

Invitation to Tender (ITT) for the 2nd Investment Attraction Firm

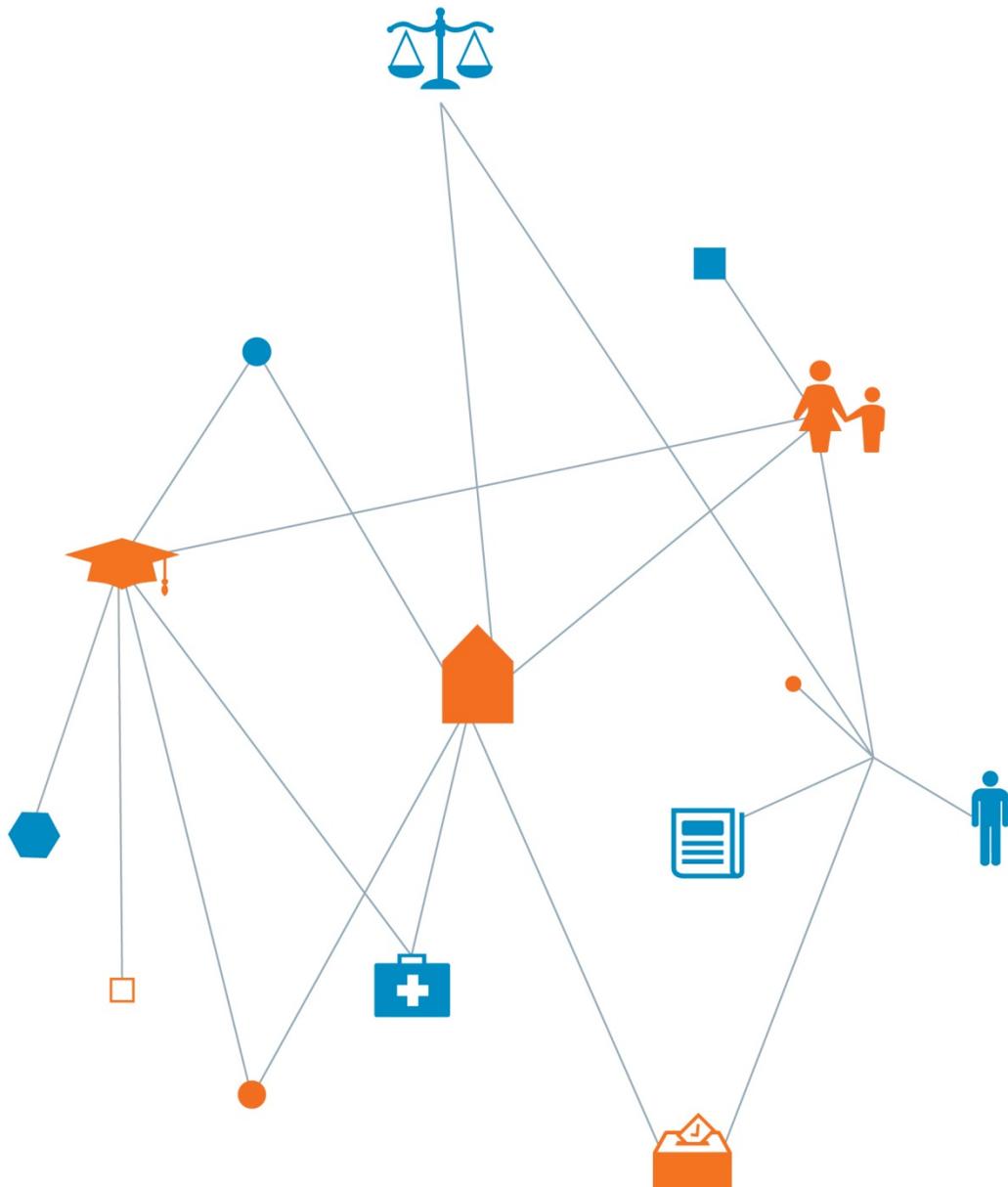


TABLE OF CONTENTS

1.	Introduction	2
1.1.	About SUED	2
1.2.	Programme Scope	3
1.3.	This Opportunity	3
1.4.	Purpose of this Invitation to Tender (ITT)	1
1.5.	Submission of Tenders	1
2.	Scope of Services	2
2.1	Scope of Works	2
2.2	Required Qualifications	4
2.3	Evaluation Process and Criteria	5
2.4	Submission Instructions	7
3.	Instructions to Tenderers and Bidding Data Sheet	8
3.1	Instructions to Tenderers	8
3.2	Bidding Data Sheet	20
	Annex 1: Definitions	23
	Annex 2: Conflict of Interest Declaration	25
	Annex 3: Confidentiality Agreement	27
	Annex 4: Fair Price Declaration	29
	Annex 5: Technical Bid Submission Form	30
	Annex 6: Financial Proposal Proforma Templates	31
	Annex 7: Financial Bid Submission Form	35
	Annex 8: List of Potential Projects	36

1. Introduction

1.1. About SUED

Sustainable Urban Economic Development (SUED) is a £70 million, five-year programme supported by the British Government through the Department for International Development (DFID). The programme is managed by Coffey International Development Ltd, a Tetra Tech Company, as the Managing Agent, providing overall programme management, coordination and technical oversight. The programme is supporting 12 fast growing municipalities to develop sustainable urban economic plans and attract investment for critical infrastructure and value chain projects. These municipalities are: Bungoma, Eldoret, Isiolo, Iten, Kathwana, Kerugoya, Kisii, Kitui, Lamu, Malindi, Mandera and Wote.

In line with the UK's new, modern and vibrant partnership with Africa, this programme supports the development of a more stable, secure and prosperous Kenya with a core focus on leveraging other resources and investing in urban infrastructure to better address demographic, security and economic development challenges. By supporting urban economic development in Kenya, the UK is contributing to the President's 'Big Four' priorities and strengthening the UK's modern partnership with Kenya.

Kenya is urbanising rapidly. By 2050, almost half the population in Kenya is expected to live in urban areas. Poorly planned urbanisation can result in informal conditions and population centres that are more vulnerable to environmental shocks. This programme aims to support municipalities better harness their fast levels of growth.

The main programme objectives are to:

- Strengthen capacity at municipality level to plan better for urbanisation.
- Support policy and legislative changes to enable greater private sector led growth.
- Raise investment for critical bankable, climate-resilient infrastructure and value chain projects.
- Develop and test capacity at municipality level to maintain key activities after the programme ends.
- Create climate-resilient jobs.
- Improve rural links with larger markets that were previously difficult to access.
- Poise municipalities for climate-resilient and sustainable growth.

