



KENYA BIOVAX INSTITUTE

**REQUEST FOR PROPOSAL FOR CONSULTANCY SERVICES IN
DEVELOPING KENYA BIOVAX LIMITED STRATEGIC PLAN 2023-2028**

TENDER NO: BIOVAX/IFT /012/2022 - 2023

MAY, 2023

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INTRODUCTION

The Kenya BioVax Institute (KBI) is state-owned company, incorporated under the Companies Act, 2015 with the mandate to manufacture and commercialize Human Vaccines and other specialized health products and technologies (HTPs).

The Institute is looking for a Consultant, who will closely work with the Board of Directors and the Chief Executive Officer to lead the process of the development of a strategic plan for the period of 2023- 2028.

SECTION I - LETTER OF INVITATION

5th MAY 2023

Dear Sir/Madam,

RE: REQUEST FOR PROPOSAL FOR CONSULTANCY SERVICES IN DEVELOPING OF KENYA BIOVAX INSTITUTE LIMITED STRATEGIC PLAN 2023-2028

1.1 The Kenya Biovax Institute Limited invites proposals for the following

“REQUEST FOR PROPOSAL FOR CONSULTANCY SERVICES IN DEVELOPING OF KENYA BIOVAX INSTITUTE LIMITED STRATEGIC PLAN 2023-2028”

1.2 The request for proposals (RFP) includes the following documents:

- Section I - Letter of invitation
- Section II - Information to consultants
Appendix to Consultants information
- Section III - Terms of Reference
- Section IV - Technical proposals
- Section V - Financial proposal
- Section VI - Standard Contract Form

Yours sincerely

MANAGER-SUPPLY CHAIN MANAGEMENT
For DIRECTOR GENERAL/CEO
Kenya Biovax Institute Limited

SECTION II – INFORMATION TO CONSULTANTS (ITC)

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SECTION II: - INFORMATION TO CONSULTANTS (ITC)

2.1 Introduction

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

2.2 Clarification and Amendment of RFP Documents

- 2.2.1 Consultants may request a clarification of any of the RFP documents only up to three [3] days before the proposal submission date. Any request for clarification must be sent in writing by paper mail, cable, telex, facsimile or electronic mail to the Client's address indicated in the Appendix "ITC". The Client will respond by cable, telex, facsimile or electronic mail to such requests and will send written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all invited consultants who intend to submit proposals.
- 2.2.2 At any time before the submission of proposals, the Client may for any reason, whether at his own initiative or in response to a clarification requested by an invited firm, amend the RFP. Any amendment shall be issued in writing through addenda. Addenda shall be sent by mail, cable, telex or facsimile to all invited consultants and will be binding on them. The Client may at his discretion extend the deadline for the submission of proposals.

2.3 Preparation of Technical Proposal

- 2.3.1 The Consultants proposal shall be written in English language
- 2.3.2 In preparing the Technical Proposal, consultants are expected to examine the documents constituting this RFP in detail. Material deficiencies in providing the information requested may result in rejection of a proposal.
- 2.3.3 While preparing the Technical Proposal, consultants must give particular attention to the following:
- (i) If a firm considers that it does not have all the expertise for the assignment, it may obtain a full range of expertise by associating with individual consultant(s) and/or other firms or entities in a joint venture or sub-consultancy as appropriate. Consultants shall not associate with the other consultants invited for this assignment. Any firms associating in contravention of this requirement shall automatically be disqualified.
 - (ii) For assignments on a staff-time basis, the estimated number of professional staff-time is given in the Appendix. The proposal shall however be based on the number of professional staff-time estimated by the firm.
 - (iii) It is desirable that the majority of the key professional staff proposed be permanent employees of the firm or has an extended and stable working relationship with it.
 - (iv) Proposed professional staff must as a minimum, have the experience indicated in Appendix, preferably working under conditions similar to those prevailing in Kenya.
 - (v) Alternative professional staff shall not be proposed and only one Curriculum Vitae (CV) may be submitted for each position.

