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**Positioning and Preparing for  
Winning Bids**

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**Dr. Joseph Ogachi**  
**Director;**  
**Centre for Advanced  
Procurement Studies**



# Content

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- Introduction;
- Sources of consulting business;
- Consultant selection methods;
- Mandatory eligibility criteria;
- Consultant qualification criteria;
- Request for proposal document;
- Consultant selection process;
- Closing

# Introduction

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- In this presentation, we examine some ideas on how to win bids;
- The ideas here are not meant to be a sure bet of getting business;
- As a consultant, you should appreciate some **basic procurement rules**;
- There are different rules applicable in different sectors: private and public;
- The private sector rules are quite varied; hence difficult to highlight here;
- Public sector procurement rules are **homogenous** and apply to each entity;



# Sources of Consulting Business

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- **Small Enterprise Firms:**

- These firms rarely have written procuring rules; focus on the owners, relatives or friends who might have influence in obtaining the business.
- Personal connections through social events, church, clubs, professional forums, etc could be good sources of information on possible clients consulting jobs.

- **Large Enterprise Firms:**

- These could be large private firms or publicly quoted firms; that usually may have written procuring rules; their use however is unlikely to be strictly consistent.

# Sources of Consulting Business

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- **Large Enterprise Firms:**

- Specific contacts with senior management at Board level in these firms could likely be a good starting point in accessing consulting business;
- Some firms may require a formal consultant proposal, that is evaluated and awarded;
- It is important to ask for and read the applicable procuring rules for these firms.
- Getting to know and introduced to procurement directors and audit directors is a plus;

# Sources of Consulting Business

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- **Nongovernmental Organisations:** These have procurement and financial rules applicable in sourcing consulting services;
- **Development Projects and Partners:**
  - Usually financed by development banks such as World Bank and AfDB, etc.
  - Strict procurement rules apply; consultants should adhere to these rules;
- **Public Sector Entities:**
  - The Public Procurement and Asset Disposal Act 2015 and Regulations 2020 apply;
  - The consultant should be conversant with these procurement rules.



# Consultant Selection Methods

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- In this section we focus on procurement rules applicable in public sector and development projects;
- The consultant should be aware of the different consultant selection methods; to ensure they prepare a compliant and winning bid;
- The two main factors of consideration in selection of consultants:
  - a) **Quality** of the proposal as reflected in the Technical Proposal
  - b) **Cost** of the proposal as prepared in the Financial Proposal.

# Consultant Selection Methods

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- **Individual Consultant Selection (ICS):** Used in procuring individual experts.
- **Single Source Selection (SSS):** Only one consultant is asked to submit the combined technical and financial proposal, the basis of which negotiations are done and the contract entered into between Client and Consultant;
- **Least Cost Selection (LCS):**
  - The Consultants that score above the required minimum technical score are considered qualified to perform the contract; those scoring below minimum are disqualified.
  - The qualified Consultant with the lowest financial proposal price is awarded the contract.



# Consultant Selection Methods

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- **Fixed Budget Selection (FBS):**

- The maximum budget for the consulting services is shown in the request for proposal document;
- Consultants that bid above the budget are **disqualified**;
- Consultants that score less than the required minimum technical score are **eliminated**;
- The contract is awarded to the Consultant with the highest technical score within budget.

- **Quality Based Selection (QBS):**

- Consultants submit both the technical proposal and financial proposal in separate envelopes;
- The technical proposals are evaluated first and the consultant with highest technical score selected;
- **Contract negotiations** are held with the consultant having the highest technical score.

# Consultant Selection Methods

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- **Quality and Cost Based Selection (QCBS):**
  - Consultants submit the technical proposal and financial proposal in separate envelopes;
  - The technical proposals are evaluated first;
  - Those that do not meet the required minimum technical score are eliminated;
  - The rest of the consultants are asked to attend opening of the financial proposals;
  - The financial proposals are evaluated;
  - **The technical scores and financial scores are combined to get a total score.**
  - Award of contract is made to the consultant having the highest combined score.



# Mandatory Eligibility Criteria

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- **Legal capacity of the consulting firm:** certificate of registration;
- **Professional membership:** e.g. ICPAK registration and practice license;
- **Fullfilled tax obligations:** Valid tax compliance certificate +County license;
- *Other specific requirements as contained in request for proposal;*
- These criteria are evaluated on **pass/fail basis**: Ensure you submit all the required **mandatory documents**, otherwise your proposal is eliminated.
- **Proposals that fail elibiility criteria are eliminated at preliminary stage.**



# Consultant Qualification Criteria

Five general criteria with points assigned and each proposal judged against assigned criteria & sub-criteria given in the RFP

1	Specific experience of firms.	5-10 points
2	Adequacy of proposed methodology, work plan and staffing organisation.	20-50 points
3	Qualification and competence of key staffs.	30-60 points
4	Suitability of transfer of knowledge and training	0-10 points
5	Participation of local experts in key positions	0-10 points

# Request for Proposal

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- The request for proposal document is prepared by the Client and issued to consultants with information on the bidding and contracting process:
- **Section 1: RFP letter, inviting consultants** to submit proposals;
- **Section 2: Instructions to Consultants;** contains the rules for bidding;
- **Section 2: Data sheet:** specific information that modifies the instructions to consultants; consultants should read carefully the provisions here.