1.2. Programme Scope

The selected municipalities will be provided with: **urban economic planners** to help them develop integrated and sustainable plans to spur inclusive growth hubs of the future; **investment climate advisers** to help the municipalities address policy and regulatory constraints to private sector led urban growth; **investment attraction experts** to help the municipalities develop and implement investment promotion strategies and draw in investment (including PPPs) to fund commercially bankable climate-resilient infrastructure and value chain projects and **other capacity building specialists** to support priorities identified in the urban economic plans, enabling municipalities to enhance their capacity and generate revenue to manage the increased activity after the programme ends. In addition, there will be an amount ranging £25 - 35m of **seed capital available** to support infrastructural development and value chain projects. The seed funding will be demand led and shared equitably amongst the municipalities, based on the projects identified in the respective municipal urban economic plans.

1.3. This Opportunity

SUED is inviting tenders from interested firms/consortium for the investment attraction component of the programme. This is the second tender that SUED is launching for this assignment to support another group of 3 selected municipalities i.e. Iten, Kathwana and Kisii draw in investors to fund commercially bankable, climate resilient infrastructure and value chain projects identified in their urban economic plans (UEPs). It is envisaged that potential investors in the proposed projects will need to see demonstrated commercial viability of these projects backed by proper market demand analytics, sound feasibility studies, and detailed masterplans, so interested firms/consortiums should have experience in designing business cases for key investment projects and delivery of a range of services critical to attracting in the required levels of investments to support those projects. For the avoidance of doubt, this will involve taking the projects all the way from conducting pre-feasibility studies to achieving financial close.

More specifically, the interested firms/consortium will be required to help the selected municipalities develop feasible investment projects and draw in investors to fund commercially bankable climate-resilient infrastructure and value chain projects identified in their urban economic plans.

This opportunity is open to firms/consortium ONLY, individual consultants should not apply. The detailed scope of work is contained in section 2.

1.4. Purpose of this Invitation to Tender (ITT)

The purpose of this ITT is to provide bidders with details of the tender process and to ensure that all tenders are given equal consideration. It is essential that bidders provide a complete tender dossier that contains all the information requested in the required format. Bidders are requested to read the general and specific information carefully, including the Instructions to Tenderers in Section 3 of this document before submitting their application.

Tenders must be submitted in accordance with these instructions. Failure to comply with this ITT, to furnish the required information and provide requested documentation within the specified timescale, will result in a bid being deemed to be non-compliant and may result in the tender being rejected by SUED whose decision in the matter shall be final.

1.5. Submission of Tenders

The tenders should be submitted in English and be set out in three main parts:

- i. Part A: Preliminary requirements
- ii. Part B: Technical response
- iii. Part C: Financial response

The responses should be submitted in accordance with the evaluation criteria and scoring methodology set out in section 2.3.

Interested parties must submit a soft copy of their application by email to suedcfp@coffey.com and should reference "ITT Notice Ref – IAF/03/2020."

The submissions must be submitted on or before **16th April 2020 5.00pm EAT**.

All queries quoting the tender title and number should be emailed to suedcfp@coffey.com.

Late tenders, or tenders in any other format, shall not be accepted.

2. Scope of Services

SUED is inviting interested firms/consortium to submit tenders to offer investment attraction services ranging from completion of pre-feasibility studies to drawing in investors to fund specific projects in three municipalities in Kenya, namely: Iten, Kathwana and Kisii. The project aims to leverage private sector funding into the projects and will be tracking the value of investment generated. The bidding firms must have strong capabilities in project preparation, fundraising and structuring investment deals.

SUED has already procured another firm that is currently working on investment attraction in its first group of 3 municipalities: Kitui, Isiolo and Malindi. This tender covers the second group of 3 municipalities: Iten, Kathwana and Kisii. The two firms procured by SUED despite working in different municipalities will have to ensure their tasks are aligned and they collaborate where necessary to ensure there is maximum benefit for the programme. It is intended that in time, subject to performance, scope and funding the procured firms' contracts may be extended to cover additional groups of municipalities.

Those interested in bidding for this work are required to provide a technical and financial proposal which addresses the prescribed criteria. The technical proposal should demonstrate the firm/consortium's capabilities and availability of expertise to deliver on this assignment as detailed in sections 2.1 and 2.2, and containing details of how the firm/consortium will:

- i. develop business cases for the identified projects, through pre-feasibility studies, which set out the investment proposition and model out the commercial bankability of each project;
- ii. develop and implement investment promotion strategies for the mentioned municipalities;
- iii. plan and hold investor roundtables on behalf of each municipality; and
- iv. generate interest from investors and expertly guide the fundraising process to achieve financial close.

The interested firm/consortium will work closely with the urban economic planners to review the completed urban economic plans for the 3 municipalities and shortlist projects from an initial long list of identified value chain and infrastructure projects.

2.1 Scope of Works

This contract will cover work in Iten, Kathwana and Kisii municipalities.

The interested firms/consortium will be required to consult potential beneficiaries and work with key decision makers in these municipalities. They will collectively cover the range of financial, technical, legal and other expertise required to procure funding for the identified projects.

In so doing, the interested firms/consortium will be required to work closely with other donor-funded technical assistance facilities to support investments and investment environment such as the Private Infrastructure Development Group (PIDG), Public Private Infrastructure Advisory Facility (PPIAF), World Bank, CDC, social/impact investors and DFID centrally managed programmes such as Infrastructure and Cities for Economic Development (ICED), Cities and Infrastructure for Growth (CIG) and Future Cities Africa.

The preferred supplier is expected to provide all the needed support, inputs, documentation, services and content for the project to achieve successful financial close, including the following key stages:

A. Complete detailed pre-feasibility studies for approximately 3 projects in each of the three municipalities i.e. Iten, Kathwana and Kisii

The pre-feasibility assessments are designed to guide decision makers as to whether the projects are sound on technical, economic, social and environmental grounds. Further, the assessment will consider the existing policy, legal and regulatory environment in which the projects would be grounded and gives a high-level overview of the institutions and other stakeholders – with a view to setting out an initial assessment of project implementation (including financing options). These are laid out in the following approach:

- i. Analyse work undertaken in the respective UEPs, and the potential projects identified;
- ii. Undertake demand/market projections to identify niches to exploit and technical options;
- iii. Conduct competitive benchmarking analysis of the target projects;
- iv. Undertake modelling to forecast preliminary economic and financial rate of return to be expected from each project;
- v. Forecast investment to determine potential demand for the target municipalities over a reasonable investment horizon based on specific scenarios;
- vi. Assess the capacity within the municipalities to conduct investment attraction activities;
- vii. Determine implementation bodies and financing options available.

The list of potential projects for Iten, Kathwana and Isiolo will be provided during the suppliers' conference planned on 27th March 2020. A sample list is however provided in Annex 8.

B. Conduct transaction diligence

Undertake project due diligence to include economic and social cost benefit analysis, financial viability assessment, legal due diligence, site due diligence and environmental and disaster risk assessment.

C. Undertake transaction support

- i. Provide overall transaction support to include preparation of relevant transaction documents, process organization, and support through to financial close;
- ii. Advise on use of seed capital for each project and the amounts required to unlock additional funding from other investors.