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

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

2.3.5 The Technical Proposal shall not include any financial information.

2.4 Preparation of Financial Proposal

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

- 2.4.2 The Financial Proposal should clearly identify as a separate amount, the local taxes, duties, fees, levies and other charges imposed under the law on the consultants, the sub-consultants and their personnel, unless Appendix “A” specifies otherwise.
- 2.4.3 Consultants shall express the price of their services in Kenya Shillings.
- 2.4.4 Commissions and gratuities, if any, paid or to be paid by consultants and related to the assignment will be listed in the Financial Proposal submission Form.
- 2.4.5 The Proposal must remain valid for 120 days after the submission date. During this period, the consultant is expected to keep available, at his own cost, the professional staff proposed for the assignment. The Client will make his best effort to complete negotiations within this period. If the Client wishes to extend the validity period of the proposals, the consultants shall agree to the extension.

2.5 **Submission, Receipt, and Opening of Proposals**

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

2.6 Proposal Evaluation General

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

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

2.7 Evaluation of Technical Proposal

2.7.1 The evaluation committee appointed by the Client shall evaluate the proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria as follows

| | Points |
|---|-------------------|
| (i) Specific experience of the consultant related to the assignment | (10) |
| (ii) Adequacy of the proposed work plan and Methodology in responding to the terms of reference | (40) |
| (iii) Qualifications and competence of the key staff for the assignment | (40) |
| (iv) Suitability to monitor and evaluate strategy implementation process | (10) |
| Total Points | <u>100</u> |

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

2.8 Public Opening and Evaluation of Financial Proposal

- 2.8.1 After Technical Proposal evaluation, the Client shall notify those consultants whose proposals did not meet the minimum qualifying mark or were considered Non-responsive to the RFP and Terms of Reference, indicating that their Financial Proposals will be returned after completing the selection process. The Client shall simultaneously notify the consultants who have secured the minimum qualifying mark, indicating the date and time set for opening the Financial Proposals and stating that the opening ceremony is open to those consultants who choose to attend. The opening date shall not be sooner than seven (7) days after the notification date. The notification may be sent by registered letter, cable, telex, facsimile, or electronic mail.
- 2.8.2 The Financial Proposals shall be opened publicly in the presence of the consultants' representatives who choose to attend. The name of the consultant, the technical. Scores and the proposed prices shall be read aloud and recorded when the Financial Proposals are opened. The Client shall prepare minutes of the public opening.
- 2.8.3 The evaluation committee will determine whether the financial proposals are complete (i.e. whether the consultant has costed all the items of the corresponding Technical Proposal and correct any computational errors. The cost of any unpriced items shall be assumed to be included in other costs in the proposal. In all cases, the total price of the Financial Proposal as submitted shall prevail.
- 2.8.4 While comparing proposal prices between local and foreign firms participating in a selection process in financial evaluation of Proposals, firms incorporated in Kenya where indigenous Kenyans own 51% or more of the share capital shall be allowed a 10% preferential bias in proposal prices. However, there shall be no such preference in the technical evaluation of the tenders. Proof of local incorporation and citizenship shall be required before the provisions of this sub-clause are applied. Details of such proof shall be attached by the Consultant in the financial proposal.
- 2.8.5 The formulae for determining the Financial Score (S_f) shall, unless an alternative formulae is indicated in the Appendix "ITC", be as follows:-
$$S_f = 100 \times \frac{F_M}{F}$$
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.
- 2.8.6 The tender evaluation committee shall evaluate the tender within 30 days of from the date of opening the tender.
- 2.8.7 Contract price variations shall not be allowed for contracts not exceeding one year (12 months).

- 2.8.8 Where contract price variation is allowed, the variation shall not exceed 10% of the original contract price
- 2.8.9 Price variation requests shall be processed by the procuring entity within 30 days of receiving the request.

2.9 Negotiations

- 2.9.1 Negotiations will be held at the same address as “address to send information to the Client” indicated in the Appendix “ITC”. The aim is to reach agreement on all points and sign a contract.
- 2.9.2 Negotiations will include a discussion of the Technical Proposal, the proposed methodology (work plan), staffing and any suggestions made by the firm to improve the Terms of Reference. The Client and firm will then work out final Terms of Reference, staffing and bar charts indicating activities, staff periods in the field and in the head office, staff-months, logistics and reporting. The agreed work plan and final Terms of Reference will then be incorporated in the “Description of Services” and form part of the Contract. Special attention will be paid to getting the most the firm can offer within the available budget and to clearly defining the inputs required from the Client to ensure satisfactory implementation of the assignment.
- 2.9.3 Unless there are exceptional reasons, the financial negotiations will not involve the remuneration rates for staff (no breakdown of fees).
- 2.9.4 Having selected the firm on the basis of, among other things, an evaluation of proposed key professional staff, the Client expects to negotiate a contract on the basis of the experts named in the proposal. Before contract negotiations, the Client will require assurances that the experts will be actually available. The Client will not consider substitutions during contract negotiations unless both parties agree that undue delay in the selection process makes such substitution unavoidable or that such changes are critical to meet the objectives of the assignment. If this is not the case and if it is established that key staff were offered in the proposal without confirming their availability, the firm may be disqualified.
- 2.9.5 The negotiations will conclude with a review of the draft form of the Contract. To complete negotiations the Client and the selected firm will initial the agreed Contract. If negotiations fail, the Client will invite the firm whose proposal received the second highest score to negotiate a contract.
- 2.9.6 The procuring entity shall appoint a team for the purpose of the negotiations.

