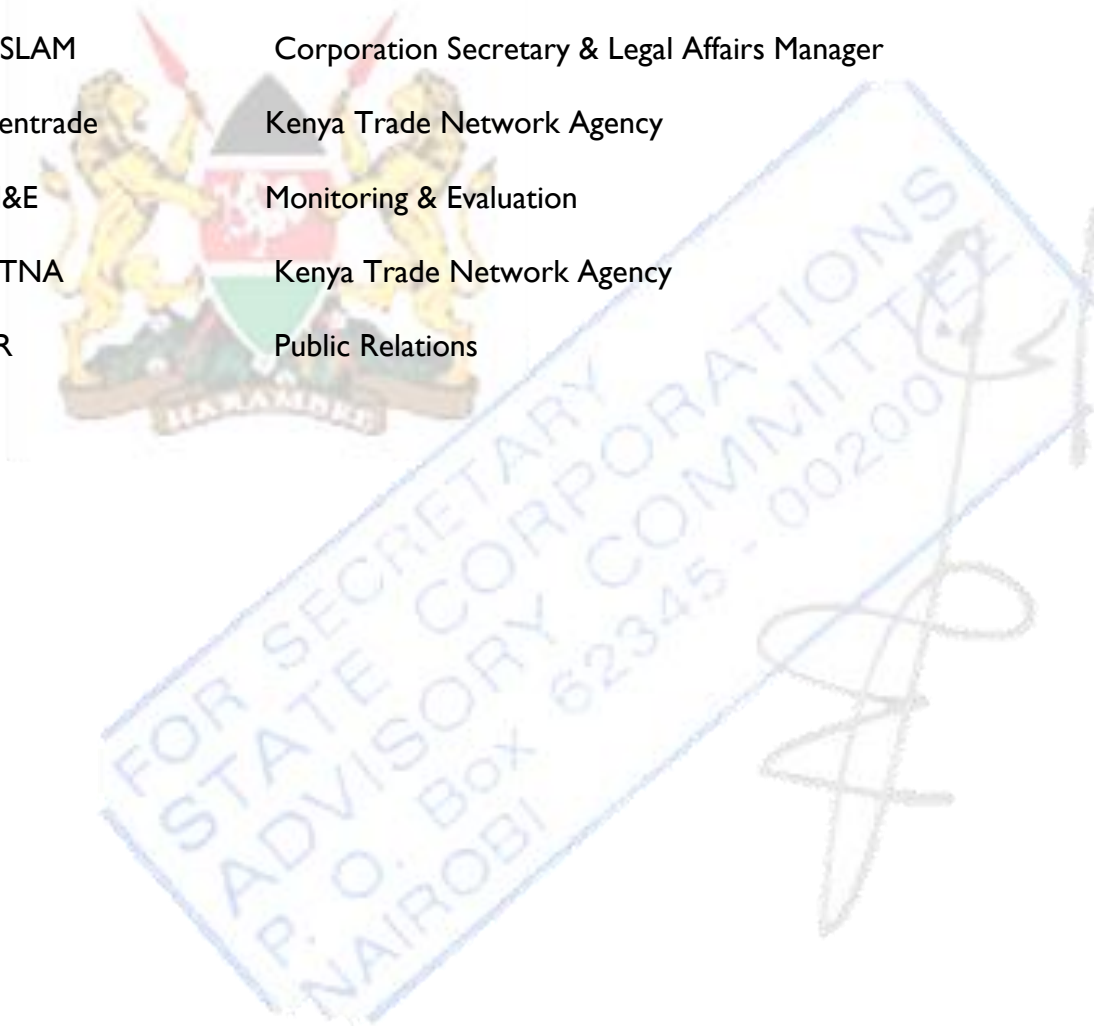
I am grateful to the secretary State Corporations Advisory Committee for her commitment in releasing the officers to provide guidance in order to fast track the process of developing this document.

**Amos S. Wangora**

**CHIEF EXECUTIVE OFFICER**

## Abbreviations/Acronyms

BPR	Business Process Re-engineering
CEO	Chief Executive Officer
CSLAD	Corporation Secretary & Legal Affairs Department
CSLAM	Corporation Secretary & Legal Affairs Manager
Kentrade	Kenya Trade Network Agency
M&E	Monitoring & Evaluation
KTNA	Kenya Trade Network Agency
PR	Public Relations





## Contents

Abbreviations/Acronyms .....	3
I.0 INTRODUCTION .....	5
I.1 Mandate and Functions .....	5
I.2 Summary of the staff establishment for KenTrade .....	5
I.1.1 Chief Executive Officer's Office .....	13
I.1.2 Directorate of Trade Facilitation .....	14
I.1.2.1 Functions of the Trade Facilitation Directorate as per Departments .....	14
a) <b>TradeNet and Value Add Services Department</b> .....	14
b) <b>Customer Service and Contact Centre Department</b> .....	15
I.1.3 Directorate of Information Technology Infrastructure and Innovations .....	17
I.1.3.1 Functions of the Directorate of Information Technology Infrastructure and Innovations as per Departments .....	17
a) <b>Information Technology and Infrastructure Department</b> .....	17
b) <b>Innovations and Solution Development Department</b> .....	18
I.1.4 Directorate of Strategy, Compliance and Business Development .....	21
I.1.4.1 Functions of the Directorate of Strategy, Compliance and Business Development as per Departments .....	21
a) <b>Marketing and Communication Department</b> .....	21
b) <b>Strategy, Compliance and Statistics Department</b> .....	22
c) <b>Project Management Department</b> .....	23
I.1.5 Corporate Services Directorate .....	25
I.1.5.1 Functions of the Directorate of Corporate Services as per department .....	26
a) <b>Human Resource and Administration Department</b> .....	26
b) <b>Finance Department</b> .....	27
I.1.6 Supply Chain Department .....	29
I.1.7 Corporation Secretary and Legal Affairs Department .....	31
I.1.8 Internal Audit Department .....	32

## **1.0 INTRODUCTION**

### **1.1 Mandate and Functions**

The Kenya Trade Network Agency (Kentrade), was established through legal notice No. 6 of 2011 dated 28<sup>th</sup> January 2011 as a State Corporation under the National Treasury whose mandate is to implement, manage and operationalize the Kenya National Electronic Single Window System (also known as the Kenya TradeNet System) and to facilitate Trade.

