



CHUNA DT SACCO LTD
"The University Sacco"

REQUEST FOR PROPOSALS
REVIEW & FORMULATION OF
STRATEGIC PLAN

TENDER NO. ADM/STR/12/24

SUBMISSION DEADLINE: **13TH December 2024 4.00pm EAT**

TERMS OF REFERENCE FOR REVIEW & FORMULATION OF STRATEGIC PLAN

1.0 CONSULTANCY FOR STRATEGIC PLAN REVIEW & FORMULATION

CHUNA SACCO Ltd is looking for a consultant to Review/Assess the exiting/expiring 2020-2024 Strategic Plan and Formulate the 2025-2029 Strategic Plan in consultation with the SACCO's Staff; the Board; Delegates and Key Stakeholders.

1.1 BACKGROUND

CHUNA Savings and Credit Co-operative Society Ltd (hereafter referred to as CHUNA or the SACCO) Limited is one of the Regulated Deposit-Taking Sacco Societies in Kenya and was registered as a Co-operative Society on 24 March, 1976 pursuant to the provisions of the Cooperative Societies Act CAP 490A with the sole purpose of providing the University of Nairobi employees with a singular opportunity to enhance mobilization of savings and provide loans to its members. This was to be achieved by providing a platform for members saving their money and also accessing credit facilities. The SACCO was first licensed on the 19th December, 2011 by SACCO Societies Regulatory Authority (SASRA) to conduct Deposit-Taking Sacco Business (FOSA), in accordance with the SACCO Societies Act CAP 490B, which license it has maintained its annual renewal to date.

The name CHUNA is an acronym derived from the Swahili naming of the mother institution "Chuo Kikuu Cha Nairobi" and translates directly into plucking/harvesting. This explains the logo of a fruit with the implied meaning for members to pick the fruits of their labor better stated in Swahili as "Chuna Tunda". During the SACCO's inception in 1976; the original membership was 141 and sustained impressive growth, hitting a high of 6678 in the year 1998. The CHUNA membership drastically reduced to about 4000 in year 2001 due to retrenchment of some members by the employer. The Membership has since, albeit slowly, continued to decline with its current active membership standing at about 3600 as at October 2024. While the SACCO has operated an Open Bond since 2018, however, over 90% of the membership is still drawn from the employees of the University of Nairobi, Koitalel Samoia University College and its subsidiaries or associated enterprises.

CHUNA now offers a variety of services through the Back-Office Service Activities (BOSA) and Front Office Service Activities (FOSA) in order to realize the Sacco's mission, which is to afford an opportunity to mobilize resources, provide affordable and diverse financial services to our members for the promotion of their social economic welfare through innovative and prudent management while recognizing the interests of other stakeholders.

Currently, CHUNA is ranked as a Tier-3 SACCO with a Balance Sheet of Kshs. 2.3 Billion in Assets. Despite the harsh economic realities, the SACCO has remained resilient on its path to recovery, guided by the exiting 2020-2024 Strategic Plan, hence achieving several awards as highlighted here below: -

Ushirika Day 2024 Awards:

- a) Most Efficient deposit taking saccos employer-based Sacco - Position 3
- b) Most Improved deposit taking saccos employer-based Sacco - Position 3
- c) Best in Deposits Management deposit taking Sacco employer-based – Position 2.
- d) Best in Technological Optimization deposit taking saccos employer-based Sacco- Position 3
- e) Best in Risk Management deposit taking saccos employer-based Sacco-position 2.
- f) Best Managed deposit taking Sacco - Position 2

Ushirika Day 2023 Awards:

Best in Deposit Management deposit taking Sacco employer- based Sacco - Position 3.

CIC Award 2023:

Best Insured Parastatal Sector Co-operative year 2023 - 1st Runners-Up

Ushirika Day 2022 Awards:

- a) Best Managed Sacco deposit taking employer-based Sacco - Position 3.
- b) Most Efficient deposit taking saccos employer-based Sacco - position 3.
- c) Best in Savings deposit taking saccos employer-based Sacco - position 1.
- d) Best in Technology Optimization deposit taking Sacco - Position 2.

