

STANDARD REQUEST FOR ARCHITECTURAL COMPETITION PROPOSALS

Part 1: Standard Request Procedure

Part 2: Conditions of Contract for engagement

**BOARD OF REGISTRATION OF ARCHITECTS
AND QUANTITY SURVEYORS**

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INTRODUCTION

1. The Board of Registration of Architects & Quantity Surveyors of Kenya P. O. Box 40866-00100, Nairobi, has prepared this Standard Request for Proposals (SRFP) as a guideline to be used for the selection of **Building** Consultants by Procurement Institutions and Developers **operating in Kenya**.
2. The Standard request for proposals shall include the following:-
 - (i) Letter of Invitation
 - (ii) Information to Consultants
 - (iii) Terms of Reference

REQUEST FOR PROPOSALS (RFP)
(cover page)

Project Name _____ **(Insert project name)**

Title of Consulting Services _____ **(Insert title)**

SECTION A: LETTER OF INVITATION

To _____

(Name and address of Consultant)

Dear Sir,

RE: (NAME OF PROJECT)

The _____ (name of the client) invites proposals to provide the following consulting services: _____ (short description of objectives and scope of the assignment). More details on the services are provided in the attached Terms of Reference.

The RFP includes the following documents:

Section A – Letter of Invitation

Section B – Information to Consultants

Section C – Technical Proposal – Standard Forms

Section D – Financial Proposal – Standard Forms

Section E – Terms of Reference

Section F – Standard Forms of Contract

Please inform us, upon receipt:

- (a) That you received the letter of invitation; and
- (b) Whether you will submit a proposal alone or in association.

Yours sincerely,

(insert: Signature, name and title of Client's representative)

SECTION B:- INFORMATION TO CONSULTANTS

1. Introduction

- 1.1 The Client is recommended to select a firm/consortium among those invited to submit a proposal, in accordance with the method of selection detailed under this section.
- 1.2 The consultants are invited to submit a Technical Proposal and a Financial Proposal, or a further Proposal. A Technical Proposal only or technical followed by design proposals excluding financial proposal may be submitted in assignments where the Client intends to apply standard conditions of engagement and scales of fees for professional services as is the case with Building and Civil Engineering Consulting services. In such a case the highest ranked firm shall be invited to negotiate a contract on the basis of scale fees. The proposal will be basis for contract negotiations and ultimately for a signed contract with the selected firm.
- 1.3 The firm/consortium must familiarize themselves with local conditions and take them into account in preparing their proposals. To obtain first/hand information on the assignment and on the local conditions, consultants are encouraged to visit the Client before submitting a proposal and to attend a pre-proposal conference where applicable. The consultants' representative should contact the client representatives to arrange for their visit or to obtain additional information on the pre-proposal conference. Consultants should ensure that the client representatives are advised of the visit in adequate time to allow them to make appropriate arrangements.
- 1.4 The Client will assist the firm in obtaining licenses and permits needed to carry out the services, and make available relevant project data and reports.
- 1.5 Please note that (i) the cost of preparing the proposal and of negotiating the contract, including a 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. However design proposals shall be paid for in accordance to regulations for the promotion of competition.

2. **Clarification and Amendment of SRFP Documents**
- 2.1 Consultants may request a clarification of any of the SRFP documents up to seven days before the proposal submission date. Any request for clarification must be sent in writing by mail, cable, telex, facsimile, or electronic mail to the Client's address. 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 At any time before the submission of the proposals, the Client may, for any reason, whether at his initiative or in response to a clarification requested by an invited firm/consortium, amend the SRFP. Any amendment shall be issued in writing through addenda. Addenda shall be sent by mail, cable, telex, facsimile or electronic mail to all invited firm/consortium and will be binding on them. The Client may at its discretion extend the deadline for the submission of proposals.
3. **Preparation of Proposal**
- 3.1 Firms/consortium are requested to submit a proposal (para.1.2) written in English language.
- 3.2 In preparing the Technical Proposal, consultants are expected to examine the invitation documents in detail. Material deficiencies in providing the information requested may result in rejection of a proposal.
- 3.3 While preparing the Technical Proposal, the firm/consortium must give particular attention to the following:
- (i) If a firm/consortium considers that it does not have all the expertise for the assignment, it may obtain a full range of expertise by associating with individual consultants (s) and/or other firms or entities in a joint venture or sub-consultancy, as appropriate. A firm/consortium may not associate with the other firms/consortium invited **or bidding** for the same assignment.
- (ii) For assignments on a staff-time basis. The proposal shall, however, be based on the number of professional staff-months estimated by the firm.