The functions of the Agency are to:

- i. Implement policies relating to the National Electronic Single Window System;
- ii. Integrate electronic systems of public and private entities involved in receipting, processing and approving documents relating to international trade transactions;
- iii. Develop, manage, and promote interchange of electronic data for facilitation of trade;
- iv. Undertake and co-ordinate research and surveys in electronic commerce aimed at simplifying and harmonizing trade documentation;
- v. maintain an electronic database of all imported and exported goods and services and the levies, fees, duties and taxes charged on imported or exported goods and services;
- vi. Collect trade statistics;
- vii. Plan, develop, monitor and evaluate training programmes for all stakeholders to ensure conformity with international best practices; and

### **1.2 Summary of the staff establishment for KenTrade**

The overall management of KenTrade is vested in the Board of Directors who provides policy and oversight while the Chief Executive Office is answerable to the Board on the day to day operations and management affairs of the Agency. For effective administration, KenTrade is organized into four (4) Directorates and three (3) departments that are headed by four Directors and three managers respectively, who are answerable to the CEO on management of their functional area as follows:

- (i) Trade Facilitation Directorate
- (ii) Information Technology, Infrastructure & Innovations Directorate
- (iii) Strategy, Compliance & Business Development Directorate
- (iv) Corporate Services Directorate
- (v) Internal Audit Department
- (vi) Supply Chain Management Department
- (vii) Corporation Secretary & Legal Affairs Department

The staffing levels of the above structure which constitute the staff establishment of KenTrade summarized in Table 1:

**Table I: Summary of the staff establishment for KenTrade**

No.	Designation	Job Grade (KTNA)	Numbers	Remarks
<b>I. OFFICE OF THE CEO</b>				
1.	Chief Executive Officer	I	1	Overall Head of Kentrade
2.	Executive Assistant	9/8/7	1	To offer secretarial and office administration services to the Office of the CEO
3.	Driver	10/9	1	To offer driving services to the CEO
<b>Sub-total</b>			<b>3</b>	
<b>2. DIRECTORATE OF TRADE FACILITATION</b>				
4.	Director	2	1	To head Trade Facilitation Directorate
<b>(a) Trade Facilitation and Value Add Services Department</b>				
5.	Manager	3	1	To head the Facilitation and Value Added Services Department
6.	Shipping and Customs Operations Officer/Senior/Principal or Ass. Manager	7/6/5 or 4	1	To perform shipping and customs support function
7.	Permits and Licenses Operations Officer/Senior/Principal or Ass. Manager	7/6/5 or 4	1	To perform Permit and license operational support to users of the TradeNet system
8.	E-Trade Portal and Value Add Service Operations Officer/Senior/Principal or Ass. Manager	7/6/5 or 4	2	To provide operational support on the E-Trade portal and other E-commerce services
<b>Sub-Total</b>			<b>5</b>	

<b>(b) Customer Service and Contact Center Department</b>				
9.	Manager Customer Service and Contact Centre	3	1	To head Customer Service and Contact Centre Services department
10.	Officer/Senior/Principal/Ass. Manager Customer Services	7/6/5/4	8	To support users on TradeNet functions at border regions
11.	Officer/Senior/Principal/Ass. Manager Contact Centre	7/6/5/4	1	To coordinate and oversee Contact Centre services
12.	Assistant Officer/Senior Assistant/Officer Customer Service	9/8	5	To perform customer service functions at the border regions
13.	Assistant Officer/Senior Assistant/Officer Contact Centre	9/8	12	To perform Contact Centre services
<b>Sub Total</b>			<b>27</b>	
<b>Total for Trade Facilitation Directorate</b>			<b>33</b>	
<b>3. DIRECTORATE OF INFORMATION TECHNOLOGY INFRASTRUCTURE AND INNOVATIONS</b>				
14.	Director	2	1	To head Information Technology Infrastructure and Innovations Directorate
<b>(a) Information Technology (IT)&amp; Infrastructure Department</b>				
15.	Manager Information Technology (IT) & Infrastructure	3	1	To head the Information Technology (IT) & Infrastructure Department
16.	Assistant Manager Infrastructure and Service Management	4	1	To head the Infrastructure and Service Management Division
17.	Assistant Manager Data and Systems Management	4	1	To head the Data and Systems Management Division
18.	Officer/Senior /Principal Network Engineer	7/6/5	2	To support and maintain the Agency IT Network

19.	Officer/Senior /Principal Infrastructure Engineer	7/6/5	2	To support and maintain the Agency IT infrastructure
20.	Officer/Senior /Principal Systems Administrator	7/6/5	3	To perform system administration functions at the Agency
21.	Officer/Senior /Principal Database Administrator	7/6/5	2	To perform database administration functions at the Agency
22.	Assistant /Senior Assistant/Officer ICT Service Support	9/8/7	2	To perform ICT Helpdesk functions at the Agency.
<b>Sub-total</b>			<b>14</b>	
<b>(b) Innovations and Solution Development Department</b>				
23.	Manager Innovations and Solution Development	3	1	To head Innovations and Solution Development department
24.	Assistant Manager Information Security	4	1	To head Information Security Division
25.	Officer/Senior /Principal System Analysts	7/6/5 or 4	2	To perform information systems requirements gathering and specification, systems analysis, Information Systems Design functions at the Agency
26.	Officer/Senior /Principal Product &Application Developer	7/6/5 or 4	2	To perform analyses, design, writing and testing new or existing programs and applications functions at the Agency
27.	Officer/Senior /Principal Web Master	7/6/5 or 4	1	To support and maintain the Agency website related functions at the Agency
28.	Information Security Officer/Senior/Principal	7/6/5	1	To perform roles geared towards ensuring the Agency systems are secured from internal and external threats
<b>Sub-total</b>			<b>8</b>	
<b>Total Directorate of Information Technology Infrastructure and Innovations</b>			<b>23</b>	



