

REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES – FIRMS SELECTION)

Country: Kenya

Project: Regional Infrastructure Financing Facility (RIFF)

Loan No./Credit No./ Grant No.: IDA-67110

Assignment Title: *Consultancy Services for Updating of Procurement Manual and Procedures Including Development of Standard Bidding Documents & Staff Training of Trade and Development Bank (TDB)*

Reference No. *KE-TDB-371289-CS-QCBS PROC MANUAL*

The Trade and Development Bank (TDB) (Formerly known as PTA Bank) has received financing from the World Bank toward the cost of the Regional Infrastructure Financing Facility (RIFF) and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include reviewing and updating the current Procurement Manual and Procedures (including standard bidding documents, policies, and Internal Control Framework) against the changing organizational needs and market trends and is scheduled to take place over a duration of 14 weeks.

The detailed Terms of Reference (TOR) for the assignment can be accessed at <https://www.tdbgroup.org/consulting-procurement>

The TDB now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are:

- i. Core business as a consulting firm with at least ten (10) years relevant experience in preparation of procurement manuals, policies, documentation, and related assignments.
- ii. Demonstration by consulting firm of having been involved in successful execution, completion of at least three (3) projects of similar nature both in scope and complexity in similar operating environment in the last ten (10) years. Details of the assignment-Name and address of the client, scope, value, and period shall be provided.
- iii. Technical and managerial capability of the consulting firm to undertake the assignment which should be supported by the company’s profile providing details about staff skills, necessary tools, equipment and software to undertake the assignment.

Key Experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016 and revised in November 2017 and August 2018" ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

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.

A Consultant will be selected in accordance with the Quality and Cost Based Selection method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours 08:30am to 17:30 pm Nairobi time.

Expressions of interest must be sent via email to the following email address: procurement@tdbgroup.org and submitted by **13th October 2023, 14:00 hours Nairobi time**. Submissions should reference "*KE-TDB-371289-CS-QCBS PROC MANUAL-Consultancy Services for Updating of Procurement Manual and Procedures Including Development of Standard Bidding Documents & Staff Training of Trade and Development Bank (TDB)*" in the email subject line.

All inquiries should be sent to the following email address: wbtaprocurments@tdbgroup.org.

TRADE AND DEVELOPMENT BANK (TDB)
TERMS OF REFERENCE FOR UPDATING OF PROCUREMENT MANUAL AND PROCEDURES
INCLUDING DEVELOPMENT OF STANDARD BIDDING DOCUMENTS & STAFF TRAINING OF
TRADE AND DEVELOPMENT BANK (TDB)

1. BACKGROUND

The Regional Infrastructure Finance Facility (RIFF) is an Investment Project Financing, with a credit line of US\$ 415 million and a grant of US\$ 10 million from the International Development Association (IDA). The borrowers are the Trade and Development Bank (TDB) and the Common Market for Eastern and Southern Africa (COMESA) Secretariat.

The objective of the project is to expand long-term finance to private firms in selected infrastructure sectors in Eastern and Southern Africa. The project shall be implemented between the years 2020 to 2025 in line with the components summarized in the table below.

Table 1: The Project Components

| Component | Detail |
|-----------------------|--|
| Component 1 | Project and Infrastructure Finance Facility (US\$ 325 million). This credit line will provide long-term finance to project finance and infrastructure sub-projects that meet development impact criteria |
| Component 2 | COVID Infrastructure Sector SME Response (US\$ 75 million). This component will facilitate access to debt financing to Solar Home-Systems (SHS) SMEs operating in Southern and Eastern Africa COMESA |
| Component 3(a) | Capacity Building and Technical Assistance (US\$ 15 million). This sub-component will provide the needed expertise to support TDB's strategic decision to scale-up project and infrastructure finance and strengthen its capacity on Environmental & Social safeguards. |
| Component 3(b) | Technical Assistance (US\$ 10 million). This sub-component will support COMESA Secretariat and its member countries and market participants to expand the regional infrastructure finance market and build the foundations for a regional off-grid energy market. |

Components 1 and 2 and 3(a) shall be implemented by TDB while Component 3 (b) shall be implemented by the COMESA Secretariat. The primary Project beneficiaries will be the private firms and labor force in the COMESA region involved in supply, construction and operation of infrastructure projects. The private firms will benefit from TDB's long-term finance under the RIFF, but also through technology transfers and know-how, which is an indicator that is being tracked by TDB to measure the impact of its intervention.