- (iii) It is desirable that the majority of the key professional staff proposed be permanent employees of the firm/consortium or have an extended and stable working relationship with it.
- (iv) Proposed professional staff must, at a minimum, have experience 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.

3.4 The Technical Proposal shall provide the following information using the attached Standard Forms:

- (i) A brief description of the firm's/consortium'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 members, 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 the Data Sheet specifies training as a major component of the assignment.

3.5 The Technical Proposal shall not include any financial information.

Financial Proposal

3.6 In preparing the Financial Proposal, consultants are expected to take into account the requirements and conditions outlined in the invitation 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, printing of documents, surveys, and training, if it is major component of the assignment. If appropriate, these costs should be broken down by activity.

3.7 The Financial Proposal should clearly identify, as separate amount, the local taxes, duties, fees, levies and other charges imposed under the law, on the consultants, the sub-consultants, and their personnel.

3.8 Consultants shall express the price of their services in Kenya Shillings or US Dollars or Euro as may be required by the client.

3.9 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.

3.10 Proposal must remain valid for 90 days after the submission date. During this period, the consultant is expected to keep available the professional staff proposed for the assignment. The Client will make its best effort to complete negotiations within this period. If the Client wishes to extend the validity period of the proposals, the consultants who do not agree have the right not to extend the validity of their proposals.

4. Design Proposal

4.0 In preparing the design proposal, consultants are expected to take into account the requirements of a clear brief

outlined in the invitation documents for the design

4.0 **Design proposal.**

- 4.1 The design presentation shall incorporate the following standard information:
- site plan at scale 1:500
 - Plans, Sections and elevations at scale 1:200
 - Exterior Perspective Illustration A3 Size
 - Scale Model 1:200 optional at the discretion of promoter and to be paid for separately by promoter.
 - Other graphic illustrations not exceeding A3 size sheets are allowed.
- 4.2 The presentation information shall be mounted on maximum of 5A1 size mounting boards.
- A design report A4 size including all drawings about and outlining the design concept and response to the brief. It shall include sections of summary reports on project cost estimates, electrical mechanical installations and proposed structural solution.
 - No designs shall be required at this stage for electrical, mechanical and structural engineering services.
 - The report shall not exceed 25 pages of text of A4 size, font size 12 and shall be bound. The numbers of reports required are to be illustrated in the invitation documents.
 - Verbal presentations may be invited for all bidders at the discretion of the Evaluators and client and shall be indicated on the invitation documents and dates and time outlined.
 - Audio Visual and computer point presentation, 3-D CAD graphics may also be allowed at the discretion of the evaluators and client and shall be indicated on the invitation documents and dates and time outlined.
 - The client and evaluators shall organize an exhibition in the client offices or other suitable location where all participants shall have an opportunity to view all submitted works once the evaluator's work is complete and an award given.

5. Quality based selection

- 5.1 The quality based selection shall involve the invitation of pre-qualified 3-7 firms/consortium to an interview. The interviewing panel shall have at least 3 assessors at least one of them shall have a relevant technical background.

The recommended assessment criteria for the selection shall be the following:-

1. Firm's history and resource capability to perform required services
2. Evaluation of assigned personnel
3. Related experience (as appropriate)
 - Design services
 - Technical documentation
 - Contract administration
 - Studies
 - Other
4. Project Methodology
5. Approach to quality management
6. Familiarity with local area geography and facilities
7. Ability to relate to project requirements
8. Analysis of subjective statements (one page) applicable to the project as required on the request for qualification.
9. Reference check (evaluation transfer from reference check from)

6. Submission Receipt, and Opening of Proposal

- 6.1 The original proposal shall be prepared in indelible ink. It shall contain no interlineation or overwriting, except as necessary to correct errors made by the firm/consortium itself. Any such corrections must be initiated by the person or person who sign(s) the proposals.
- 6.2 For each proposal, the consultants shall prepare the number of copies. Each Technical Proposal, Financial Proposal and design 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 governs.
- 6.3 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”**. All copies of the design proposal in a sealed envelope clearly marked **“DESIGN 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 following

Appendix and be clearly marked, **“DO NOT OPEN, EXCEPT IN PRESENCE OF THE EVALUATION COMMITTEE”**.