#### 4. DIRECTORATE OF STRATEGY COMPLIANCE AND BUSINESS DEVELOPMENT

29.	Director	2	1	To head Strategy and Business Development Directorate
<b>(a) Marketing and Communication Department</b>				
30.	Marketing and Communication Manager	3	1	To head the Marketing and Communication Department
31.	Assistant Manager Marketing & Business Development	4	1	To head the Marketing & Business Development Division
32.	Assistant Manager Corporate Communication	4	1	To head the Corporate Communication Division
33.	Marketing & Business Development Officer/Senior/Principal	7/6/5	1	To perform the Marketing and Business Development function
34.	Market Research and Development Officer/Senior/Principal	7/6/5	1	To perform the Research and Development function
35.	Key Accounts Officer/Senior/Principal	7/6/5	1	To carry out Key Accounts function
36.	PR or Media Relations Officer/Senior/Principal	7/6/5	2	To perform the PR and Media Relations function
<b>Sub-total</b>			<b>8</b>	
<b>(b) Strategy, Compliance and Statistics Department</b>				
37.	Manager Strategy, Compliance and Statistics	3	1	To head the Strategy, Planning and Statistics Department
38.	Assistant Manager Strategy & Planning	4	1	To head the Strategy and Planning Division
39.	Assistant Manager Risk Management and Compliance	4	1	To head the Risk Management and Compliance Division

	Compliance			
40.	Assistant Manager Stakeholder Capacity building	4	1	To head the Stakeholder Capacity building function
41.	Data Analyst/Statistician Officer/Senior/Princip al	7/6/5	2	To perform the Data Analyst/Statistician Function
42.	Performance Management, M&E Officer/Senior/Princip al	7/6/5	2	To perform the Performance Management, M & E Function
<b>Sub-total</b>			<b>8</b>	
<b>(c) Project Management Department</b>				
43.	Manager Projects	3	1	To head the Project Management Division
44.	Assistant Manager Projects & BPR	4	1	To head the Projects and BPR Department
45.	Assistant Manager Change Management	4	1	To head the Change Management Department
46.	Business Analyst Officer/Senior/Princip al	7/6/5	2	To perform the Business Analyst function
47.	Quality Assurance Officer/Senior/Princip al	7/6/5	1	To perform the Quality Assurance function
48.	Change Management Officer/Senior/Princip al	7/6/5	1	To perform Change Management function
49.	Project Administrator/Senior	7/6	1	To perform Project Administration function
<b>Sub-total</b>			<b>8</b>	
<b>Total for Strategy and Business Development Directorate</b>			<b>25</b>	
<b>5. CORPORATE SERVICES DIRECTORATE</b>				
50.	Director	2	1	To head the Corporate Services Directorate
<b>(a) Human Resource and Administration Department</b>				
51.	Manager, Human	3	1	To head the Department

	Resource and Administration			
52.	Assistant Manager, Administration	4	1	To undertake the & Administration and facilities Management function
53.	Human Resource Officer/Senior /Principal	7/6/5 or 4	1	To undertake the Human Resource function and development
54.	Administration Officer/Senior /Principal	7/6/5	2	To coordinate transport and security services
55.	Executive Assistant	9/8/7	3	To provide secretarial & Office administration services
56.	Records Management Assistant	9/8	1	<ul style="list-style-type: none"> <li>Oversee the operations of the registries in Kentrade</li> <li>Operations of both confidential and open registries</li> <li>Mail management</li> </ul>
57.	Receptionist	9/8	2	Provide front office services
58.	Driver	10/9	4	Ferrying of the staff travelling on official duty & official visitors of the Agency
59.	Office Assistant	11/10	3	Providing office support services
<b>Sub-total</b>			<b>18</b>	
<b>(b) Finance Department</b>				
60.	Manager, Finance	3	1	To head the Finance Department
61.	Assistant Manager Finance & Budgeting	4	1	To undertake Finance and budgeting functions
62.	Accountant /Officer/Senior/Principal	7/6/5	2	In charge of Management Accounts/Financial Accounts /Revenue
63.	Accounts Assistant/Senior Assistant	9/8	2	Provide accounting assistance services.
<b>Sub-total</b>			<b>6</b>	
<b>Total for Corporate Services Directorate</b>			<b>25</b>	
<b>6. PROCUREMENT DEPARTMENT</b>				
64.	Supply Chain Manager	3	1	To head the supply chain management function
65.	Supply Chain	7/6/5/4	2	To assist in procurement and stores



	Officer/Senior/Principal			function
<b>Sub-total</b>			<b>3</b>	
<b>7. CORPORATION SECRETARY AND LEGAL AFFAIRS DEPARTMENT</b>				
66.	Corporations Secretary and Legal Affairs Manager	3	1	To head the Legal affairs Department and provide Board secretariat function
67.	Assistant Manager Legal Affairs	4	1	To head the legal affairs division and assist in carrying out the legal services and Board secretariat functions
68.	Legal Officer /Senior/Principal	7/6/5	1	To assist in carrying out legal affairs functions
<b>Sub-Total</b>			<b>3</b>	
<b>8. INTERNAL AUDIT DEPARTMENT</b>				
69.	Manager Internal Audit	3	1	To head the internal audit Department
70.	Internal Audit Officer/Senior/Principal	7/6/5/4	2	To assist in performing the internal audit function
<b>Sub-total</b>			<b>3</b>	
<b>GRAND TOTAL</b>			<b>118</b>	

## 2.0 DEATAILED STAFF ESTABLISHMENT

The detailed KenTrade staff establishment is as follows:

### 1.1.1 Chief Executive Officer's Office

The position of Chief Executive Officer (CEO) is established at Job Grade KTNA I and shall be responsible to the Board for the day to day operations and will also be the Chief Advisor to the Board of Directors. The functions of the Office of CEO include:-

- (i) Providing advice on matters pertaining to KenTrade mandate;
- (ii) Providing guidance and management of the Agency to ensure achievement of Kentrade strategic objectives;
- (iii) Providing leadership in the development and implementation of the Agency's strategic plans to achieve its mandate;
- (iv) Ensuring effective mobilization and utilisation of resources;
- (v) Advising the Board on the Agency's performance;
- (vi) Cultivating and encouraging a productivity culture of results in the Agency;
- (vii) Establishing, directing and managing the Agency's managerial, financial and operational systems, procedures and controls to ensure that they are professional, workable and sustainable;
- (viii) Nurturing the organisation's human resource and ensuring that appropriate management structures and policies are developed and implemented;
- (ix) Relationship management and networking with local and regional business partners and stakeholders;
- (x) Promoting sound corporate governance and ethical standards; and
- (xi) Providing proactive public relations and enhancing the company's corporate image.
- (xii) To effectively carry out the function of this Office, the following staffing levels are recommended.