2.10 Award of Contract

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

2.11 Confidentiality

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

2.12 Corrupt or fraudulent practices

- 2.12.1 The procuring entity requires that the consultants observe the highest standards of ethics during the selection and award of the consultancy contract and also during the performance of the assignment. The tenderer shall sign a declaration that he has not and will not be involved in corrupt or fraudulent practices.
- 2.12.2 The procuring entity will reject a proposal for award if it determines that the consultant recommended for award has engaged in corrupt or fraudulent practices in competing for the contract in question.

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

Appendix to information to consultants

Note on the Appendix to Information to Consultants

1. The Appendix to information to consultant is intended to assist the procuring entity in providing specific information in relation to corresponding claims in the information to consultants included in Section II and the appendix has to be prepared for each specific consultancy.
2. The Procuring entity should specify in the appendix information and requirements specific to the circumstances of the procuring entity, the assignment of the consultancy and the proposals evaluation criteria that will apply to the RFP Consultancy.
3. In preparing the appendix the following aspects should be taken into consideration.
 - (a) The information that specifies or complements provisions of Section II to be incorporated.
 - (b) Amendments of Section II as necessitated by the circumstances of the specific consultancy to be also incorporated
 - (c) Section II should remain unchanged and any changes or amendments should be introduced through the appendix.

**NOTE: ALL BIDDERS MUST FILL OUT THE CONFIDENTIAL BUSINESS QUESTIONNAIRE
PAGE HEREIN ENCLOSED TO AVOID DISQUALIFICATION**

CONFIDENTIAL BUSINESS QUESTIONNAIRE FORM

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

You are advised that it is a serious offense to give false information on this form

| | |
|---|-------------------------------------|
| <i>Part 1 – General:</i> | |
| Business Name | |
| Location of business premises. | |
| Plot No..... | Street/Road |
| Postal Address | Tel No. Fax E mail |
| Nature of Business | |
| Registration Certificate No. | |
| Maximum value of business which you can handle at any one time – Kshs. | |
| Name of your bankers Branch | |

| | Part 2 (a) – Sole Proprietor | | | | | | | | | | | | | | | | | | |
|--------|---|---------------------|-------------|---------------------|--------|--|--|----|-------|-------|----|-------|-------|----|-------|-------|----|-------|-------|
| | Your name in full Age | | | | | | | | | | | | | | | | | | |
| | Nationality Country of origin | | | | | | | | | | | | | | | | | | |
| | <ul style="list-style-type: none"> • Citizenship details • | | | | | | | | | | | | | | | | | | |
| | Part 2 (b) Partnership | | | | | | | | | | | | | | | | | | |
| | Given details of partners as follows: | | | | | | | | | | | | | | | | | | |
| | <table border="0"> <thead> <tr> <th>Name</th> <th>Nationality</th> <th>Citizenship Details</th> </tr> </thead> <tbody> <tr> <td>Shares</td> <td></td> <td></td> </tr> <tr> <td>1.</td> <td>.....</td> <td>.....</td> </tr> <tr> <td>2.</td> <td>.....</td> <td>.....</td> </tr> <tr> <td>3.</td> <td>.....</td> <td>.....</td> </tr> <tr> <td>4.</td> <td>.....</td> <td>.....</td> </tr> </tbody> </table> | Name | Nationality | Citizenship Details | Shares | | | 1. | | | 2. | | | 3. | | | 4. | | |
| Name | Nationality | Citizenship Details | | | | | | | | | | | | | | | | | |
| Shares | | | | | | | | | | | | | | | | | | | |
| 1. | | | | | | | | | | | | | | | | | | | |
| 2. | | | | | | | | | | | | | | | | | | | |
| 3. | | | | | | | | | | | | | | | | | | | |
| 4. | | | | | | | | | | | | | | | | | | | |
| | Part 2 (c) – Registered Company | | | | | | | | | | | | | | | | | | |
| | Private or Public | | | | | | | | | | | | | | | | | | |
| | State the nominal and issued capital of company- | | | | | | | | | | | | | | | | | | |
| | Nominal Kshs. | | | | | | | | | | | | | | | | | | |