- 6.4 The completed Technical, Financial Proposals must be delivered at the submission address on or before the time and date stated in the following Appendix. Any proposal received after the closing time for submission of proposals shall be returned unopened.
- 6.5 After the deadline for submission of proposals, the Technical Proposal shall be opened immediately by the evaluation committee. The Financial Proposal shall remain sealed and deposited with a responsible officer of the client department until all submitted proposals are opened publicly.
- 6.6 Design Competition proposals for shortlisted firms/consortium shall be submitted at a specific date and time.

7 Proposal Evaluation General

7.1 From the time the bids are opened to the time the contract is awarded, if any firm/consortium wishes to contact the Client on any matter related to its proposal, he should do so in writing at the address indicated in the invitation documents'. Any effort by the firm to influence the Client in the Client's proposal evaluation, proposal comparison or contract award decisions may result in the rejection of their proposal.

7.2 Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded. The Technical proposal shall constitute 70 marks and the financial proposals 30 marks

Evaluation of Technical Proposals

7.3 The evaluation committee, appointed by the Client, evaluates the proposal 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 workplan and methodology in responding to the terms of reference	20
(iii) Qualifications and competence of the key staff for the assignment	35
(iv) Suitability to the transfer of Technology Programme (Training)	<u>5</u>
Total Points	<u>70</u>

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 required.

Evaluation of Design Proposals

7.4 In the case of design competitions where firms/ consortium have already been shortlisted through a first stage evaluation of Technical and financial proposals or shortlist already prepared by the client the design assessment mark shall be based on a total of 100 marks applying the following criteria.

	Points
(i) The design report	25
(ii) Master Planning	10
(iii) Functional response and Planning in response to all client requirements as well as use of materials	30
(iv) The Architectural design Concept in relation to form, scale of buildings and overall appeal.	20
(v) The general presentation quality and effective communication	5
(vi) Other innovative and unique aspects of overall design----	---
Total	<u>100</u>

7.5 In the case of open design competitions, the evaluators shall award marks in accordance with the following criteria.

(i) Curriculum vitae	25 marks
(ii) Financial	15 marks
(iii) Design proposal	<u>60 marks</u>
Total	<u>100 marks</u>

The Curriculum Vitae shall be assessed as follows:-

	Points
(i) General Experience of the consultants related to the assignment	15
(ii) Qualification and competence of key staff for assignment	<u>10</u>
Total	<u>25</u>

The design proposal shall be assessed as follows

	Points
(i) The design report	15
(ii) Master planning	5
(iii) Function response and planning in response to all client requirements as well as use of materials	15
(iv) The architectural design concept in relation to form, context, scale of buildings and overall appeal	15
(v) The general quality and effective communication	3
(vi) Other innovative and unique aspects of the overall design	7
Total	60
The Financial Proposal	15

**Public Opening
and Evaluation of
Financial
Proposals**

Total

100

7.6 After the evaluation is completed, the Client shall notify those consultants whose proposals did not meet the minimum qualifying mark or were considered nonresponsive to the SRFP and Terms of Reference, indicating that their Financial Proposals will be returned after completing the selection process. The client shall simultaneously notify the consultants that have secured the minimum qualifying mark, indicating the date and time set for opening the Financial Proposals. 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.

7.7 The Financial Proposals shall be opened publicly in the presence of the consultants' representatives who choose to attend. The name of the consultant, the quality 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.

7.8 The evaluation committee will determine whether the Financial Proposals are complete (i.e., whether they have costed all items of the corresponding Technical Proposals; if not, the Client will cost them and add their cost to the initial price) and correct any computational errors.

7.9 The highest mark obtained by the lowest bidder shall be 30

marks. The formula for determining the Financial Score (FS) shall, unless an alternative formula is indicated in the following Appendix, be as follows:-
$$FS = 30 \times \frac{F_M}{F}$$
where FS is the financial score; F_M is the lowest priced financial proposal and F is the price of the proposal under consideration. The firm achieving the highest combined technical and financial score will be invited for negotiations. The technical score shall constitute a maximum of 70 marks while the financial score a maximum of 30 marks.

8. Negotiations

- 8.1 Negotiations will be held at the same address as “address to send information to the Client” indicated in the following Appendix. The aim is to reach agreement on all points and sign a contract.
- 8.2 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.
- 8.3 Unless there are exceptional reasons, the financial Negotiations will not involve the remuneration rates for staff (no breakdown of fees).
- 8.4 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 it is established that key staff were offered in the proposal without confirming their availability,

the firm may be disqualified.

9. Award of Contract

- 9.1 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.
- 9.2 The firm is expected to commence the assignment on the date and at the location specified in the following contract.

10. Confidentiality

- 10. 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.