In order to execute the above functions the CEO's office will be staffed as detailed in table 2 below:

**Table 2: Staffing Levels for the Office of the CEO**

No.	Designation	Job Grade KTNA	Proposed Numbers	Deployment Area
1.	Chief Executive Officer	I	I	Overall Head of Kentrade
2,	Executive Assistant	9/8/7	I	To offer secretarial and office administration

				services to the Office of the CEO
3.	Driver	10/9	1	To offer driving services to the CEO
	<b>Total</b>		<b>3</b>	

### **I.1.2 Directorate of Trade Facilitation**

The Trade Facilitation Directorate will be headed by a Director, Trade Facilitation - KTNA Grade 2 who will be answerable to the CEO, for all Trade Facilitation, Value Add services, and Customer Service and Contact Centre functions at the Agency. The Directorate comprise two (2) Departments namely:-

- a) TradeNet & Value Add Services Department
- b) Customer Service and Contact Centre Department

#### **I.1.2.1 Functions of the Trade Facilitation Directorate as per Departments**

##### **a) TradeNet and Value Add Services Department**

The TradeNet and Value Add Services Department will be headed by a Manager, TradeNet and Value Add Services Department - KTNA Grade 3 who will be answerable to the Director Trade Facilitation for all Trade Facilitation, TradeNet and E-commerce Value Added services at the Agency.

The Trade Facilitation Function will entail:

- (i) Overseeing and coordinating the operations of the electronic single window system in Kenya and ensure the business processes meet international practices including the linkage between the external stakeholder systems and the TradeNet (single window system)
- (ii) Overseeing and coordinating the operations of the Kenya Trade Information Portal and ensure the system is optimally maintained. Ensure the procedures and content is up to date and meets user needs.
- (iii) Overseeing and coordinating the operations of E-Commerce Value add systems implemented by Kentrade and that these operate optimally as envisaged.
- (iv) Act as the key liaison to ensure the support of users of the systems for external clients
- (v) Liaise with government agencies using the various Agency systems to ensure content is availed and systems data is retained and up to date.
- (vi) Ensure the optimal support of system users as second line support for issues raised by the Contact Centre
- (vii) Responsible for the operations of all Trade systems in the agency

- (viii) Ensure continuous review of the business to ensure use of the single window system and other value add systems as trade tools.

## **b) Customer Service and Contact Centre Department**

The Customer Service and Contact Centre Department will be headed by a Manager Customer Service and Contact Centre - KTNA Grade 3, who will be answerable to the Director, Trade Facilitation, for Customer Service and Contact Centre functions at the Agency.

The Customer Service and Contact Centre Function will entail:

- (i) Developing and implementing the customer service charter for KENTRADE
- (ii) Developing and maintaining effective customer registration and feedback process
- (iii) Oversee the operations of KENTRADE Facilitation Centers at the exit and entry borders of the country and ensure satisfactory support to users of the KNESWS
- (iv) Coordinate and Oversee the operations of the KenTrade Contact Centers
- (v) Maximizing operational performance and Call Centre services.
- (vi) Identifying customer service trends in order to ensure customer experience is optimized.
- (vii) Carry out optimal Customer satisfaction surveys and implement recommendations

To achieve the above functions, the Directorate Trade Facilitation shall be staffed as indicated in table 3 below:

**Table 3: Staffing Levels for the Trade Facilitation Directorate**

<b>No.</b>	<b>Designation</b>	<b>Job Grade KTNA</b>	<b>Numbers</b>	<b>Remarks</b>
1.	Director	2	1	To head Trade Facilitation Directorate
<b>Trade Facilitation and Value Add Services Department</b>				
2.	Manager	3	1	To head the Facilitation and Value Added Services Department
3.	Shipping and Customs Operations Officer/Senior/Principal/Ass. Manager	7/6/5 or 4	1	To perform shipping and customs support function

No.	Designation	Job Grade KTNA	Numbers	Remarks
4.	Permits and Licenses Operations Officer/Senior/Principal/Ass. Manager	7/6/5 or 4	1	To perform Permit and license operational support to users of the TradeNet system
5.	E-Trade Portal and Value Added Service Operations Officer/Senior/Principal/Ass. Manager	7/6/5 or 4	2	To provide operational support on the E-Trade portal and other E-commerce services
<b>Sub - Total</b>			<b>5</b>	
<b>Customer Service and Contact Center Department</b>				
1.	Manager Customer Service and Contact Centre	3	1	To head Customer Service and Contact Centre Services department
2.	Customer Services Officer/Senior/Principal/Ass. Manager	7/6/5 or 4	8	To support users on TradeNet functions at border regions
3.	Contact Centre Officer/Senior/Principal/Ass. Manager	7/6/5 or 4	1	To coordinate and oversee Contact Centre services
4.	Customer Service Assistant Officer/Senior Assistant/Officer	9/8	5	To perform customer service functions at the border regions
5.	Contact Centre Assistant Officer/Senior Assistant/Officer	9/8	12	To perform Contact Centre services at the
<b>Sub Total</b>			<b>27</b>	
<b>Total for Trade Facilitation Directorate</b>			<b>33</b>	



### **1.1.3 Directorate of Information Technology Infrastructure and Innovations**

The Directorate of Information Technology, Infrastructure and Innovations will be headed by a Director, Information Technology, Infrastructure and Innovations - KTNA Grade 2 who will be answerable to the CEO, for all Information Communication Technology, Infrastructure, Innovation and Solution Development functions at the Agency. The Directorate comprise two (2) Departments namely:-

- (c) Information Communications Technology Department
- (d) Innovations and Solution Development Department

#### **1.1.3.1 Functions of the Directorate of Information Technology Infrastructure and Innovations as per Departments**

##### **a) Information Technology and Infrastructure Department**

The Information Communications Technology Department will be headed by a Manager, Information Technology and Infrastructure Department, KTNA Grade 3, who will be answerable to the Director Information Technology, Infrastructure and Innovations for all IT Infrastructure, Service Management, Data and Systems Management functions at the Agency. The Department comprises of two (2) divisions namely:-

