



## RECRUITMENT OF A PROJECT MANAGER

### Request for Proposals (RFP) for provision of Project Management Services

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June, 2010

## 1.0 **PROJECT INFORMATION**

Project Title	Recruitment of a Project Manager for Everest Park Project
Project Manager	Said Diaw Ag. Director of Operations
Project Sponsor	Mr. Alassane Ba Managing Director
Project Start Date	October, 2010
Project End Date	Estimated implementation timeline of 4 years
Organization	SHELTER AFRIQUE Longonot Road Upper Hill Nairobi Telephone: +254202722305 to 309 Fax:+254202722024
Country	KENYA
Contacts	Said Diaw : <a href="mailto:diaw@shelterafrique.org">diaw@shelterafrique.org</a> Samson Murithi : <a href="mailto:smurithi@shelterafrique.org">smurithi@shelterafrique.org</a>

## 2.0 **BACKGROUND**

Shelter-Afrique is a pan African housing finance and development institution established by African governments to address the need for sustainable housing delivery system and related infrastructure projects in Africa. Shareholders include 42 African countries, the African Development Bank, and the African Re-Insurance Corporation. Shelter-Afrique's mandate is to provide financing by way of debt, quasi-equity and equity to both public and private institutions for housing and urban infrastructure projects in its member countries. The company commenced active operational activities in 1986 and has since then funded a number of small and medium sized projects with loan amounts averaging about US\$1.4 million per project in over 25 of its member countries. More information can be obtained from the website: [www.shelterafrique.org](http://www.shelterafrique.org)

## 3.0 **OBJECTIVE**

Since inception, Shelter-Afrique's activities have been limited to the provision of debt financing to developers and housing finance institutions. In its current Strategy Plan however, Shelter Afrique envisages increasing its scope of activities to include risk capital provision through joint ventures and equity investments as an overall strategic objective for the medium term.

The objective of this RFP is to identify and recruit a competent Project Manager to undertake project management services for Everest Park Project as described below.

### **The Project:**

The project is a Joint Venture between Shelter Afrique and a developer. It is situated along Mombasa road (Mavoko area), about 30km from Nairobi CBD. It is being developed on land measuring about six acres. The site is well served by public transport and other infrastructure facilities. The whole project will consist of 380 nos units comprising one, two, three and four bedroom low cost houses and the necessary accompanying infrastructure. The estimated total cost is Kshs 1.045

billion, while the construction cost of developing the whole estate Kshs 814m and will be done in two phases with the whole project expected to be completed in not more than 4 years.

Phase I, expected to commence in November 2010 and last for 24 months, will entail the development of 240 nos units at an estimated cost of Kshs 594m and construction cost of Kshs 401m.

**Current Status of the project:**

- All building approvals have been obtained, except final NEMA License;
- Tender bids are being sent out to select contractors
- Projects consultants have been appointed
- Project is currently awaiting ground breaking after contracts for securing finance have been finalized

This document outlines the Terms of Reference (TOR) for the acquisition of a project manager to undertake project management for the above project.

**4.0 SCOPE OF WORK**

The Project Manager shall be responsible for the implementation of the decisions of the Management Committee and for conducting the ordinary and usual business and affairs of the Joint Venture as set forth in the Joint Venture agreement. The Project Manager shall be appointed pursuant to the relevant sections of the Joint Venture agreement between Shelter Afrique and the developer and will carry out the following tasks:

**At inception, the Project Manager will:**

1. Ensure that all designs, drawing details e.t.c. required for the successful implementation of the project are available and provide a comprehensive list of drawings available and outstanding;
2. Ensure that all consultants have been formally engaged and available for the job;
3. Verify BoQs and assist in selection of the contractor;
4. Confirm that the contractor has been formally engaged, mobilised to site and ready for the job;
5. Ascertain that all approvals and controls are in place and being adhered to;
6. Confirm the value of all the contracts awarded, identify outstanding contracts and report the cost plan at inspection;
7. Verify expenses/costs and other liabilities incurred by the developer up to the time of signing the JVA and assess their authenticity.
- 8.