D. Provide investment promotion support

The main objective of this support is to plan and hold a series of well-organized investment promotion events which allow the municipalities to highlight their strengths and to present specific investment opportunities from the identified projects to potential domestic and foreign investors. The specific deliverables will target;

- i. Undertaking comprehensive research and wealth screening of prospective investors to determine capacity and propensity. This will help identify those with most potential and their most important intermediaries;
- ii. Cultivating of the prospective investor prior to making an approach (solicitation);
- iii. Planning and holding of investor roundtables to help in the orchestration of the solicitation;
- iv. Provision of expert stewardship of the process to varying degrees depending on the investor's level of financial commitment and involvement.

Throughout these stages the selected supplier will support, as appropriate, in securing the necessary approvals for the projects.

As an integral part of the scope of works, the supplier will advise on the institutional and organizational framework and capacity building requirements for transaction implementation and subsequent contract management and will ensure knowledge is transferred to the municipal teams.

2.2 Required Qualifications

Interested firms/consortium will be required to demonstrate the following in their response to this ITT:

- i. In-depth experience in the provision of investment attraction and/or transaction advisory services;
- ii. Ability to work at national or sub-national level in Kenya or similar setting;
- iii. Ability to conduct pre-feasibility studies across a range of sectors in various municipalities in Kenya;
- iv. Ability to develop and implement investment promotion strategies;
- v. Extensive networks within the investing community (both public and private);

- vi. Experience in developing match-making platform for investors and those seeking capital to connect on active deals;
- vii. Expertise in structuring various types of investment transactions including use of early stage/seed financing vehicles.

All the above areas should be covered in the technical proposal with the proven examples to evidence the expertise.

2.3 Evaluation Process and Criteria

This section sets out how SUED will evaluate the tenders and explains the evaluation criteria that will apply in the procurement process. The evaluation of the tenders will comprise of three stages i.e. evaluation of the preliminary requirements, then the technical proposal and lastly the financial proposal. The information provided in tenders will be checked for completeness and compliance before being evaluated.

The overall process is made up of the following stages:

- Tender evaluation
- Shortlisting
- Due diligence assessment
- Signing of the Supplier Agreement

All tenders received will first be subjected to a compliance check of Part A requirements, which is based on a Pass/Fail method. Tenderers MUST 'Pass' Part A (Table 1 below) to progress to the evaluation of the technical capability which will be undertaken in accordance with table 2 below using the scoring system shown in table 3. Tenders that achieve a score of 65% and above in the technical evaluation will proceed to the second stage of financial evaluation. Tenders that score less than 65% will be deemed to have failed irrespective of the price proposal. SUED reserves the right to hold a supplier presentation stage, if deemed necessary. For the financial bids, the bid scoring formula is included in the Bidding Data Sheet Section 3.2 Item number 12.

Table 1: Part A - Preliminary Requirements

A. Preliminary Requirements		Pass/Fail
a.	Audited books of account – for 2016, 2017 and 2018	Pass/Fail
b.	Copy of Certificate of Registration/Incorporation in Kenya	Pass/Fail

c.	Valid Tax Compliance Certificate in Kenya as at time of submission	Pass/Fail
d.	Copy of VAT/ TIN/ PIN	Pass/Fail
e.	Signed Conflict of Interest Form (Annex 2)	Pass/Fail
f.	Signed Confidentiality Agreement (Annex 3)	Pass/Fail
g.	Turnover of £1 million at least once in the last three years	Pass/Fail
h.	List of 3 investment advisory projects undertaken each with a contract value of £500,000 and over (Contracts will be requested as part of due diligence)	Pass/Fail

Table 2: Part B - Technical Requirements

B. Technical Requirements		Maximum Score (100)
1	<p>Experience and Qualifications of the Firm/consortium:</p> <ul style="list-style-type: none"> - Core areas of business and number of years in operation - Experience of managing a similar investment process - from documentation to satisfying conditions to eventually achieving financial draw-down - Demonstrated knowledge and experience of operating in Kenya, including at the county level 	30
2	<p>Quality of team proposed to deliver the assignment</p> <ul style="list-style-type: none"> - Governance Structure - Team capabilities and composition in relation to tasks - Number, and distribution, of input days 	20
3	Quality of approach to deliver the assignment, proving an understanding of the TOR and giving methodology into how they will attract investment and ensure projects will reach financial close	35
4	Alignment with the wider objectives of the SUED programme and approach to mainstreaming gender and social inclusion, environmental and climate change	15
TOTAL TECHNICAL SCORE		100

Table 3: Part C – Financial Requirements

The financial bids are expected to be in the range of £2 to £3 million. All bids must be within this range, proposals that do not comply with this requirement will be disqualified.

The overall goal of this assignment is to attract funding for the identified projects. The project milestones and deliverables will be structured on a pay for performance basis where more incentive will be provided to deliverables that help achieve financial closure. 10% of the total price will be retained until projects have reached financial close.

2.4 Submission Instructions

All proposals must be submitted in the following way:

- Preliminary requirements – all requested documents should be zipped in one folder.
- Technical Proposal – One pdf file with 50 pages comprising of a maximum of 30 pages for the technical proposal and an additional maximum of 20 pages for accompanying annexes e.g. (relevant assignments, team CVs etc). Any pages in excess of the stated limit for both the technical proposal and annexes will not be considered during evaluation.
- Financial Proposal – One pdf file maximum 10 pages including the budget and assumptions/budget notes. Any pages in excess of the stated limit for the financial proposal will not be considered during evaluation.

PROPOSALS THAT DO NOT FOLLOW THE SUBMISSION INSTRUCTIONS WILL NOT BE REVIEWED.

3. Instructions to Tenderers and Bidding Data Sheet

3.1 Instructions to Tenderers

A. General Instructions	
1. Introduction	<p>SUED issues these instructions to tenderers for the requirements explained in this ITT. The name, identification and important contractual information is contained in this ITT and the Bidding Data Sheet.</p> <p>The tender method, selection process and applicable guidelines are shown in the Bidding Data Sheet and definitions in Annex 1.</p>
2. Intention and responsibility	<p>SUED intends to contract a supplier that meets the requirements of the programme and is found to be technically responsive in accordance with the evaluation explained in section 2.3 above.</p> <p>Bidders should familiarize themselves with the local conditions and take them into account in preparing their bids; including attending the supplier conference, as specified in the Bidding Data Sheet. The supplier conference will be an optional event open to all interested parties. This will be at the bidders' expense without any refund from SUED.</p>
3. Right to accept or reject tenders	<p>SUED reserves the right to reject any bid, and/or to annul the bidding process entirely or in part, at any time prior to contract award, without thereby incurring any liability whatsoever to bidders.</p> <p>In case of annulment or cancellation SUED shall notify all bidders.</p>
4. Source of funds	<p>All payments shall be made by SUED directly to the supplier only upon approval by SUED and DFID in accordance with the terms and conditions of the agreement between SUED and the supplier (hereinafter called the Supplier Agreement).</p>