- i. Infrastructure and Service Management Division
- ii. Data and Systems Management Division

The Information Technology and Infrastructure function will entail:-

- a) Formulate and implement ICT policies, procedures and plans;
- b) Manage third party service providers of ICT services such as Internet to ensure that the Agency gets value for money;
- c) Identify ICT needs of KENTRADE staff and clients;
- d) Develop, implement and manage computerized information systems at the Agency
- e) Provide ICT services to transform the Agency into an automated work environment that supports efficient and effective service delivery;
- f) Provide appropriate information and guidance on emerging trends and best practices in ICT to enable KENTRADE optimize usage of technology;
- g) Provide support for users of KENTRADE's ICT Services including users of TradeNet;
- h) Maintain KENTRADE's information systems to ensure optimal availability and accessibility.
- i) Implement, administrate and maintain KENTRADE's network infrastructure, Databases and systems

- j) Liaison with vendors, service providers prior, during and after implementation of IT infrastructure projects and ensure optimal contract management.

## **b) Innovations and Solution Development Department**

The Innovations and Solution Development Department will be headed by a Manager Innovations and Solution Development - KTNA Grade 3, who will be answerable to the Director, Information Technology, Infrastructure and Innovations for Innovations and Solution Development functions at the Agency. The Department will comprise two (2) Divisions namely:-

1. Innovations and Solution Development
2. Information Security Division

The Innovations and Solution Development Function will entail:

- i. Delivering the Innovation Strategy and road-map in liaison with the respective business departments
- ii. Participate in the development of Innovative solutions using various project management disciplines and product process guidelines
- iii. Provide professional input in collaboration with the product teams in origination, to Identify, validate and develop new products and service solutions for the Agency clients
- iv. Participate in the preparation of proposals for new business ideas, new lines of business and products
- v. Analyze, evaluate technology trends, review and develop product features to achieve product goals.
- vi. Monitoring and proactively analyzing, on an ongoing basis all ideas from internal and external partners
- vii. Provide professional input in detailed market research and analysis to understand changing landscape of technology innovation within the trade and logistics industry locally and globally that will aid in innovation across the Agency
- viii. Translate business requirements information into system requirements
- ix. Coordinate the collection of information to analyze and evaluate existing or proposed systems
- x. Identify options for potential software solutions and assess them for both technical and business suitability
- xi. Coordinate system design, coding, testing, development, deployment and maintenance of software applications

- xii. Ensuring that the operating systems, software systems, and related procedures adhere to organizational policies and quality system
- xiii. Liaison with vendors, service providers prior, during and after implementation of IT projects and ensure optimal contract management.
- xiv. Develop a standards and procedures manual for systems analysts and design and software development
- xv. Provide second line of technical support to KENTRADE staff and visitors. This includes addressing any challenges faced by staff during the course of their duties
- xvi. Implement capabilities to ensure Information System security.
- xvii. Providing overall leadership and drive towards a culture of innovation and creativity in seeking ICT solutions to organizational challenges and in business processes to facilitate efficient and effective operations

To achieve the above functions, the Directorate Information Technology Infrastructure and Innovations shall be staffed as indicated in Table 4 below:

**Table 4: Staffing levels for the Directorate of Information Technology Infrastructure and Innovations**

No.	Designation	Job Grade KTNA	Numbers	Remarks
1.	Director	2	1	To head Information Technology Infrastructure and Innovations Directorate
<b>Sub Total</b>			<b>1</b>	
<b>Information Communications Technology Department</b>				
2.	Manager Information Technology and Infrastructure	3	1	To head the Information Technology and Infrastructure Department
3.	Assistant Manager Infrastructure and Service Management	4	1	To head the Infrastructure and Service Management Division
4.	Assistant Manager Data and Systems Management	4	1	To head the Data and Systems Management Division
5.	Network Engineer/Senior /Principal	7/6/5	2	To support and maintain the Agency IT Network



No.	Designation	Job Grade KTNA	Numbers	Remarks
6.	Infrastructure Engineer/Senior /Principal	7/6/5	2	To support and maintain the Agency IT infrastructure
7.	Systems Administrator/Senior /Principal	7/6/5	3	To perform system administration functions at the Agency
8.	Database Administrator/Senior /Principal	7/6/5	2	To perform database administration functions at the Agency
9.	ICT Service Support Assistant /Senior Assistant/Officer	9/8/7	2	To perform ICT Helpdesk functions at the Agency.
<b>Sub Total</b>			<b>14</b>	
<b>Innovations and Solution Development Department</b>				
1.	Manager Innovations and Solution Development	3	1	To head Innovations and Solution Development department
2.	Assistant Manager Information Security	4	1	To head Information Security Division
3.	System Analysts/Senior /Principal	7/6/5 or 4	2	To perform information systems requirements gathering and specification, systems analysis, Information Systems Design functions at the Agency
4.	Product and Application Developer/Senior /Principal	7/6/5 or 4	2	To perform analyses, design, writing and testing new or existing programs and applications functions at the Agency
5.	Web Master/Senior /Principal	7/6/5 or 4	1	To support and maintain the Agency website related functions at the Agency
6.	Information Security Officer/Senior	7/6/5 or 4	1	To perform roles geared towards ensuring the

No.	Designation	Job Grade KTNA	Numbers	Remarks
	r/Principal			Agency systems are secured from internal and external threats
<b>Sub Total</b>			<b>8</b>	
<b>Total for Information Technology Infrastructure and Innovation Directorate</b>			<b>23</b>	

#### **I.1.4 Directorate of Strategy, Compliance and Business Development**

The Strategy, Compliance and Business Development Directorate will be headed by Director, Strategy, Compliance and Business Development - KTNA grade 2 who will be answerable to the Chief Executive Officer for the overall Corporate Strategy and Business development. The Directorate will translate the Corporate Strategy into a set of measurable annual targets, developing and negotiating the Company's Performance Contract and aligning the entire organization in pursuit of these targets, responsible for marketing and communications and ensuring all internal and external projects are managed to best practice standards.