TDB will be able to mobilize greater amounts of investment from capital markets, institutional investors, and syndications. Similarly, TDB and Member States will benefit from the institutional strengthening activities envisioned under Component 3(a), thereby enhancing their ability to support infrastructure finance in the region.

Established in 1985, the Eastern and Southern African Trade and Development Bank (TDB) is an African development finance institution, with investment grade ratings and assets of USD 8bn. TDB serves 23 member states in its region, with the mandate to finance and foster trade, regional economic integration and sustainable development, through trade finance and project and infrastructure finance.

TDB provides bespoke bilateral and syndicated short and long-term financial solutions in numerous sectors to sovereign, financial institution, and corporate clients, including SMEs, from the region. This includes direct financing via senior and mezzanine debt, equity, guarantees, export credit financing as well as a range of non-financial products such as advisory, asset management and agency services.

Since the revision of the Procurement manual in 2015, TDB has significantly grown necessitating the updating of the manual to reflect the current structure, focus and strategic direction of the organization. In addition, TDB has diversified its funding models and partners, these grants come with requirements, terms, and conditions and hence the need for their incorporation within the procurement policies and procedures manual.

The proposed consultancy will review and update the current Procurement Manual and Procedures (including standard bidding documents, policies, and Internal Control Framework) against the changing organizational needs and market trends.

2. OBJECTIVES OF THE ASSIGNMENT

The main objective of this assignment is to comprehensively review and update the current procurement manual to ensure smooth, effective, and efficient operations consistent with international good practices that guarantee value for money across TDB's operations.

3. AN OUTLINE OF THE TASKS TO BE CARRIED OUT (SCOPE OF THE SERVICES)

The scope of this consultancy service will include:

- A.** Carryout gap analysis on the current procurement practice and procurement documents being used by TDB, including the following among others:
 - i. Assess TDB procurement needs (current and emerging) in terms of value/size of transactions, complexity, risk, etc.
 - ii. Evaluate the current Procurement Manual. Review related procurement policies.
 - iii. Assess current procurement practices, with a view to aligning with standard procurement principles or updating principles to align with good practices.

- B. Review and update the current Procurement manual to incorporate the following but not limited to:
 - i. The structure of operations within the organization.
 - ii. Procurement management processes
 - iii. The role and responsibilities of different key stakeholders in the procurement management processes.
 - iv. New developments and best practices in the field of Procurement including contract monitoring, Finance and Auditing
 - v. Asset management
 - vi. Grants Management procedures
 - vii. Technical Assistances (TA) and donor proposals
 - viii. Procurement Audit recommendations in the last five (5) years.

- C. Update the procurement manual with the following critical items:
 - i. Robust substantive internal control, compliance, and procedures.
 - ii. Best practices on fraud detection, prevention and mitigation and procedures in the procurement management; and
 - iii. Guidance on preparation of standard procurement and disposal documents and some donor requirements.
 - iv. Alignment of TDB Procurement Manual with Technical Assistances (TA) and donor/lender procurement requirements.

- D. Develop standard procurement documents based on updates and Internal Control Framework of TDB procurement processes.
 - i. Develop the revised Manual and standard procurement documents, Internal Control Framework in line with TDB Operations.
 - ii. Aligning the developed standard procurement documents and Internal Control Framework of TDB processes to the current procurement needs.

- E. Presentation of the Final draft revised Procurement Manual to TDB's management and technical team and incorporating the comments in the final revised procurement manual

- F. Develop training materials and deliver training to TDB staff on the revised Procurement policies and procedures manual.