# Request for Proposal

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## SECTION 3: TECHNICAL PROPOSAL FORMS:

1. **Technical proposal submission form:** Signed by authorized representative such as Managing Partner;
2. **Joint venture agreement:** In case you are submitting a proposal in JV with another Consulting firm;
3. **Power of attorney:** Signed by a lawyer for the authorized person to sign on behalf of the Consulting firm
4. **Consultant organization:** Describe briefly the Consulting firm, structure, products.
5. **Consultant experience:** Provide the firm experience using the form provided; use relevant experience depending on the services.
6. **Comments and suggestion: Review** terms of reference and client facilities and comment on what you expect.
7. **Description of approach, methodology and workplan:** Prepared by a subject matter expert on how the work will be done;
8. **Work schedule and planning for deliverables:** The proposed implementation workschedule aligned to the methodology;
9. **Team composition and key experts:** List the experts and non-key experts and their proposed roles.
10. **Curriculum vitae:** Insert curriculum vitae for each key expert position; don't submit 2 CVs for the same position!
11. **Support documents:** Such as certificate of registration, compliance certificate, ICPA license, etc; to mee the mandatory criteria



# Request for Proposal

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## SECTION 4: FINANCIAL PROPOSAL FORMS:

- **Financial proposal submission form:** Shows the price and signed by authorised person;
- **Summary of costs:** Lists the totals for the financial proposal
- **Breakdown of remuneration:** Itemized cost for each expert and nonkey expert in the team
- **Reimbursable expenses:** Itemizes the costs related to carrying out the assignment, such as:
  - a) Per diem
  - b) Flight and transport
  - c) Communication
  - d) Reports reproduction

# Request for Proposal

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## SECTION 5: TERMS OF REFERENCE:

- **Background:** Provides the background to the consulting assignment;
- **Scope of Services:** The confines within which services will be rendered;
- **Objectives:** The objectives to be achieved in carrying out the services;
- **Tasks:** The list of tasks to be performed by the consulting firm;
- **Deliverables:** The required consultant outputs and deliverables.

# Request for Proposal

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- **Section 6: General conditions of contract** contains standard clauses that should not be changed; will form part of the signed contract with consultant
- **Section 7: Special conditions of contract:**
  - a) Modifies the clauses in the general conditions; most of the information is filled once the successful consulting firm is identified;
  - b) Contains the contract duration, payment schedule, tax clauses, interest rates, disputes
- **Section 8: Contract forms:** Consists of:
  - a) Notification of award
  - b) Form of advance payment guarantee



# Consultant Selection Process

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1. Preparation of **terms of reference**: By experts in the Client entity;
2. Choice of consultant selection **method**: Based on practical decisions;
3. Cost estimate and **budget** to ensure there are funds for procuring services;
4. Approach to market by the Client entity:
  - a) Direct invitation from one consulting firm in case of single source selection;
  - b) Use of the **register** of consulting firms prepared by the entity;
  - c) Use the list of members from the professional body, e.g. ICPAK;
  - d) Request for expressions of interest leading to a shortlist of firms invited to bid.

# Consultant Selection Process

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5. Request for expressions of interest **notice** in the media;
6. Preparation and issuance of **RFP** to consultants;
7. Consultants prepare technical and financial **proposals**;
8. Submission and **receipt** of proposals;
9. Opening of **technical** proposal
10. **Evaluation** of technical proposals; obtain technical scores;
11. Opening of **financial** proposals

# Consultant Selection Process

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- **Combined** technical and financial evaluation and scores.
- **Notification of award**
- Contract **negotiation** and minutes;
- Formation of contract:
  - Consultant is issued the notification of award;
  - Consultant should acknowledge the award immediately;
  - The contract is signed after 14 days appeals period;
  - Performance security is normally not required;
  - Professional indemnity cover is usually required before signing the contract



# Closing

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- This has been a briefing on preparation of winning bids;
- The subject itself is broader than can possibly be covered here;
- A core decision is whether you are consulting as an individual expert or a firm; but most likely you will do both depending on circumstances;
- Remember: Consulting as a firm assures the firm lives in perpetuity; while individual consulting experience only lasts the life of the expert.
- **Thank you for the attendance!**



# CAPS

## Centre for Advanced Procurement Studies

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5F Sifa Towers Lenana Road

PO Box 3532 Nairobi 00506, Kenya.

[www.capsafrica.org](http://www.capsafrica.org)

[info@capsafrica.org](mailto:info@capsafrica.org)

[training@capsafrica.org](mailto:training@capsafrica.org)

(Cell)+254706657369



@CapsAfrica  
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