5. Code of conduct	All bidders should maintain integrity in all the activities related to this procurement process and observe the highest standard of ethics.
6. Fraud and corruption	SUED requires all bidders, suppliers, personnel, subcontractors and service providers under SUED financed contracts, observe the highest standard of ethics related to fraud and corruption during the procurement process and execution of contracts.
7. Conflict of Interest	<p>Bidders must disclose in their tender any circumstances, including personal, financial and business activities that will, or might, give rise to a Conflict of Interest by taking part in this procurement process or if awarded the contract. Such disclosure shall also be made in respect of any sub-contractors proposed by the bidder. Where bidders identify any potential conflicts of interest, they should state how they intend to address such conflicts of interest. SUED reserves the right to reject any tender which, in SUED's opinion, gives rise to, or could potentially give rise to, a Conflict of Interest which cannot be mitigated against to SUED's satisfaction.</p> <p>Bidders are required to adhere and sign the Conflict of Interest form in Annex 2. Any bidder(s) found to have Conflict of Interest will be disqualified.</p>
8. Unfair competitive advantage	<p>Fairness and transparency in the selection process require that the bidders competing for a specific assignment do not derive a competitive advantage from having previously provided consulting services related to the assignment in question.</p> <p>To that end, SUED shall indicate in the Bidding Data Sheet and make available to all prospective bidders all information that would in that respect give such a bidder any unfair competitive advantage over other competing bidders.</p>
9. Intellectual property	Bidders should ensure that they obtain from all their affiliates written and valid assignment of all existing and future Intellectual Property Rights in all the material produced by the bidder for the purposes of this procurement process.

10.Safeguarding	Coffey maintains specific standards in relation to safeguarding – specifically around issues of sexual exploitation, abuse and harassment and all forms of child abuse and discrimination. All successful bidders will be expected to comply with Coffey policies in this area if selected for the framework, and such policies will be made available at such time.
11.Eligibility	SUED permits bidders from all countries to offer services to the programme, unless the bidder or the country is prohibited by the beneficiary, donor, development partner, trade body, or as a matter of law or official regulation, or as a decision by the UN Security Council or any other relevant party’s sanctions or prohibition.
12. Nationality	Bids will be accepted from Kenyan firms, or international firms with a registered office in Kenya
13. Subcontracting	<p>If a prospective bidder considers that it may enhance its expertise for the assignment by associating with other bidders as subcontractors, it may do so, and shall describe the arrangements in the bid.</p> <p>The bidder shall not subcontract any part of the contract unless the arrangements are described in the bid, or express written permission is granted by Coffey.</p>
14. Confidentiality	<p>Information relating to the examination, evaluation, comparison, negotiation, and post-qualification of the bids and recommendation for contract award shall not be disclosed to bidders or any other persons not officially concerned with such process until the information on Contract award is communicated to all bidders. This does not prevent bidders from raising questions or clarifications with SUED in the manner described in the Bidding Data Sheet.</p> <p>Bidders are required to sign the Confidentiality Agreement in Annex 3.</p>
15.Duty of care to staff	SUED operates in areas that from time to time receive travel advisory notes advising degrees of caution when travelling to

	<p>these areas. Bidders are required to have a 'Staff Duty of Care Policy' or equivalent, that explains how the decision to travel to a municipality is made, what advice, if any, is followed, and what are the arrangements for extraction and repatriation of staff in an emergency.</p> <p>The safety of bidders/supplier's staff in line with DFID's requirements is of paramount importance and the final decision on their travel rests solely with the bidder/supplier.</p>
<p>16. Sustainability, environmental and social safeguards.</p>	<p>The bidders shall be required to adhere to sustainable and environmentally acceptable standards, technologies and management practices in the delivery of required services to SUED. The bidders shall work with SUED and the populations that are potentially affected by its operations under this Contract regarding any environmental issues that could affect the sustainable development provisions of the International Development Act (2002), comply with special conditions as stipulated in the Terms of Reference and carry out any reasonable additional request to ensure the protection of the environment, society and the economy throughout the Contract period.</p>
<p>B. Preparation of Proposals</p>	
<p>17. Clarification and amendment of the bidding documents</p>	<p>In preparing the tender, the bidder is expected to examine the ITT documents and understand the requirements in detail before responding.</p> <p>A bidder requiring any clarification shall contact SUED in writing via the method explained in the Bidding Data Sheet or raise enquiries during the supplier conference.</p> <p>All clarifications raised, shall, subject to SUED's decision on their relevance and importance, be shared with all prospective bidders participating in the tender process. Deadline for requesting clarification from SUED is 3rd April 2020.</p> <p>Last date for SUED to issue clarification to bidders through Q&A is 7th April 2020.</p>

	<p>SUED may, at its own discretion, amend the ITT documents at any time, for any reason, prior to the submission deadline. Any changes shall be communicated via the website www.suedkenya.org.</p> <p>SUED may extend the deadline for submission of bids and communicate such via the website www.suedkenya.org.</p>
<p>18. Cost of preparation and submission of the bid</p>	<p>The bidder shall bear all costs associated with the preparation and submission of its bid. SUED shall not be responsible or liable for those costs, regardless of the conduct or outcome or annulment of the procurement process.</p>
<p>19. Language</p>	<p>The bid, as well as all correspondence and documents exchanged between the bidder and SUED shall be written in the language specified in the Bidding Data Sheet. (See section 1.5)</p>
<p>20. Documents comprising the bid</p>	<p>The bid shall comprise the documents and forms listed in the Bidding Data Sheet and procurement documents, in the specific required format.</p> <p>An authorized representative of the bidder shall sign the original bid submission form in the required format for both the technical and financial proposal. Each page of the financial proposal shall be initialised.</p> <p>Any changes, erasures, or overwriting in any bid document shall be valid only if they are signed by the authorized signatory to the bid</p>
<p>21. Bid validity</p>	<p>Bids shall remain valid for the period specified in the Bidding Data Sheet.</p> <p>During this period, the bidder shall maintain its original bid without any change, including the availability of the key experts, the proposed rates and the total price.</p>
<p>22. Extension of validity period</p>	<p>SUED will make its best effort to complete the evaluation/ negotiations within the bid's validity period. However, in exceptional circumstances, prior to the expiry of the bid validity period, SUED may request bidders who submitted bids to extend</p>