The Directorate comprise three (3) Departments namely:-

- (a) Marketing and Communication Department
- (b) Corporate Strategy, Compliance and Statistics Department
- (c) Project Management Department

##### **I.1.4.1 Functions of the Directorate of Strategy, Compliance and Business Development as per Departments**

#### **a) Marketing and Communication Department**

The Marketing and Communication Department will be headed by a Manager, Marketing and Communication Job Grade - KTNA 3, who will be answerable to the Director Strategy, Compliance and Business Development. The Department comprises two (2) divisions namely:-

- iii. Marketing and Business Development Division; and
- iv. Corporate Communications Division

The Marketing and Communication function entail:-

- (i) Prepare business models, annual budgets and business and performance work plans to enable marketing and Business Development function

- (ii) Preparing annual marketing budget and planning activities for Kentrade
- (iii) Scout for business opportunities leveraging on the already rolled out TradeNet
- (iv) Promote KenTrade e-commerce initiatives and develop market strategies for KenTrade Value Add services
- (v) Design and specify innovative solutions to meet KenTrade's business requirements in line with regional and international best practices
- (vi) Continuously assess the current business environment with a view to growing the revenue base
- (vii) Carrying out all marketing, communication, branding and advertising activities
- (viii) Ensuring marketing and business development programs are in place as required;

#### **b) Strategy, Compliance and Statistics Department**

The Strategy, Compliance and Statistics Department will be headed by a Manager, Job Grade - KTNA 3 who will be answerable to the Director Strategy, Compliance and Business Development. The Department comprises three (3) divisions namely:-

- i. Strategy & Planning Division
- ii. Risk Management and Compliance Division
- iii. Stakeholder Capacity Building Division

The Corporate Strategy, Planning and Statistics function will entail:-

- (i) Develop the Agency's strategic plan
- (ii) Co-ordinate the strategic implementation, monitoring and review
- (iii) Lead the annual performance contracting process by designing the agency's annual work plan as derived from the strategic plan, the vision 2030 development plan and the performance contracting guidelines
- (iv) Ensure effective cascading of the corporate annual work plan and performance contract of the respective decisions and departments.
- (v) Lead the design and implementation of a monitoring and evaluation framework of the agency and in liaison with other divisions/departments
- (vi) Oversee effective periodic monitoring, evaluation and reporting of the agency's activities as outlined in the strategic plan, annual work plan and performance contract
- (vii) Collate and monitor the budget to support delivery of the agency's strategic objectives in consultation with finance and technical departments.
- (viii) Identify strategic opportunities and risks and advising management on the appropriate course of action
- (ix) Liaising with other departments to develop or review various strategies to support programmes/projects under KENTRADE

- (x) Developing and implementing appropriate and strategic networks, collaboration, linkages and partnerships with the stakeholders nationally and internationally to support KENTRADE in liaison with other divisions
- (xi) Ensure Reports relating to trade and logistics statistics are prepared and analysed to inform Management decisions
- (xii) Plan, develop and evaluate training programs for all stakeholders to ensure conformity with international best practices and optimal use of the TradeNet and other E-commerce initiatives.

### **c) Project Management Department**

The Project Management Department will be headed by a Manager, Job Grade - KTNA 3 who will be answerable to the Director in charge of Strategy, Compliance and Business Development. The Department comprise two (2) divisions namely:-

- i. Projects & Business Process Re-engineering (BPR) Division
- ii. Change Management Division

The Project Management function will entail:-

- (i) Perform programme and portfolio management including project prioritization
- (ii) Develop and maintain project management processes standards and methodologies.
- (iii) Provide project administration support including business case development, planning, budgeting and risk management
- (iv) Consistently review ongoing projects to ensure they are meeting baselines or standards set for them
- (v) Provide direct project management oversight for project assignments as required
- (vi) Establish effective professional business relationships with all levels of management in KENTRADE
- (vii) Arrange and coordinate project management training and professional development
- (viii) Develop regular project status reports for decision makers
- (ix) Provide regular quality assurance for all projects in the agency
- (x) Lead project post - implementation reviews
- (xi) Create and maintain a centralized archive of lessons learned
- (xii) Perform change initiatives to ensure ownership and buy in of the various projects
- (xiii) Provide business analysis function for the Agency to ensure sound business practices are followed and processes optimized
- (xiv) Responsible for Systems Quality Assurance.

To achieve the above functions, the Strategy, Compliance and Business Development Directorate shall be staffed as indicated in Table 5 below:



**Table 5: Staffing levels for the Strategy and Business Development Directorate**

No.	Designation	Job Grade KTNA	Numbers	Remarks
1.	Director	2	1	To head Strategy and Business Development Directorate
<b>Marketing and Communication Department</b>				
2.	Marketing and Communication Manager	3	1	To head the Marketing and Communication Department
3.	Assistant Manager Marketing & Business Development	4	1	To head the Marketing & Business Development Division
4.	Assistant Manager Corporate Communications	4	1	To head the Corporate Communication Division
5.	Marketing & Business Development Officer/Senior/Principal	7/6/5 or 4	1	To perform the Marketing and Business Development function
6.	Market Research & Development Officer/Senior/Principal	7/6/5 or 4	1	To perform the Research and Development function
7.	Key Accounts Officer/Senior/Principal	7/6/5 or 4	1	To carry out Key Accounts function
8.	PR or Media Relations Officer/Senior/Principal	7/6/5 or 4	2	To perform the PR and Media Relations function
	<b>Sub total</b>		<b>8</b>	
<b>Strategy, Planning and Statistics Department</b>				
9.	Manager Strategy, Planning and Statistics	3	1	To head the Strategy, Planning and Statistics Department
10.	Assistant Manager Strategy & Planning	4	1	To head the Strategy and Planning Division
11.	Assistant Manager Risk Management and Compliance	4	1	To head the Risk Management and

No.	Designation	Job Grade KTNA	Numbers	Remarks
				Compliance Division
12.	Assistant Manager Stakeholder Capacity Building	4	1	To head the Stakeholder Capacity Building Division
13.	Data Analyst/Statistician Officer/Senior/Principal	7/6/5 or 4	2	To perform the Data Analyst/Statistician Function
14.	Performance Management, M&E Officer/Senior/Principal	7/6/5 or 4	2	To perform the Performance Management, M & E Functions
	<b>Sub-total</b>		<b>8</b>	
<b>Project Management Department</b>				
15.	Manager Projects	3	1	To head the Project Management Division
16.	Assistant Manager Projects & BPR	4	1	To head the Projects and BPR Department
17.	Assistant Manager Change Management	4	1	To head the Change Management Department
18.	Business Analysis Officer/Senior/Principal	7/6/5 or 4	2	To perform the Business Analyst functions
19.	Quality Assurance Officer/Senior/Principal	7/6/5 or 4	1	To perform the Quality Assurance functions
20.	Change Management Officer/Senior/Principal	7/6/5 or 4	1	To perform Change Management functions
21.	Project Administrator/Senior	7/6	1	To perform Project Administration functions
	<b>Sub-total</b>		<b>8</b>	
<b>Total</b>			<b>25</b>	

### 1.1.5 Corporate Services Directorate

The Corporate Services Directorate will be headed by a Director, Corporate Services, Job Grade - KTNA 2 who will be responsible to the Chief Executive Officer for the overall

coordination and management of corporate services which include: Finance, Accounts, and Human Resource Management & Administration functions in Kentrade.