Ushirika Day 2019 Awards:

Best in Savings management employer based saccos- position 1.

2.0 OBJECTIVE

The Overall Objective of the Consultancy assignment is to lead the review and development process in a participatory manner and finally deliver the five-year Strategic Plan for the attainment of the SACCO's mandate and goals.

3.0 GENERAL TERMS AND CONDITIONS

3.1 Submission Guidelines

- a) **Submission Deadline:** Completed tender documents must be submitted on or before **13th December 2024** by **4.00 pm**.
- b) **Submission Format:** Proposals must be submitted in both hard and soft copies to procurement@chunasacco.co.ke and copied to admin.chuna@uonbi.ac.ke
 - I. The hard copy must be in a sealed envelope marked "Technical Proposal" and "Financial Proposal" as appropriate.
 - II. The soft copy must be submitted in PDF format and emailed to above stated addresses.
- c) **Language:** All proposals must be written in English and paginated sequentially, with clear headings and sections.
- d) **Separation of Proposals:** The financial proposal must be submitted in a separate sealed envelope from the technical proposal, ensuring a clear distinction between the technical capabilities and financial expectations of the consultant.

3.2 Subcontracting Conditions

- a) **Approval Requirement:** Subcontracting is permitted only with prior written approval from Chuna SACCO. The proposal should outline if any subcontractors will be involved and the scope of their work.
- b) **Disclosure of Subcontractors:** Tenderers must provide full details of any subcontracted firms, including qualifications, roles, and responsibilities. This ensures that the subcontractor meets the same standards and competencies required for the project.

3.3 Lead Consultant Qualifications

The lead consultant should meet the following minimum qualifications and experience:

- a) **Academic Requirements:** A postgraduate degree in a relevant field, such as Strategic Management, Business Administration, Public Policy, Development Studies, or any other related field.

- b) **Professional Experience:** A minimum of 10 years' professional experience in strategic planning for financial institutions or SACCOs, with a proven track record in delivering similar consultancy projects.
- c) **Expertise:** The consultant should demonstrate experience in working with SACCOs, financial institutions, or cooperatives, particularly in developing long-term strategic plans that address operational challenges and growth opportunities.

3.4 Price Escalation Matrix

To ensure that the quoted price remains competitive and predictable throughout the project duration, the tenderer is not allowed to review or increase the quoted price by more than 10% during the contract period, except in cases of extraordinary circumstances or regulatory changes that impact the cost structure.

3.5 Eligibility Requirements

This tender is open to the prequalified firms or individuals who have proven experience in developing and reviewing strategic plans for financial institutions, SACCOs, or related entities. The consultant must have completed at least three similar projects in the past five years and demonstrate expertise in the financial sector.

3.6 Proposal Validity

All proposals must remain valid for 90 days from the date of submission to allow sufficient time for evaluation and decision-making. During this period, the proposals must not be altered or withdrawn unless approved by the SACCO.

3.7 Cost of Tender

The tenderer will bear all costs associated with the preparation, submission, and presentation of their proposal. Chuna SACCO will not be liable for any costs incurred during this process.

3.8 Communication and Clarifications

Any requests for clarification or further information should be directed in writing to procurement@chunasacco.co.ke on or before 11th December 2024. No telephone inquiries will be entertained. All responses to queries will be shared with all bidders to ensure a level playing field.

4.0 TENDERER INFORMATION

4.1 Company Profile

Tenderers are required to provide a brief but comprehensive overview of their company, including:

- a) Year of establishment and legal status.
- b) Core areas of expertise, particularly related to strategic planning, management consulting, and working with financial institutions or SACCOs.
- c) Number of employees and relevant office locations.

4.2 Legal and Tax Documents

- a) **Certificate of Incorporation:** A certified copy of the company's certificate of incorporation as proof of legal registration.
- b) **Tax Compliance Certificate:** A valid tax compliance certificate issued by the Kenya Revenue Authority (KRA) or the relevant authority in the country of operation.

4.3 Project Experience

The proposal should include at least two references for similar projects completed in the last five years, including:

- a) The name of the project, scope of work, and duration.
- b) Outcomes and impact of the work completed.
- c) Testimonials or feedback from clients related to these projects.