| | |
|--------------------------|--|
| Physical Location | Embakasi Kemsas Godowns |
| Address | P.O. Box 40779 – 00100 Nairobi, Kenya. |
| Phone | 254-20-2719008 |
| Website | www.biovax.go.ke |
| Email | procurement@biovox.go.ke info@biovox.go.ke |

2.1.4 The Client will provide the following inputs:

- Clarification of any Enquires on a need basis

2.1.6 (vii) Training is a specific component of this assignment:
YES. *[As per TORs]*

2.5.2 Consultants must submit an original and two additional copies of each proposal.

2.5.3 The proposal submission address is:

**The Director General/CEO
Kenya Biovax Institute Limited
P.O. Box 40779-00100
NAIROBI**

Information on the outer envelope should also include: Tender Name and Ref. No

2.5.4 Proposals must be submitted not later than the following date and time:

On or before 15th May 2023 at 10:00 am. And deposited in the tender box at **Kenya Biovax Institute Limited warehouse, Kemsas Annex Embakasi** Bids received after closing time shall be returned unopened

2.6.1 The address to send information to the Client is:

**The Director General/CEO
Kenya Biovax Institute Limited
P.O. Box 40779-00100
NAIROBI**

2.6.3 The minimum technical score required to pass - **75%**

2.7.1 Alternative formulae for determining the financial scores is as per the requirements of the Public Procurement and Asset Disposal Act 2015 and the following;

The weights given to the Technical and Financial Proposals are:

T = 0.80
P = 0.20)

2.9.2 The assignment is expected to commence on as soon as the award is done

3.0 Bidders **must** submit copies of the following statutory documents to be used for preliminary evaluation

1. Valid Tax compliance certificate
2. PIN and VAT certificate
3. Certificate of Incorporation and or registration
4. CR12 Dully filled
5. Detailed work program with clear timeline to execute the assignment on each deliverable

4.0 **Qualifications and Experience**

Interested consultant/firm/s is required to demonstrate the following minimum qualifications and Experience

1. Capability and evidence of undertaking five (5) successfully executed similar assignments in the last five (5) years attach contracts/Local purchase order.
2. Provide at least five (5) client references that the prospective consultant has previously worked for and with the details of the contact person for each client reference.
3. Submit CVs of resource persons and the team leader and team leader should have minimum qualification of masters of business administration in strategic management or any relevant discipline in format provided.

SECTION III: - TECHNICAL PROPOSAL

Notes on the preparation of the Technical Proposals

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

TECHNICAL SPECIFICATION (TERMS OF REFERENCE) FOR THE DEVELOPMENT OF KENYA BIOVAX INSTITUTE LIMITED STRATEGIC PLAN 2023-2028:

The objective of the exercise is to ensure that Kenya Biovax Institute Limited has in place for the period 2023-2028 a proper, effective and functioning Strategic plan to guide in executing its mandate

SECTION III - TECHNICAL PROPOSAL (TOR)

TECHNICAL SPECIFICATIONS (TERMS OF REFERENCE) FOR CONSULTANT-STRATEGIC PLAN DEVELOPMENT 2023-2028

Specific Objectives:

Kenya Biovax is looking for a Consultant, who will closely work with the Board of Directors and the Chief Executive Officer to lead the process of the development of a strategic plan for the period of 2023- 2028.

Introduction

The Government of Kenya has committed to build its own capacity for the production of human vaccines, as a long-term measure to ensure Kenya becomes self-sufficient in its vaccine needs. The COVID-19 pandemic catalyzed the urgency for this initiative; hence, the Government called for accelerated efforts towards this endeavour and gave a directive to venture into local production. In this regard, the Kenya Biovax Institute Limited was incorporated in September 2021 and mandated to manufacture, package and commercialize specialized health products and technologies including vaccines, therapeutics and other biomedical products.