	<p>the bids' validity. The request and the responses shall be made in writing.</p>
<p>23. Price adjustment</p>	<p>Prices quoted by the bidder shall be fixed during the performance of the Contract and not subject to variation.</p>
<p>24. Taxes</p>	<p>The bidder is responsible for establishing the tax status and tax obligations of the services supplied as well as meeting all tax liabilities arising out of the Contract.</p> <p>Price submitted in the financial proposal MUST be inclusive for all applicable taxes. SUED's evaluation of the bidder's financial proposal shall include taxes.</p>
<p>25. Currency and maximum budget of proposal</p>	<p>The bidder shall express the price for the contract in the currency as stated in the Bidding Data Sheet.</p>
<p>26. Material deviation, reservation and omission.</p>	<p>SUED's determination of a bid's completeness is based on the contents of the bid itself.</p> <p>A complete bid is one that conforms to all the terms, conditions, and specifications of the bidding documents without material deviation, reservation, or omission.</p> <p>During the opening, evaluation and award of bids, including during the bid validity period, the following definitions apply:</p> <ul style="list-style-type: none"> (i) "Deviation" is a departure from the requirements specified in the bidding documents (ii) "Reservation" is the setting of limiting conditions or withholding from complete acceptance of the requirements specified in the bidding documents; and (iii) "Omission" is the failure to submit part or all the information or documentation required in the bidding document <p>A material deviation, reservation, or omission is one that:</p> <ul style="list-style-type: none"> (i) Affects in any substantial way the scope, quality, or performance of the requirements specified in the Contract; or

	<p>(ii) Limits in any substantial way SUED's rights or the bidder's obligations under the Contract; or</p> <p>(iii) If rectified would substantially unfairly affect the competitive position of other bidders presenting bids.</p> <p>Where material deviation, reservation, or omission is demonstrated in the bid or at any time prior to contract signature, it shall be rejected and may not subsequently be made complete by correction of the material deviation, reservation, or omission.</p>
<p>27. Nonmaterial non-conformities, errors, omissions.</p>	<p>During the opening, evaluation and award of bids, including during the bid validity period, SUED may waive any non-material non-conformity in any bid.</p> <p>Provided that a bid is substantially complete, SUED may request that the bidder submit the necessary supporting information or documentation within a reasonable period of time, to rectify non-material non-conformities in the bid related to documentation requirements.</p> <p>Failure of the bidder to comply with the request to rectify non-material non-conformities within the stated reasonable period of time, shall result in the rejection of the bid.</p>
<p>C. Sealing, Marking and Submitting of Bids</p>	
<p>28. Format of submission</p>	<p>SUED accepts bids in electronic format. The bidder shall submit their bid in accordance with the instructions in the Bidding Data Sheet and section 2.4 above.</p>
<p>29. Deadline for submission of bids</p>	<p>In all cases, bids must be received <u>on or before the tender deadline</u>, as specified in the Bidding Data Sheet.</p> <p>Bids shall be received via the designated email address. The time of the email receipt by SUED shall be deemed the bid delivery time.</p> <p>SUED may, at its own discretion, extend the deadline for the submission of bids and will communicate the extended deadline appropriately, to all bidders.</p>

30. Late bids	<p>SUED will not accept any bid that is received after the submission deadline. Any bid received by SUED after the 16th April 2020, 5.00pm EAT deadline shall be declared late and rejected.</p> <p>For electronic submissions made via email, bidders are requested to provide themselves sufficient time for submitting <u>ALL</u> bidding documents to accommodate unforeseen electronic eventualities and internet downtime.</p>
D. Opening, Evaluation of Bids	
31. General	<p>All tenders received on or before the tender deadline shall be assessed.</p> <p>SUED will conduct the bid evaluation based on the submitted preliminary documents, technical and financial bids.</p> <p>SUED may undertake supplier presentations, and/or competitive negotiation during the evaluation process as specified in the procurement documents.</p>
32. Evaluation of preliminary requirements	<p>SUED's evaluation panel shall review the preliminary requirements submitted for each proposal. The documents submitted will be reviewed for accuracy, completeness and compliance per section 2.3 above.</p> <p>Bidders that submit irrelevant or incomplete documents will be disqualified. No clarifications will be sought from bidders at this stage.</p> <p>Only bidders that 'Pass' the preliminary requirements review will be presented for the technical evaluation.</p>
33. Evaluation of technical proposals	<p>SUED's evaluation panel shall evaluate the technical bids by applying the evaluation criteria and using the evaluation methodology, as stated in the procurement documents, objectively and transparently to each submission. Each bid will be given a technical score (refer to section 2.3 above)</p> <p>In the event of a tie of the total score, SUED will use the individual scores achieved by each tenderer in the technical section that carries the greatest weighting and shall use that score to</p>

	<p>determine the successful applicant. In the event of a further tie, the next highest weighted technical section shall be used, and so on.</p> <p>Subject to section 28 a bid will be rejected at this stage if it does not respond to important aspects of the TOR or if it fails to achieve the minimum technical score indicated in the Bidding Data Sheet and Procurement Documents. Only those bids that achieve the minimum technical score shall proceed to the financial evaluation.</p> <p>Any tender that has not been submitted in line with the instructions provided may be deemed to be non-compliant and will not be evaluated.</p>
<p>34. Clarification of technical bids</p>	<p>To assist in the evaluation and comparison of the technical bids, and to allow SUED to accurately evaluate the bids received, SUED may, at its discretion, ask any bidder for clarification. Clarifications shall not result in material changes to the technical bid or substantially unfairly affect the competitive position of other bidders presenting bids.</p> <p>SUED's request for clarification and the response shall be in writing.</p> <p>Any clarification submitted by a bidder in respect to its bid and that is not in response to a request by SUED shall not be considered.</p> <p>If a bidder does not provide clarifications of its bid by the date and time set in SUED's request for clarification, its bid may be rejected.</p>
<p>35. Opening of financial proposals</p>	<p>Only those bids that achieve the minimum technical score of 65% shall proceed to financial evaluation.</p>
<p>36. Evaluation of financial proposals</p>	<p>SUED's evaluation panel shall evaluate the financial bids by applying the financial criteria and the price evaluation formula as stated in the procurement documents. Each bid will be given a financial score.</p>

	<p>A bid may be rejected at this stage if it does not respond to important financial requirements as specified in the ToR.</p> <p>To evaluate the financial bids, SUED shall consider the following, where applicable:</p> <ul style="list-style-type: none"> (i) Bid price (ii) Correction of arithmetic errors (iii) Application of discounts (iv) Any other relevant information
<p>37. Clarification of financial bids</p>	<p>To assist in the evaluation and comparison of the bids, SUED may, at its discretion, ask any bidder for a clarification of its financial bid.</p> <p>Clarifications shall not result in material changes to the financial bid or substantially unfairly affect the competitive position of other bidders presenting bids.</p> <p>Any clarification submitted by a bidder in respect to its bid and that is not in response to a request by SUED shall not be considered.</p> <p>SUED's request for clarification and the response shall be in writing.</p> <p>Clarification may be sought on any aspect of the financial bid, in order to allow SUED to accurately evaluate the financial bids received.</p> <p>If a bidder does not provide clarifications of its bid by the date and time set in SUED's request for clarification, its bid may be rejected.</p>
<p>38. Correction of financial errors</p>	<p>Subject to section 36, SUED's evaluation panel shall identify and correct arithmetic errors.</p> <p>SUED's evaluation panel will:</p> <ul style="list-style-type: none"> (i) Correct any computational or arithmetical errors; and