4. DURATION OF THE ASSIGNMENT

The assignment is scheduled to take place over a duration of 14 weeks, with the preliminary timetable for delivery of the various elements in the scope of work as indicated below. The consultant is expected to factor in a review period by the client of at least 5 working days.

5. REPORTING REQUIREMENTS AND TIMELINES FOR DELIVERABLES

The reporting requirements and timelines for deliverables are as shown in Table 2 below:

An original hard copy together with soft copies of the reports listed in Table 2 below shall be submitted to the Group Executive, Corporate Services and Administration on or before the scheduled dates.

Table 2: Reporting requirements

| S/No. | Deliverables/Reports | Timelines after contract commencement | Format of submission |
|-------|---|---------------------------------------|---|
| 1. | Inception and Gap analysis report with recommendations on how to improve procurement function. | 2 weeks | One (1) original hard copy and soft copy (both in PDF & Word version) |
| 2. | Draft revised Procurement Manual and Draft Standard Procurement Documents and Templates | 10 weeks | One (1) hard copy and soft copy (both in PDF & Word version) |
| 3. | Relevant training materials for user groupings and delivering the training separate respective sessions to the groups including 1) Top Management, 2) Procurement Team, 3) Departmental Procurement Champions, and 4) Staff | 12 weeks | Soft copy (both in PDF & Power Point version) |
| 4. | Final updated Procurement Manual and Procurement standard documents and templates | 14 weeks | Five (5) hard copies and soft copies (both in PDF & Word version) |

Upon submission of every report, the consultant is expected to make a presentation of the submitted report to the Client in a scheduled meeting. The acceptance of the report shall be recorded in the minutes of the meeting and formal acceptance letter from the contract manager.

6. PAYMENT SCHEDULE

The proposed payment schedules based on satisfactory performance of the contract which will be negotiated with the successful consultant will be as presented in Table 3 below.

Table 3: Proposed payment schedule

| S/No. | Deliverables* | Timelines after contract commencement | Percentage of the contract amount |
|-------|--|---------------------------------------|-----------------------------------|
| 1. | Submission and Acceptance of Inception and Gap analysis report with recommendations | 2 weeks | 15% |
| 2. | Submission and Acceptance of Draft revised Procurement Manual and Draft Standard Procurement Documents and Templates | 10 weeks | 40% |
| 3. | Relevant training materials for user groupings and delivering the training separate respective sessions | 12 weeks | 20% |
| 4. | Submission and Acceptance of Final updated Procurement Manual and Procurement standard documents and templates | 14 weeks | 25% |

7. DATA, SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT

The consultant shall receive access to relevant documents and reports as necessary to complete the assignment.

8. MINIMUM CONSULTANT'S QUALIFICATIONS AND EXPERIENCE REQUIREMENTS

The Consulting Firm must meet the following requirements minimum shortlisting criteria are:

- a) Core business as a consulting firm with at least ten (10) years relevant experience in preparation of procurement manuals, policies, documentation, and related assignments.

b) Demonstration by consulting firm of having been involved in successful execution, completion of at least three (3) projects of similar nature both in scope and complexity in similar operating environment in the last ten (10) years. Details of the assignment-Name and address of the client, scope, value, and period shall be provided.

c) Technical and managerial capability of the consulting firm to undertake the assignment which should be supported by the company's profile providing details about staff skills, necessary tools, equipment and software to undertake the assignment.

9. TEAM COMPOSITION AND QUALIFICATION AND EXPERIENCE REQUIREMENTS FOR THE KEY EXPERTS

The Consultant experts shall be well qualified and experienced professionals as required and appropriate for execution of the assignment. The Consultant should possess the necessary resources to undertake services of such a nature including necessary equipment and software required.