**On-going monitoring of the project, the Project Manager will:**

1. Carry out regular site inspections to ensure the following:
  - That work progress is according to programme, and if not indicate whether developer/contractors have taken steps to redress the situation;
  - To have a Representative in the weekly site meeting;
  - That necessary quality controls are in place and that construction standards meet quality requirements;
  - That safety measures on site are adequate and that necessary insurance is in place;
  - That Environmental Plan agreed with developer is being implemented;

2. Review the procurement arrangements in place to ensure timely supply of materials;
3. Carry out monthly or as may be directed by Shelter-Afrique, review of the valuation of works done and status of payments made to different service providers as provided by the developer;
4. Report any variations in design, specifications and scope of the project;
5. Review quarterly cost appraisals done by the developer/project consultants to ensure cost to completion targets are as planned and variations, if any are fully budget for;
6. Monitor schedule of insurance needed for the proper execution of the project and report on their validity and renewal by the developer/contractor/consultants.
7. Prepare progress reports on costs, revenues and implementation projections;
8. Ensure implementations arrangements in place as per the Joint venture agreement.

**Prepare disbursement requests in consultation with the developer; The Project Manager Shall:**

1. Liaise with the developer to ensure that the required documentation is complete and available as per the agreed checklist;
2. Ensure that the documents are up to date including the validity of the Insurances and the required reports (Quarterly progress reports, Annual reports where applicable etc.);
3. Cross check satisfactorily the valuations done together with the quality of work done to ensure that they are in line with the required standards, before submission for consideration for payment by Shelter-Afrique;
4. Verify that the preceding disbursement was satisfactorily used for construction purposes and attach all the operational account statements accordingly together with the disbursement application;
5. Report on all the above aspects and recommend appropriately for payment.

**At completion, the Project Manager will:**

1. Prepare a Completion Report in accordance with Shelter Afrique's requirement, detailing all activities carried and any lessons learnt;
2. Any other duties as assigned by the Management Committee from time to time.

**5.0 METHODOLOGY**

The Project Manager will ensure effective and efficient execution of the project. The roles will include but not limited to construction management, review of drawings and all technical reports prepared by the developer, its consultants and contractors as well as regular site visits. Any problems identified during the reviews and site visits should be discussed with the Management committee, developer, consultants and contractors or whoever may be concerned.

The Project Manager may further elaborate and/or supplement the TORs and the scope of work so as to ensure the achievement of the main objectives.

**6.0 PROJECT SCHEDULE AND MILESTONES**

The Project Manager will submit quarterly reports or as may be required by Shelter-Afrique complete with photos or any necessary documentary evidence.

## **7.0 GOVERNANCE**

A Management Committee will be established to oversee supervision and monitoring of the project. The Project Manager shall at all times be subject to the direction of the Management Committee, and the Management Committee shall require that the Project Manager shall keep the Management Committee informed as to all matters of concern to the Joint Venture.

The role of the Management Committee is spelt out in the Joint Venture Agreement. The project committee will comprise representation from Shelter Afrique and the developer.

## **8.0 PAYMENTS**

In line with the requirements of the consultancy practice, payment for the project management services will be as agreed and negotiated on a bidding/tender driven process. The consultant must undertake to deliver their services in this project to the expected levels of proficiency.

## **9.0 CONTENT OF THE BID**

The consultants, preferably a real estate Project Management firm, should have relevant experience in management of medium to large scale (over US\$ 5m) real estate projects in Kenya. The consultants should be knowledgeable on the scale and scope of challenges facing real estate project implementation in the country and possible solutions.

The consultants should also demonstrate a clear understanding of project management in a well elaborated project execution plan. Consultants should also provide supporting information/documents as proof of their expertise in real estate project management.