This initiative was justified following a feasibility study and analysis of the Kenyan Pharmaceutical Sector Profile that revealed that local manufacturers satisfy less than 30 percent of the domestic market. There is need for the country to increase Pharmaceutical production scope and efficiencies. Local manufacture would shorten lead times and thus enhance access to healthcare products and technologies.

Aims & Objectives of the Kenya BioVax Institute:

The objectives of the Kenya Biovax Institute Project are:

1. To establish capacity for Fill and Finish of human vaccines in Kenya;

2. To establish full-fledged bulk vaccine production capacity and expand the product portfolio and;
3. To establish a regional vaccine/biological product research and development centre.

Specific Objectives of the consultancy:

- a. Define the scope of strategic plan development (SPD) process by meeting with the Kenya Biovax Board and Senior Management Team (SMT).
- b. Review and analyse Kenya Biovax existing key documents against prevailing operational environment for local human vaccines and biotherapeutics manufacturing with a focus to understanding “Where are we?”
- c. Conduct workshop/consultations with Board of Directors, Kenya Biovax leadership and team, key stakeholders to synthesise key learnings and identify strategic opportunities in the current environment with a focus to understanding “Where do we want to be?”
- f. Engage Kenya Biovax Board of Directors, SMT, staff, key stakeholders meaningfully in the process to define mission, vision, values, objectives and priorities and ambitions of the organization and identify ‘how we get there.’
- g. Draft the strategic plan and present it to the Board of Directors for validation and approval after necessary revisions.
- h. To carry out costing of the Strategic plan

Expeded Outputs

1. KBI Strategic Plan draft by June 2023
2. Final KBI Strategic Plan by August 2023.

Tasks to be performed by the Consultant:

1. Prepare a detailed roadmap for KBI Strategic plan development, assigning timeframes for activities to be completed in the period leading to finalization of the plan and linking it with the relevant statutory policy documents.
2. Ensure that the Board of Directors, Kenya Biovax leadership and team and key stakeholders understand and follow the different guidelines issued by State Department for Planning
3. Identify KBI strategic issues , define Strategic Pillars and ensure alignment between objectives and strategies.
4. Organize and facilitate subsequent workshops for further elaboration of the strategy (relating to identification of priorities, developing the results chain, theory of change etc).
5. Develop a costing strategy and ensure consistent costing of the Strategic Plan.
6. Produce the various drafts and the final Strategic Plan in accordance with deadlines in the overall calendar.

Reporting Arrangements:

The consultants will report to the Cordinator of the strategic plan development, that is the Head of Regulatory, Quality and Planning affairs.

Profile of the Consultant:

The consultant should have the following demonstrable profile:

Strategic Management Expert

The potential candidate must have the following set of qualifications

1. Advanced University degree (Masters or PhD) in Business Administration (Strategic Management Option) with Experience in Strategy Development.
2. Extensive knowledge, and experience in Public health sector Strategic Planning particularly.

3. Having at least 5 years of experience in developing and monitoring implementation of Strategic Plans in the health sector.
4. Demonstrated knowledge and capacity to coordinate and work with diverse groups/teams of national level consultants
5. Strong personal organization and time management
6. Excellent writing, communication skills and presentation skills
7. A situational analysis report must be written, documenting the strengths, weaknesses, threats and opportunities.
8. Strong background and understanding of analytical tools.
9. A mid-term performance report will be required.
10. Prior work experience in a developing country is highly desirable; experience of working in Kenya would be an added advantage
11. 100 percent commitment and availability in the country during the period.
12. Track record on delivering on similar assignments (Evidence).

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1. TECHNICAL PROPOSAL SUBMISSION FORM

[_____ Date]

To: _____ [Name and address of Client]

Ladies/Gentlemen:

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

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

We remain,

Yours sincerely,

_____ [Authorized Signature]:

_____ [Name and Title of Signatory]

:

_____ [Name of Firm]

:

_____ [Address:

2. FIRM'S REFERENCES

Relevant Services Carried Out in the Last Five Years That Best Illustrate Qualifications

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

Relevant Services Carried Out in the Last Five Years That Best Illustrate Qualifications

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

| | |
|--|--|
| Assignment Name: | Country |
| Location within Country: | Professional Staff provided by Your Firm/Entity(profiles): |
| Name of Client: | Clients contact person for the assignment. |
| Address: | No of Staff-Months; Duration of Assignment: |
| Start Date (Month/Year): | Completion Date (Month/Year): |
| | Approx. Value of Services (Kshs) |
| Name of Associated Consultants. If any: | No of Months of Professional Staff provided by Associated Consultants: |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: | |

| |
|--|
| Narrative Description of project: |
| Description of Actual Services Provided by Your Staff: |

Firm's Name: _____

Name and title of signatory; _____

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

On the Terms of Reference:

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

On the data, services and facilities to be provided by the Client:

- 1.
- 2.
- 3.