	<p>(ii) Ask for clarification if they fail to reflect all inputs included for the respective activities or items in the technical proposal.</p> <p>In case of discrepancy between:</p> <p>(i) A partial amount (sub-total) and the total amount, the partial amount (sub-total) shall prevail.</p> <p>(ii) Between the amount derived by multiplication of unit price with quantity and the total price, the multiplication of unit price with quantity shall prevail.</p> <p>(iii) Between words and figures, words shall prevail.</p> <p>Subject to section 36, in case of minor discrepancy between the technical bid and financial bid in indicating quantities of input, SUED’s evaluation panel shall seek clarification from the bidder within a stipulated timeline to correct the minor discrepancy. SUED may permit correction of the minor discrepancy in the financial bid to make it consistent with that indicated in the technical bid.</p> <p>The total price inclusive of taxes shall be considered as the offered price.</p>
39. Competitive negotiations	<p>Competitive negotiations shall (if applicable) be held with the bidder’s representative(s) who must have written power of attorney to negotiate and sign a Contract on behalf of the bidder.</p> <p>The negotiations may include but not be limited to any aspects of the Terms of Reference, the proposed methodology, the price and the conditions of the Contract.</p>
40. Combined final evaluation	<p>At the end of the technical and financial evaluation, the final total score for each tenderer will be calculated by weighting the technical and financial scores and adding them as per the formula and instructions in the Bidding Data Sheet.</p>
41. Overall outcome notification and feedback	<p>After the technical evaluation and financial evaluation is complete, SUED shall notify the successful bidder achieving the highest combined technical and financial score.</p>

	<p>Until a formal contract is prepared and executed or otherwise stated, the notification of award shall not constitute a binding contract.</p> <p>In addition, SUED shall simultaneously notify the unsuccessful bidders.</p>
42. No-action period	<p>The unsuccessful bidders shall be given an opportunity of 7 calendar days from the point of notification, to raise any queries regarding the evaluation outcome.</p> <p>At the expiry of the 7 days a contract shall be awarded to the successful bidder.</p>
43. Contracting	<p>The successful bidder shall sign, date and return the contract to SUED within 7 days of receipt of the contract.</p> <p>The contract start date will be the date at which both parties sign the contract.</p>
44. Due Diligence	<p>SUED will undertake a due diligence assessment to establish the veracity of statements made in the submitted bid which could include some of the following: previous experience, capability, key personnel, organisational structures, key policies, or any other aspect of the bid.</p> <p>If the assessment confirms the veracity of statements made in the submitted bid, a contract shall be awarded. If it disputes the veracity of statements made in the submitted bid this shall result in disqualification of the bid and bidder without any liability whatsoever.</p> <p>In such circumstances SUED reserves the right to determine the most appropriate course of action including but not limited to proceeding to the next best evaluated bid.</p>

3.2 Bidding Data Sheet

A. General	
1. Introduction	<p>Name of assignment: ITT for an Investment Attraction Firm for Iten, Kathwana and Kisii municipalities</p> <p>Reference number: “ITT Notice Ref – IAF/03/2020”</p> <p>Contract length: 28 months</p> <p>Name of the client: Coffey International Development Ltd</p> <p>Address: Prosperity House, Fourth Floor Westlands Road P.O. Box 4320, 00100, Nairobi, Kenya</p> <p>Telephone: +254 20 2710484/5</p> <p>Email: suedcfp@coffey.com</p> <p>Tender method: Open Tender</p> <p>Method of selection: Qualitative evaluations</p>
2. Applicable law	The call of contract will be governed in accordance with the laws of England and Wales and the jurisdiction will be the courts of England and Wales.
3. Intention and responsibility	A supplier conference will be held on 27th March 2020 . This will be an optional event open to all interested parties. This will be at the bidders’ expense and SUED will not refund any associated costs for attending the conference.
4. Source of funds	The SUED Programme is supported by the British Government through the Department for International Development (DFID).
5. Conflict of Interest	Bidders are required to sign the Conflict of Interest Declaration in Annex 2.
6. Confidentiality	Bidders are required to sign the Confidentiality Agreement in Annex 3.

B. Preparation of Tenders	
7. Clarification and amendment of the bidding documents	<p>Clarifications may be requested from SUED no later than 10 days prior to the submission deadline.</p> <p>The contact information for requesting clarification is:</p> <p>Attention: Contracts and Compliance Manager</p> <p>Email: suedcfp@coffey.com</p>
8. Language	English
9. Documents comprising the proposal	<p>The Technical Proposal shall comprise the following:</p> <ul style="list-style-type: none"> a. Technical Bid b. Technical Bid Submission form c. Conflict of Interest d. Confidentiality Agreement <p>The Financial Proposal shall comprise the following:</p> <ul style="list-style-type: none"> a. Financial Bid Submission form b. Financial Proposal c. Fair Price Declaration Form d. Financial Proposal Proforma Templates
10. Bid Validity	Proposals must remain valid for 120 days calendar days after the proposal submission deadline i.e. until 14 th August 2020.
11. Currency and maximum budget of proposal	<p>Great Britain Pound (GBP) Only.</p> <p>The budget available for this contract ranges between £2 to £3 million covering the 3 municipalities.</p>
12. Combined final evaluation	<p>The formula for determining the financial score (fs) shall be as follows:</p> <p style="text-align: center;">fs =20 x mf/f</p> <p>where:</p> <p>fs is the financial score</p>

	<p>mf is the lowest fees quoted and f is the fees of the bid under consideration</p> <p>The lowest fees quoted will be allocated the maximum score of 20%.</p> <p>Overall Evaluation and Final Outcome</p> <p>The bidder's proposals will be ranked according to their combined technical score (ts) and financial score (fs) and weighted accordingly. The formula for the combined scores shall be as follows:</p> $s = ts \times t\% + fs \times p\%$ <p>where:</p> <p>s is the total combined scores of Technical and financial scores ts is the Technical score fs is the Financial score t is the weight given to the technical proposal (in this case 80%) and p is the weight given to the financial proposal (in this case 20%)</p> <p>Note p+t will be equal to 100%.</p> <p>The bidder who has achieved the highest combined technical and financial score shall be declared successful and subsequently invited for clarifications.</p>
13. No-action period	The no-action period will be 7 days from notification of final outcome.
14. Contracting	The anticipated contract start date is 13th July 2020 .