The consulting firm must also have local experience of this type of assignment. The key experts shall personally carry out the services as described in this TOR. The key experts to be provided by the Consultant for this assignment are as in Table 4 below.:

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Table 4: Key Experts and their qualification

| S. No. | Key Position | Minimum Qualification and Experience Requirements |
|--------|---|--|
| 1 | Team Leader and Procurement Training Expert | <ul style="list-style-type: none"> • A master's degree in a relevant field (e.g., business administration, engineering, commerce, law, procurement, etc.) from an institution recognized. • At least fifteen (15) years of proven experience in procurement practice and eight (8) years in carrying out technical duties in procurement with reputable international institutions or DFIs. • At least five (5) years' experience in developing and delivering training on Procurement. • Knowledge of the concepts, principles and practices governing international procurement, with the ability to translate concepts into operational work, including but not limited to VFM, sustainable procurement, strategic sourcing, market analysis, contract management, etc. |
| 2 | Process expert | <ul style="list-style-type: none"> • A minimum of a bachelor's degree in Procurement, Law, Business Administration, or related discipline • At least ten (10) years of experience in managing procurement and logistics in Public and private sectors with at least five (5) years direct experience working on projects funded by Multilateral Development Banks. |

| | | |
|----|-----------------------------------|---|
| | | <ul style="list-style-type: none"> • Knowledge and experience in managing multiple donor funds for program/project implementation and is familiar with various international donor expectations, audit, and grant compliance. |
| 3. | Research/Procurement Analyst | <ul style="list-style-type: none"> • A minimum of a bachelor's degree in procurement, business, engineering, science or related fields from a recognized university • More than five (5) years' procurement analysis experience in a related industry • Exceptional analytical skills with the ability to identify trends and develop recommendations. • Understands relevant procurement markets using analytical tools and approaches to define more effective procurement strategies. |
| 4. | Organizational Development Expert | <ul style="list-style-type: none"> • Master's degree in economics, development studies, organizational development, business administration social sciences or related discipline. • At least ten (10) years' general experience in conducting individual and organizational capacity needs assessments and at least five (5) years of specific experience working in organizational development and capacity building. • Must have a track record of preparing at least three (3) training materials for relevant audiences and delivery of training in the last five (5) years |

The selected consulting firm shall ensure deployment of suitable result-oriented key experts who have the potential to lead and work in project mode to ensure timely compliance.

10. ESTIMATED TIME-INPUTS FOR KEY EXPERTS

The number of key experts and the estimated time input for each key expert for the assignment are presented in Table 5.

Table 5: Key Expert Estimated Time Input

| S/No | Key Expert | Estimated Input (expert days) |
|-------------|---|--------------------------------------|
| 1 | Team Leader and Procurement Training Expert | 50 |
| 2 | Process expert | 25 |
| 3 | Research/Procurement Analyst | 55 |
| 4 | Organizational Development Expert | 20 |

11. CLIENT ASSIGNMENT MANAGEMENT ARRANGEMENT INCLUDING PROCEDURES FOR REVIEW OF PROGRESS REPORTS, INCEPTION, STATUS, FINAL DRAFT AND FINAL REPORTS AND APPROVAL

The Consultants shall report to the TDB Group Executive, Corporate Services and Administration and work under the general direction of the Project Manager that shall be appointed by TDB.

The Consultants' personnel will, on reasonable notice, participate in meetings and discussions as required by the Project Manager.

All meetings, discussions, presentations, training materials and deliverables shall be in the English language.

12. CONTRACT TYPE AND OTHER INFORMATION INCLUDING LOCATION OF THE ASSIGNMENT PERFORMANCE

The contract shall be a lump contract and location of service is Nairobi, Kenya

13. PROPRIETY RIGHTS OF CLIENT IN REPORTS AND RECORDS

All the reports, data, and information developed, collected, or obtained from the Client, and other Institutions during this exercise shall belong to the Client. No use shall be made of them without prior written authorization from the Client.

At the end of the Services, the Consultant shall relinquish all data, manuals, reports and information (including the database, and related documentation) to the Client and shall make no use of them in any other assignment without prior written authority from the Client.