### **The Bid must contain the following parts:**

1. **Administrative information** including:
  - Name of applicant, full address, telephone and fax numbers and e-mail address;
  - Legal status;
  - Physical address;
  - Date of establishment or registration;
  - Details of the organization structure;
2. **Technical content of the bid** including:
  - Detailed CV of the proposed consultants, an explanation of the nature and extent of their availability for this project;
  - Description of relevant professional experience emphasizing their experience in real estate project management;
  - Description of the consultant's work programme, methodology and execution plan to be set to implement the project.
3. **Financial proposal** including:
  - Full details of the proposed price for the project stated in Kenya Shillings. This should be in a separate email attachment.

## **10.0 PREPARATION OF TECHNICAL PROPOSAL:**

The Technical Proposal shall provide the following information in the prescribed format:

- i. A brief description of the firm's recent experience on projects of similar nature. For each assignment the outline should indicate inter alia, duration and nature of project, value in Kshs or US\$ equivalent and firm's involvement;
- ii. Any comments or suggestions on the Terms of Reference,
- iii. A description of the execution and work plan for undertaking the project management roles;
- iv. Most recent CVs signed by the consultant. Key information should include number of years experience and degree of responsibility held in various projects during the last five years;
- v. A detailed description of the proposed methodology, staffing and monitoring;
- vi. Any other additional information.

The technical proposal shall not include any financial information.

## **11.0 PREPARATION OF FINANCIAL PROPOSAL**

The financial proposal should list all costs associated with the project management services including; remuneration and reimbursable expenses (such as subsistence, transport, e.t.c.) consultants and legal, etc. If appropriate, these should be broken down by activity.

The Financial Proposal should clearly indicate as a separate amount, taxes, duties fee, levies and other charges imposed under the law on consultants, sub-consultants and their personnel. Consultants shall express the price of their services in Kshs.

**The quotation should be for the full project but should be split in the two phases i.e. Phase I and Phase II.**

The proposal must remain valid for 60 days after submission date. Shelter-Afrique will make best effort to complete negotiations within this period.

## **12.0 SUBMISSION**

Completed **Technical and Financial** proposals should be clearly marked and sent as separate email attachments before 12/08/2010 addressed to:

**Said Diaw**  
**Ag. Director of Operations & Business Development**  
**Shelter Afrique**  
**Longonot Road, Upper Hill,**  
**P.O. Box 41479 -00100, GPO Nairobi, Kenya.**  
**Tel: 254-20-2722305-9**  
**Fax: 254-20-2722024, 2721211**

**E-Mail: [diaw@shelterafrique.org](mailto:diaw@shelterafrique.org)**

**With copy to: Samson Murithi; [smurithi@shelterafrique.org](mailto:smurithi@shelterafrique.org)**

## **13.0 SELECTION CRITERIA AND EVALUATION**

The contract will be awarded to the tenderer whose offer represents the best value considering the professional and technical capacity, the quality of offer and the price.

**Evaluation of Technical Proposal:**

The proposals shall be evaluated on the basis of their responsiveness to Terms of Reference, applying the evaluation criteria as follows:

<u>Criteria:</u>	<u>Score (%)</u>
<b>1. Professional and Technical capacity</b>	<b>60</b>
The selected consultant should have:	
<ul style="list-style-type: none"><li>• Significant experience and track record in real estate project management services in Kenya. This criteria will be assessed based on a list of previous project management activities undertaken in this field by the consultant;</li><li>• Qualifications and experience of the lead consultant and other personnel.</li></ul>	
<b>2. Quality of the offer</b>	<b>40</b>
<ul style="list-style-type: none"><li>• Technical approach and methodology, work plan, organisation and staffing;</li><li>• Quality and understanding of the nature of the project, its context and desired results;</li><li>• Feasible work program with regard to the identification and distribution of tasks;</li><li>• Responsiveness to Terms of Reference.</li></ul>	

Each response 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 of 70%.

**The Financial Proposal**

The consultant, qualified as per the technical score and with the lowest quotation as per the financial proposal, will be invited for negotiations.