Annex 1: Definitions

- a) “Affiliate(s)” means an individual or an entity that directly or indirectly controls, is controlled by, or is under common control with the bidder.
- b) “Applicable Law” means the laws and any other instruments having the force of law in the beneficiary country, or in such other country as may be specified in the Bidding Data Sheet.
- c) “Authorised Representatives” are individuals nominated by the bidder to represent them during the procurement process.
- d) “Beneficiary” means the municipality that will receive the benefit of the object of the contract.
- e) “Bidding Data Sheet” means an integral part of the instructions to tenderers and is used to reflect specific conditions to supplement or amend the provisions of the ITT.
- f) “Bidder” means a legally-established professional company or an entity that may provide or provides the services to the beneficiary under the contract and whom is participating in the procurement process.
- g) “Bid” means the technical and financial proposal of the bidder
- h) “Contract” means a legally binding written agreement signed between SUED or the beneficiary and the bidder, including all relevant appendices.
- i) “Competitive Negotiation” means the act of negotiating with all shortlisted suppliers, prior to award of contract.
- j) “Conflict of Interest” means the conflict between professional obligations and private gain.
- k) “Day” means a calendar day.
- l) “Experts” means, collectively, key experts, non-key experts, or any other personnel of the bidder or sub-bidder.
- m) “Key Expert(s)” means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the services under the contract and whose CV is taken into account in the technical evaluation of the bidder’s proposal.
- n) “Non-Key Expert(s)” means an individual professional provided by the bidder or its sub-bidder and who is assigned to perform the services or any part thereof under the contract and are not part of the core team.

- o) “Procurement Documents” is a general term to mean all documents in this pack.
- p) “Recipient” means the institution gaining from services i.e. the municipalities.
- q) “Services” means the work to be performed by the bidder pursuant to the Contract.
- r) “SUED” means the Sustainable Urban Economic Development Programme.
- s) “Supplier” means the consultants contracted to undertake the work.
- t) “TORs” means the Terms of Reference that explain the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of SUED, the beneficiary and the bidder, and expected results and deliverables of the contract and will be specific to the particular services that are required and may take the form of any or all of scope of works, statement of requirements, and/or specification.

Annex 2: Conflict of Interest Declaration

SUED is committed to acting professionally, fairly and with integrity in all its programme activities across all municipalities in which it operates. In view of this, SUED requires that any potential bidder who participates in its procurement processes declares any actual or potential conflicts of interest. Bidders who do not declare relevant conflicts of interest and do not sign this form will not be permitted to participate in SUED's procurement processes.

The bidder has an obligation to disclose to SUED and the beneficiary any situation of actual or potential conflict that impacts its capacity to serve the best interest of SUED and the beneficiary.

Bidders may be considered to have a conflict of interest with one or more parties in this bidding process, if (but not limited to):

- a. They have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about or influence on the bid of another bidder, or influence the decisions of SUED regarding this bidding process;
- b. They have a conflict between a current or future SUED or beneficiary engagement such that a firm hired to provide consulting services for the preparation or implementation of a project, or any of its affiliates, may be disqualified from subsequently providing services resulting from or directly related to the consulting services for such preparation or implementation, unless the conflict stemming from the engagements has been declared and resolved in a manner acceptable to SUED throughout the selection process and the execution of the Contract, and measures taken to rectify the potential unfair competitive advantage; or
- c. They have a conflict in relationship whether close business or family relationship with a staff member of SUED or the beneficiary who are directly or indirectly involved in any part of:
 - i. the preparation of the Terms of Reference for the assignment;
 - ii. the selection process for the Contract; or
 - iii. the supervision of the Contract.
- d. A bidder participates in more than one bid in this bidding process. Participation by a bidder in more than one bid shall result in the disqualification of all bids in which the bidder is involved. However, for subcontractors only, this does not limit the inclusion of the same subcontractor in more than one bid, each time as a subcontractor. The inclusion of the bidder as a bidding party and subcontractor in the same bidding process is not permitted and will result in disqualification.

A bidder may not be awarded a Contract, unless the conflict stemming from the perceived interest has been declared and resolved in a manner acceptable to SUED throughout the selection process and the execution of the Contract.

Bidders are required to declare all conflicts in the declaration form below.

Bidder's Conflict of Interest Declaration Form

Bidders are required to declare their interest as follows:

Either

A) I wish to declare the following conflict(s) of interest:

- i.
- ii.
- iii.
- iv.

Or

B) I have no conflicts of interest to declare

I declare that I will not take part in or seek to influence any decision in circumstances that can give rise to an actual or perceived conflict of interest. Such circumstances may be a business interest or a personal interest in the subject matter economically or otherwise directly or through someone closely related. Should I become aware of potential conflict of interest, I will notify SUED without delay.

Please note that SUED reserves the right to disqualify a bidder if an actual or potential conflict of interest is declared or later discovered.

On behalf of the bidder:

Organisation's/Individual's name: _____

Title of signatory: _____

Signature: _____

Date: _____

Annex 3: Confidentiality Agreement

All material and information issued in connection with this Invitation to tender shall remain the property of SUED and shall be used only for the purpose of this procurement process. All information and material provided shall be either returned to SUED or securely destroyed by unsuccessful applicants at the conclusion of the procurement process.

The contents of this ITT are being made available by SUED on the following conditions:

- i. Bidders shall at all times treat the contents of the ITT Pack and any related documents (together called the 'Information') as confidential, save in so far as they are already in the public domain;
- ii. Bidders shall not disclose, copy, reproduce, distribute or pass any information supplied to them as part of this procurement process, to any other person at any time or allow any of these things to happen;
- iii. Potential Suppliers shall not use any of the Information for any purpose other than for the purposes of submitting (or deciding whether to submit) a Tender;
- iv. Potential Suppliers shall not undertake any publicity activity in connection with this ITT Pack within any section of the media; and
- v. Potential Suppliers shall not disclose or make available to the press, or in any other way make public, any information in respect of this ITT Pack without the express written permission of SUED.

Potential suppliers may disclose, distribute or pass any of the information to their advisers, sub-contractors or to another person provided that:

- i. This is done for the sole purpose of enabling a tender to be submitted and the person receiving the Information undertakes in writing to keep the Information confidential on the same terms as if that person were the potential supplier;
- ii. The potential supplier obtains the prior written consent of SUED in relation to such disclosure, distribution or passing of information;
- iii. The disclosure is made for the sole purpose of obtaining legal advice in relation to the ITT Pack; and
- iv. The potential supplier is legally required to make such a disclosure.

In this section the definition of 'person' includes but is not limited to any natural or juristic person, firm, body or association, corporate or incorporate.

It is understood and agreed that the below identified discloser of confidential information may provide certain information that is and must be kept confidential. To ensure the protection of such information, and to preserve any confidentiality necessary under patent and/or trade secret laws, it is agreed that;

- i. The confidential information to be disclosed can be described as and includes technical and business information relating to proprietary ideas and inventions, ideas, patentable ideas, trade secrets, existing and/or contemplated products and services, research and development, production, costs, profit and margin information, finances and financial projections, customers, clients, marketing, and current or future business plans and models, regardless of whether such information is designated as “Confidential Information” at the time of its disclosure.
- ii. SUED agrees not to disclose the confidential information obtained from the discloser to anyone unless required to do so by law.
- iii. This Agreement states the entire agreement between the parties concerning the disclosure of confidential information. Any addition or modification to this Agreement must be made in writing and signed by the parties.
- iv. If any of the provisions of this Agreement are found to be unenforceable, the remainder shall be enforced as fully as possible and the unenforceable provision(s) shall be deemed modified to the limited extent required to permit enforcement of the Agreement as a whole.