4.4 Technical Team

Tenderers must provide detailed profiles of the key team members proposed for this assignment, including:

- a) **Academic Background:** Educational qualifications, including relevant degrees, certifications, and professional memberships.
- b) **Professional Experience:** A summary of relevant experience, particularly in strategic planning, financial management, and organizational development.
- c) **Roles and Responsibilities:** A clear definition of each team member's role in the project and how their skills and experience will contribute to the successful completion of the strategic plan.

5.0 SPECIFIC CONDITIONS

5.1 Scope of Work

The consultant will undertake the following tasks:

- a) **Review of Previous Strategic Plan:** Assess the implementation and outcomes of the 2020-2024 strategic plan. This will involve comparing the planned objectives with actual achievements and identifying areas of improvement.
- b) **Policy and Procedure Review:** Evaluate existing policies and procedures guiding Chuna SACCO's operations, identifying operational gaps or inefficiencies.
- c) **PESTEL and SWOT Analysis:** Conduct a comprehensive analysis of the internal and external environment of Chuna SACCO, using tools such as PESTEL (Political, Economic, Social, Technological, Environmental, and Legal) analysis and SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis.
- d) **Formulation of the New Strategic Plan:** Develop a comprehensive strategic plan for the period 2025-2029, including:
 - I. Vision and mission statements.
 - II. Clear strategic objectives and priorities.
 - III. A detailed implementation plan with timelines, budgets, and resource allocation.
 - IV. A monitoring and evaluation framework to track progress and outcomes.
- e) **Stakeholder Engagement:** Facilitate workshops and consultations with stakeholders, including SACCO members, management staff, Delegates and the Board of Directors (BOD), to ensure the strategic plan reflects their input and priorities.
- f) **Organizational Alignment:** Provide recommendations on improving the SACCO's organizational structure and performance management to align with the new strategic direction.

5.2 Duration of the Assignment

The total duration of the assignment is within 6 to 8 weeks, as outlined below:

- **Week 1-3:** Open meeting, Literature Review including but not limited to the 2020–2024 Strategic Plan; 2020 Forensic Audit Report; 2021 SASRA

Amortization Agreement; 2023 SASRA Inspection Report; 2020-2023 Audited Books of Accounts.

- **Week 4:** Stakeholder validation workshops and consultations. The Consultant together with the CHUNA SACCO Management and Board at a retreat Workshop of at least two days will implement Deliverable No. iii as guided by the report prepared by the Consultant in week 1-3.
- **Week 5:** Drafting of the strategic plan, this shall be reviewed at a workshop for Delegates/Stakeholders.
- **Week 6-8:** Finalization and submission of the strategic plan document.

5.3 Payment Terms

Payments will be made in milestone-based installments, subject to the approval of the deliverables by Chuna SACCO. Payment schedules will be agreed upon prior to contract signing.

5.4 Confidentiality and Compliance to Data Protection.

The consultant shall maintain strict confidentiality of all information related to Chuna SACCO, including but not limited to financial data, member information, and internal reports. This obligation will extend beyond the duration of the contract.

6.0 DELIVERABLES

The Consultant shall be obligated to deliver: -

- Reports and Analysis statements on reviews of internal environment, external environment including products/services, systems, stakeholders, participants, the market, resources, workshop discussions/deliberations and 2020 Forensic Audit Report; 2021 SASRA Amortization Agreement; 2020–2024 Strategic Plan; 2023 SASRA Inspection Report; 2020-2023 Audited Books of Accounts Implementation.
- Strategic Plan formulation Methodology in alignment with the Scope of work.
- Strategic Plan Workshop work plan/timetable for the two workshops.
- A strategic plan document including:
 - Executive summary.
 - Background.
 - Internal and External analysis.
 - Strategic priorities/objectives

- (e) Metrics to assess progress made in the attainment of these strategic priorities/objectives.
- (f) Monitoring and Evaluation Framework (Dashboard to track and manage progress).
- (g) Cascading of the Strategic plan downwards, up to Departmental/Individual level through appropriately designed Work plans/Workflows.