APPENDIX

**Clause
Reference**

1.1 & 2.1 The name of the Client is: _____

1.2 Technical and Financial Proposals are requested: Yes _____ No _____
A Technical Proposal only is requested: Yes _____ No _____
A design proposal only is requested: Yes _____ No _____

The name, objectives, and description of the assignment are: _____

1.3 A pre-proposal conference will be held: Yes _____ No _____ (if Yes, indicate date, time and venue) _____

The name(s), address(es), and telephone numbers of the Client's official(s) are: _____

1.4 The Client will provide the following inputs: _____

3.3 (ii) The estimated number of professional staff months required for the assignment is; _____

(iv) The minimum required experience of proposed professional staff is: (insert title, number of years of professional experience, specific expertise)

(i) Training is a specific component of this assignment: Yes _____
No _____ (If yes, provide appropriate information)

(viii) Additional information in the Technical Proposal includes:

3.7 Taxes: (Specify firm's liability: nature, sources of information): _____

4.2 Consultants must submit an original and _____ (insert number)
additional copies of each proposal

4.3 The proposal submission address is: _____
Information on the outer envelope should also include: _____

4.4 Proposals must be submitted no later than the following date and time:

5.1 The address to send information to the Client is: _____

5.2 The minimum technical score required to pass/insert number of points):

5.3 The assignment is expected to commence on _____
(insert date) at (insert location) _____

SECTION C:- TECHNICAL PROPOSAL – STANDARD FORMS

- (i) Technical Proposal submission form
- (ii) Firm's references
- (iii) Comments and suggestions of consultants on the Terms of Reference and on data, services, and facilities to be provided by the Client.
- (iv) Description of the methodology and work plan for performing the assignment.
- (v) Team composition and task assignments
- (vi) Format of curriculum vitae (CV) for proposed professional staff.
- (vii) Time schedule for professional personnel
- (viii) Activity (work) schedule

(i) TECHNICAL PROPOSAL SUBMISSION FORM

(Location, 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.

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

We remain,

Yours sincerely,

Authorized Signature:
Name and Title of Signatory:
Name of Firm:
Address:

(ii) FIRMS REFERENCES

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

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:		No. of Staff:
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 Associates 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: _____

**(iii) 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.

**(iv) DESCRIPTION OF THE METHODOLOGY AND WORK PLAN FOR
PERFORMING THE ASSIGNMENT**

(V). TEAM COMPOSITION AND TASK ASSIGNMENTS

1. Technical/Managerial Staff

Name	Position	Task

2. Support Staff

Name	Position	Task

(v) **FORMAT OF CURRICULUM VATAE (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 degrees 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 assignments.)

Certification:

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

_____ Date: _____
(Signature of staff member and authorized representative of the firm)

Full name of staff member: _____

Full name of authorized representative: _____

(vii). TIME SCHEDULE FOR PROSESSIONAL PERSONNEL

Name	Position	Reports Due/ Activities	1	2	3	4	5	6	7	8	9	10	11	12	Name of

Reports Due: _____

Activities Duration: _____

Signature: _____
(Authorized representative)

Full Name: _____

Title: _____

Address: _____

(viii). ACTIVITY (WORK) SCHEDULE

	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 D:- FINANCIAL PROPOSAL – STANDARD FORMS

- (i) Financial Proposal submission form
- (ii) Summary of costs
- (iii) Breakdown of price per activity
- (iv) Breakdown of remuneration per activity
- (v) Reimbursables per activity
- (vi) Miscellaneous expenses

(i). FINANCIAL PROPOSAL SUBMISSIN FORM

(Location, 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, understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature:
Name and Title of Signatory:
Name of Firm:
Address:

(ii). SUMMARY OF COSTS

Costs	Currency(ies)	Amount
Subtotal		
Taxes		
Total Amount of Financial Proposal		

(iii). BREAKDOWN OF PRICE PER ACTIVITY

Activity No.: _____	Description: _____
Price Component	Amount(s)
Remuneration	
Reimbursables	
Miscellaneous Expenses	
Subtotal	

(iv). BREAKDOWN OF REMUNERATION PER ACTIVITY

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

(v). Reimbursable Per Activity

Activity No: _____ **Name:** _____

No.	Description	Unit	Q;quantity	Unit Price	Total Amount
1.	Air travel	Trip			
2.	Road travel	Kms			
3.	Subsistence Allowance	Dat			
	Grand Total				

(vi). 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 E:- TERMS OF REFERENCE

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 (when appropriate)
- (e) Reports and Time Schedule, and
- (f) Data Services, Personnel, and Facilities to be provided by the Client.