WHEREFORE, the parties acknowledge that they have read and understand this Agreement and voluntarily accept the duties and obligations set forth herein.

On behalf of the bidder:

Organisation's:

Title of signatory:

Signature:

Date:

Annex 4: Fair Price Declaration

We _____ [insert name of the consultancy firm] hereby declare that the prices quoted in our financial proposal are in line with the market rates and/or the approved professional charges and are economical. We also confirm that the prices quoted have been arrived at independently and without consultation with any other supplier. We/I hereby give SUED authority to terminate the contract without further communication should they discover that we/I _____ [insert name of consultancy firm] are/am in contravention of this declaration.

Name:

Designation:

Signature:

Date:

Annex 5: Technical Bid Submission Form

[The Bidder shall fill in this Form in accordance with the instructions indicated. No alterations to its format shall be permitted and no substitutions shall be accepted.]

Date: [INSERT DATE]

To: **Coffey International Development Ltd**
Prosperity House, Fourth Floor
Westlands Road
P. O. Box 4320, 00100, Nairobi, Kenya

We, the undersigned, declare that:

- a. We have examined and have no reservations to the bidding documents;
- b. We offer to supply in conformity with the bidding documents;
- c. Our bid shall be valid for a period of **120 days**, from the date fixed for the bid submission deadline in accordance with the ITT, and it shall remain binding upon us and may be accepted at any time before the expiration of that period;
- d. If our bid is accepted, we commit on request to obtain a performance security (if applicable) for the due performance of the contract;
- e. We have no conflict of interest;
- f. We understand that this bid, together with your written acceptance thereof included in your notification of award, shall not constitute a binding contract between us, until a formal contract is prepared and executed.
- g. We understand that you are not bound to accept the lowest evaluated bid or any other bid that you may receive.

Signed: *[signature of person authorized by the bidder to sign the bid submission form, and whose name and title are shown below]*

Name: *[insert full name]*

Title: *[insert official title]*

Duly authorized to sign the bid for and on behalf of: *[insert complete name of Bidder]*

Dated on _____ day of _____, _____ *[insert date of signing]*

Annex 6: Financial Proposal Proforma Templates

Proforma 1 – Milestone Payments

Tender for: [Tender title]

Tender Number: [Reference Number]

Milestone Payments Proposal

Payment will be made either:

- a. as a lump sum on completion of the services; or
- b. at relevant points throughout the contract period as detailed below

Milestone No.	Milestone description	Financial Year	Milestone amount £
Total Milestone Payment £			

Note that 10% of the total milestone amount will be retained and paid upon successful securing of a financial close for the projects.

Proforma 2 – Personnel Inputs and Fee Rates

Tender For: [Tender Title]

Tender Number: [Reference Number]

Job family	Job title	Name	Time on project (long term*/short term)	Nationality (National, International or Regional)	No Days	Daily Fee Rate inclusive of any applicable taxes	Cost £
Management							
Technical team							
Support and administration							
Total Fees						£	

* Long Term is in excess of 4 months

Proforma 3 – Project Expenses

Tender For: [Tender Title]

Tender Number: [Reference Number]

Costs should be shown separately in the format set out below using separate sheets to provide full details under each heading. Fees proposed by tenderers should be inclusive of all taxes.

a. Travel Expenses

		From:	To:	Mode of Transport	No. of	Cost per	Total cost
		Country/Region	Country/Region	(Air, train, car etc.)	trips	trip £	£
Travel (Fares)	International						
	Domestic						
	Other travel costs						
Total - Travel Cost							

b. Daily Living Costs

		Country/ Region	Description (e.g. Accommodation or Subsistence)	Quantity	Rate £	Total cost £
Daily Living Costs	Long Term*					
	Short Term**					
Total - Daily Living Costs						

* Long Term consultants are expected to utilise rented accommodation. No per diem is payable.

** Short Term expectation is either rented accommodation or a hotel.

c. Other Expenses

	Description	Relevance to Project	Quantity	Rate £	Total cost £
Any other expenses (i.e. security costs, audits, training)					
Total - Other Expenses Costs £					

* SUED will not reimburse costs for normal tools of trade (e.g. portable personal computers)

Proforma 4

Tender for: [Tender Title]

Tender Number: [Reference Number]

Proposal Breakdown - Summary of Fee Rates and Expenses

Proposed Payment Breakdown	Amount £
Proforma 1 – Milestone Payments	
Proforma 2 – Personnel Inputs and Fee Rates	
Proforma 3 – Project Expenses	
a) Travel costs	
b) Daily living costs	
c) Other expenses	
Total £	



Annex 7: Financial Bid Submission Form

Dear Sir/Madam:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Invitation to Tender dated [Insert Date] and our Technical Bid.

Our attached Financial Proposal is for the amount of [Indicate the corresponding to the amount(s) currency (ies)] [Insert amount(s) in words and figures], including all applicable taxes in line with this tender document.

This financial bid submission/ proposal is in line with Pro-forma 1, 2, 3 and 4 of Annex 6 of this tender document.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from any contract negotiations, up to expiration of the validity period of the Proposal, up to a period of **120 days** after bid submission date.

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

We remain,

Yours Sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

In the capacity of:

Address:

E-mail:

Annex 8: List of Potential Projects

More details on the value chain opportunities and the proposed infrastructure projects for Group 2 municipalities for which this tender refers to will be provided during the supplier conference on the 27th March 2020.

The list below shows some of the proposed projects from the Group 1 municipalities:

i. Value Chain Opportunities

- a. Honey and associated products: processing and marketing
- b. Building materials: interlocking blocks, roof panel and floors
- c. Abattoir and meat processing
- d. Tannery: hides from abattoir and other sources in County
- e. Municipal solid waste separation and processing
- f. Fish processing, packaging and distribution centre
- g. Fish hatchery with supplies and training
- h. Feed mill taking food and fish processing waste, targeting fish and chicken farming
- i. Food processing centre for canning/jarring fruit
- j. Processing, packaging and distribution centre for camel milk and related products
- k. Processing gums and resins

ii. Infrastructure Projects

- a. Solid waste management recycling facility
- b. Wastewater facility for the industrial cluster and rural mini grid
- c. Town centre upgrade to facilitate trade and commerce
- d. Improved transport system
- e. Biogas facility for the abattoir/meat processing centre
- f. Industrial processing zone
- g. Sustainable urban drainage systems for the central business district
- h. Development of bus stop
- i. Street lighting
- j. Developing a processing and logistics expansion zone
- k. Storm water management