4.

5.

DESCRIPTION OF THE METHODOLOGY AND WORK PLAN FOR PERFORMING THE ASSIGNMENT

5. TEAM COMPOSITION AND TASK ASSIGNMENTS

1. Technical/Managerial Staff

| Name | Position | Task |
|------|----------|------|
| | | |
| | | |
| | | |

| | | |
|--|--|--|
| | | |
| | | |

2. Support Staff

| Name | Position | Task |
|------|----------|------|
| | | |
| | | |
| | | |
| | | |

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

Proposed Position: _____

Name of Firm: _____

Name of Staff: _____

Profession: _____

Date of Birth: _____

Years with Firm: _____ Nationality: _____

Membership in Professional Societies: _____

Detailed Tasks Assigned: _____

Key Qualifications:

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

Education:

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

Employment Record:

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

Certification:

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

_____ Date: _____

[Signature of staff member]

_____ Date: _____

[Signature of authorized representative of the firm]

Full name of staff member: _____

Full name of authorized representative: _____

7. TIME SCHEDULE FOR PROFESSIONAL PERSONNEL

| Name | Position | Reports Due/ Activities | Months (in the Form of a Bar Chart) | | | | | | | | | | | | Number of months | |
|------|----------|----------------------------|-------------------------------------|---|---|---|---|---|---|---|---|----|----|----|------------------|--|
| | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | | |
| | | | | | | | | | | | | | | | | |

Reports Due: _____

Activities Duration: _____

Signature: _____
(Authorized representative)

Full Name: _____

Title: _____

Address: _____

8. ACTIVITY (WORK) SCHEDULE

(a). Field Investigation and Study Items

[1st, 2nd, etc, are months from the start of assignment)

| | 1 st | 2 nd | 3 rd | 4 th | 5 th | 6 th | 7 th | 8 th | 9 th | 10 th | 11 th | 12 th | |
|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|------------------|--|
| Activity (Work) | | | | | | | | | | | | | |
| _____ | | | | | | | | | | | | | |
| _____ | | | | | | | | | | | | | |
| _____ | | | | | | | | | | | | | |
| _____ | | | | | | | | | | | | | |

(b). Completion and Submission of Reports

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

SECTION IV: - FINANCIAL PROPOSAL

Notes on preparation of Financial Proposal

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

SECTION IV - FINANCIAL PROPOSAL STANDARD FORMS

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1. FINANCIAL PROPOSAL SUBMISSION FORM

_____ [Date]

To: _____

[Name and address of Client]

Ladies/Gentlemen:

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

We remain,

Yours sincerely,

_____ *[Authorized Signature]*
_____ *[Name and Title of Signatory]:*
_____ *[Name of Firm]*
_____ *[Address]*

2. SUMMARY OF COSTS

| Costs | Currency(ies) | Amount(s) |
|------------------------------------|---------------|-----------|
| Subtotal | | |
| Taxes | | |
| Total Amount of Financial Proposal | | <hr/> |

3. BREAKDOWN OF PRICE PER ACTIVITY

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

4. BREAKDOWN OF REMUNERATION PER ACTIVITY

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

5. REIMBURSABLES PER ACTIVITY

Activity No: _____ Name: _____

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

6. MISCELLANEOUS EXPENSES

Activity No. _____ Activity Name: _____

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

SECTION V: - TERMS OF REFERENCE

5.1 Terms of Reference are the initial statement to the consultant of the services to be performed and should therefore be clear and precise and should contain the following sections:

(a) Background,

(b) Objectives of the assignment,

(c) Scope of the Services,

(d) Training (where appropriate),

(e) Reports and Time Schedule,

(f) Data Services, Personnel and Facilities to be provided by the Client, and

(g) Terms of Payment.

5.2 This Section should be prepared very carefully by the procuring entity to ensure that the consultancy assignment is well understood by the consultants.

5.3