The Division comprise of the following two (2) departments:-

- (i) Human Resource and Administration Department;
- (ii) Finance Department

The Function of the Directorate will entail:-

- (i) Oversee the development of effective policies and efficient systems, controls and procedures for all matters relating to human resource management, administration, finance and accounts;
- (ii) Coordinating and directing all support services and activities relating to human resource, administration, finance and accounts;
- (iii) Providing technical advice and guidance in all matters relating to human resource, administration, finance and accounts;
- (iv) Overseeing facilities management activities of Kentrade;
- (v) Oversee the implementation of human resource processes for staff performance management and when necessary, the initiation and following through of disciplinary and grievance procedures.
- (vi) Ensuring adequate internal controls and compliance with the applicable laws, policies and procedures on corporate services;
- (vii) Analyzing and interpreting policy issues, reporting, monitoring and evaluating, and providing feedback on corporate services activities in Kentrade; and

#### **I.1.5.1 Functions of the Directorate of Corporate Services as per department**

##### **a) Human Resource and Administration Department**

The Human Resource and Administration Department will be headed by Manager, Human Resource and Administration, Job Grade - KTNA 3 who will be responsible to the Director Corporate Services for the overall coordination and management of the human resource and administration function in Kentrade.

The Function of the Department will entail:-

- (i) initiating, formulating, promoting and implementing human resource and administrative policies, strategies and procedures;
- (ii) providing advice on matters relating to implementing, interpreting, application and enforcing staff rules and regulations;
- (iii) coordinating the recruitment and retention of highly qualified human resources;

- (iv) administering employees benefits, remuneration and payroll records management, employee relations and employee services;
- (v) coordinating human resources planning and HR Budgets;
- (vi) developing capacity building programmes and development strategies for staff of the Agency;
- (vii) coordinating organizational transformation and development;
- (viii) formulating and implementing performance management systems;
- (ix) managing staff welfare and employee relations;
- (x) coordinating all matters pertaining to general office administration and security;
- (xi) planning and ensuring efficient management of the KenTrade office environment, facilities and assets, adequate and efficient allocation of office space;
- (xii) managing transport and common user facilities;
- (xiii) developing, advising and implementing security and safety policies and procedures; and

To enable the Department perform its functions efficiently the following staff establishment is proposed as per Table 6 below:

#### **b) Finance Department**

The Finance Department will be headed by Manager Finance, Job Grade- KTNA 3 who will be responsible to the Director, Corporate Services for the overall coordination and management of the finance and Accounts functions at KenTrade.

The Function of the Department will entail:-

- (i) overseeing the development and maintenance of an efficient financial management, organizational governance and administration system in accordance with the financial procedures of KenTrade and international accounting standards and best management practices;
- (ii) providing professional advice to management on financial planning, budgeting, cash flow and investment;
- (iii) ensuring effective and timely financial management on all the Agency's matters and, reporting in accordance with the laid down guidelines;



- (iv) administrating and monitoring of the KenTrade budget and work plan in accordance with the financial management procedures in consultation with departmental heads;
- (v) ensuring statutory deductions are remitted to relevant authorities;
- (vi) liaising with heads of department and divisional heads to ensure economic and efficient use of the KenTrade resources;
- (vii) liaising with tax authorities to ensure compliance with the laid down internal and external regulations;
- (viii) overseeing effective accounting management to ensure effective applicable laws, policies and procedures;
- (ix) leading the finance team members to deliver all planned departmental and individual performance target;
- (x) overseeing the mobilization of resources for KenTrade; and
- (xi) Coordinating external audits and follow up actions with other departments.

To enable the Corporate Services Directorate perform its functions effectively, the following staff establishment is recommended:

**Table 6: Staffing levels for the Directorate of Corporate Services**

S/No	Designation	Job Grade KTNA	Proposed number	Area of deployment
1.	Director	2	1	To head the Corporate Services Division
<b>Human Resource and Administration Department</b>				
2.	Manager Human Resource and Administration	3	1	To head the Department
3.	Assistant Manager Administration	4	1	To undertake the & Administration and facilities Management function
4.	Human Resource Officer/Senior /Principal	7/6/5 or 4	2	To undertake the Human Resource function
5.	Administration Officer/Senior /Principal	7/6/5 or 4	1	To offer secretarial services
6.	Executive Assistant	9/8/7	3	To provide secretarial

				& Office administration services in the offices of the CEO and directors.
7.	Records Management Assistant	9/8	1	<ul style="list-style-type: none"> <li>Oversee the operations of the registries in KenTrade</li> <li>Operations of both confidential and open registries</li> <li>Mail management</li> </ul>
8.	Receptionist	9/8	2	Provide front office services
9.	Driver	10/9	4	Ferrying of the staff travelling on official duty & official visitors of the Agency
10.	Office Assistant	11/10	3	Undertaking messengerialand office support duties as assigned
	<b>Total</b>		<b>18</b>	
<b>Finance Department</b>				
	<b>Designation</b>	<b>Job Grade</b>	<b>Authorised Posts</b>	<b>Deployment Area</b>
1.	Manager Finance	3	1	To head the Department
2.	Assistant Manager Finance & Budgeting	4	1	To undertake Finance and budgeting functions
3.	Accountant /Officer/senior/Principal	7/6/5	2	In charge of Management/Financial/ Revenuefunctions
4.	Accounts Assistant/senior assistant	9/8	2	Provide accounting assistance services.
	<b>Total</b>		<b>6</b>	
	<b>Total for Corporate Services Directorate</b>		<b>25</b>	

#### 1.1.6 Supply Chain Department

The Supply Chain Department will be headed by a Supply Chain Manager, Job Grade - KTNA 3 who will be answerable to the CEO for the overall coordination and management of the procurement management function at KenTrade.

The functions of the Department will entail:

- (i) overseeing the procurement processes and procedures to ensure compliance with the Public Procurement and Asset Disposal Act and Regulations;
- (ii) formulating and implementing supplies and stores policies including effective stock control systems;
- (iii) liaising with the National Treasury and the Public Procurement Regulatory Authority on matters related to procurement and asset disposal;
- (iv) ensuring implementation of procurement decisions and coordinating procurement activities in the Agency;
- (v) preparing annual procurement plan for goods and services and asset disposal plans;
- (vi) procuring and ensuring delivery of required goods at the most competitive and economical prices;
- (vii) conducting boarding and disposal of unserviceable and/or other stores;
- (viii) ensuring prompt payment to suppliers;
- (ix) maintaining updated lists of pre-qualified and approved suppliers;
- (x) participating in annual budget preparation and preparing and initiating annual procurement plans and maintaining accurate records;
- (xi) coordinating evaluation of tenders, quotations and proposals;
- (xii) preparing, publishing and distributing procurement and disposal opportunities including invitations to tender, request for quotations and proposals, prequalification documents and invitations for expressions of interest;
- (xiii) act as secretariat to the evaluation, inspection and acceptance, and disposal committees;
- (xiv) monitoring contract management by the user department to ensure implementation of contracts in accordance with the terms and conditions of contracts;
- (xv) carrying out market surveys to inform the placing of orders or adjudication by the relevant awarding authority;
- (xvi) coordinating internal monitoring and evaluation of the procurement and supply chain function;
- (xvii) conducting periodic and annual stock taking;
- (xviii) maintaining and archiving of procurement and asset disposal documents and records for the required period; and
- (xix) Submitting quarterly reports to the National Treasury and Public Procurement Regulatory Authority (PPRA).

To achieve the above functions, the Supply Chain Department shall be staffed as indicated in the Table 7 below:

**Table 7: Staffing levels for the Supply Chain Department**

No	Designation	Job grade KTNA	Number	Remarks
1.	Supply Chain Manager	3	1	To head the procurement and supply chain management function
2.	Supply Chain Officer /Senior /Principal	7/6/5 or 4	2	To assist in the Procurement management function
	<b>Total</b>		<b>3</b>	

#### **1.1.7 Corporation Secretary and Legal Affairs Department**

The Corporation Secretary and Legal Affairs Department (CSLAD) will be headed by the Corporation Secretary and Legal Affairs Manager (CSLAM), Job Grade KTNA 3 who will be answerable to the CEO for the overall coordination and management of the Corporation Secretary and Legal Affairs department. The CSLAM will provide the secretariat to the Agency's Board in line with the Mwongozo Code and other legal/regulatory guidelines and legal services to the Agency.

The functions of the Department will entail:

- (i) Formulating and implementing policies and strategies on legal and advisory services;
- (ii) Assist the CEO in offering secretarial services to the Board;
- (iii) Conducting litigation briefs;
- (iv) Be in charge of insurance matters in the Agency
- (v) Safeguarding the legal interests of KenTrade by advising on and ensuring compliance with all statutory and regulatory requirements;
- (vi) Ensuring safe custody of KenTrade's documents such as logbooks, minutes of the Board and its Committees, contracts, agreements, title deeds, trust deeds, leases, charges, chattels, insurance policies;
- (vii) Advising KenTrade on all legal matters that directly or otherwise affect the Board and its operations;
- (viii) Negotiating and reviewing all agreements, leases, and contracts entered into by KenTrade and third parties;
- (ix) Ascertaining the legal status of all assets, liabilities and claims with a view to securing the interest of KenTrade;
- (x) Advise on the usage and custody of the Board's seal; and



- (xi) Build relationships with stakeholders (internal and external) by communicating changes, providing advice support, training and solutions on relevant legislation, standards and regulatory issues.

To achieve the above functions, the Corporation Secretary and Legal Affairs Department shall be staffed as indicated in the table 8 below:

**Table 8: Staffing levels for the CSLADepartment**

S/ No	Designation	Job grade KTNA	Number	Remarks
1.	Corporations Secretary and Legal Affairs Manager	3	1	To head the Legal affairs Department and provide Board secretariat function
2.	Assistant Manager Legal Affairs	4	1	To head the legal affairs division and provide legal services and Board secretariat functions
3.	Legal Officer/ Senior/Principal	7/6/5 or 4	1	To assist in carrying out legal affairs functions
	<b>Total</b>		<b>3</b>	

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The Internal Audit Department will be headed by a Manager, Internal Audit, Job Grade - KTNA 3 who will directly report to the Board for the overall coordination and management of the Internal Audit function and administratively report to the CEO for day to day operations of the audit function.

The functions of the Internal Audit Department will entail:

- (i) Carrying out timely and continuous audits, verifying and monitoring all financial transactions;
- (ii) Liaising with external auditors on matters relating to management on all final audit queries;
- (iii) Monitoring and evaluating procedures and processes of receiving, recording and banking of cash;
- (iv) Reviewing of the internal controls to ensure compliance with the set policies, procedures and governing legislations, and advising on improvements to the same;
- (v) Ensuring accuracy of internal management reports;
- (vi) Evaluating the risk and compliance levels at each functional level of the organisation; and
- (vii) Devising and implementing mechanisms that mitigate risk exposure and enhance compliance and risk preparedness in the Agency.

To achieve the above functions, the Internal Audit Department shall be staffed as indicated in the table 9 below:

**Table 9: Staffing levels for the Internal Audit Department**

No.	Designation	Job Grade KTNA	Number	Remarks
1.	Manager Internal Audit	3	1	To head the internal audit Department
2.	Internal Audit Officer /Senior/Principal	7/6/5 or 4	2	To assist in performing the internal audit function with at least one officer with experience and qualifications in information systems audit and another with general audit experience and qualifications
	<b>Total</b>		<b>3</b>	