7.0 ROLES AND RESPONSIBILITIES

CHUNA SACCO will be responsible for;

- i. Preparing the Terms of Reference.
- ii. Selecting, contracting and managing the consultant.
- iii. Covering the agreed cost of the Consultancy as itemized in the proposal.
- iv. Actively engaging with the consultant during the assessment.
- v. Identifying stakeholders and providing relevant documents as needed.
- vi. In collaboration with the consultant will carry out a preliminary review of program activities aimed at gathering views from relevant external stakeholders through interviews and/or questionnaires.
- vii. Approve the Strategic Plan formulation methodology, Strategic Plan retreat workshop agenda/timetable and any other deliverable by the Consultant.
- viii. Facilitate all the logistics and cost of the retreat Workshop and agree the date for the same in consultation with the Consultant.

7.1 The Consultant will be responsible for:

- i. Preparing reports as per the Scope of work.
- ii. Preparation of a retreat workshop(s) work plan.
- iii. Actively engaging with CHUNA SACCO Management, Board and other stakeholders through the use of participatory processes.
- iv. Regular progress reporting to SACCO through the Chief Executive Officer and the Committee spear heading the exercise.
- v. Production of deliverables in accordance with the requirements and timeframes of the Terms of Reference.
- vi. Facilitation of the strategic planning workshops with the SACCO management, Board members and other relevant stakeholders.
- vii. Drafting and finalizing the strategic plan.

8.0 METHODOLOGY AND PROCESS

The methodology will consist of documents review, interviews, analysis and synthesis presented in report, workshop facilitation and strategic plan drafting. The consultant will first familiarize him/herself thoroughly with the prevailing regulatory/legal framework, current Co-operative movement industry affairs and

trends, Information Communication Technology trends and all other relevant factors.

9.0 EVALUATION CRITERIA

Proposals will be evaluated based on the following criteria:

Requirements	Criteria	Mandatory requirement	
Mandatory	Certificate of Incorporation:	A copy of the certificate of incorporation or business registration to prove the legal existence of the company.	
	Tax Compliance Certificate	A valid tax compliance certificate issued by the relevant tax authority	
	Composition of Directors	A copy of the CR12 Indicating the directorship of the company and copies of Identity cards of directors.	
	Valid Business License	A copy of the Business License or operating permit, depending on the industry.	
Technical	Criteria	Weight	Evaluation Details
	Relevant Experience in Strategic Planning	25%	The consultant's experience in strategic planning for SACCOs or similar organizations will be evaluated based on previous projects, their scope, and outcomes. -Attach certified copies
	Qualifications of the Consulting Team	25%	The academic and professional qualifications of the proposed team members, especially the lead consultant, will be assessed. A postgraduate degree and relevant experience are required. -Attach Detailed CVs of the lead consultants
	Proposed Methodology and Work Plan	20%	The methodology proposed for the strategic plan review and development will be assessed, including timelines, stakeholder engagement, and use of relevant frameworks.
	Cost Proposal	20%	The cost proposal will be evaluated based on the reasonableness of the proposed budget, with consideration of the quality and scope of the services provided.
	Proof of Financial Stability	10%	A copy of audited financial statements for period of atleast 2 years and certified bank statements for period of 1 years

Evaluation Process

Proposals will be reviewed and scored by an evaluation committee based on the criteria listed above. Shortlisted consultants may be invited for interviews or

presentations to clarify their proposals and demonstrate their understanding of the project. The final selection will be based on the highest - scoring proposal.

10.0 Reporting

The consultant will report to the SACCO's designated project manager and will be required to provide regular progress updates at each milestone. The final reports will be submitted in both hard and soft copy formats.

11.0 Submission Details

All proposals should be submitted on or before **13th December 2024** by **4.00 pm**. The proposals must be submitted in both hard and soft copies to admin.chuna@uonbi.ac.ke and procurement@chunasacco.co.ke and addressed to:

**The CEO,
CHUNA Sacco Society Limited,
P.O. Box 30197-00100,
Nairobi, Kenya.**

Hand copies to be delivered to:

**CHUNA Sacco Society Office,
University of Nairobi, Main Campus,
Faculty of Engineering,
Next to Central Police
Harry Thuku Road.**

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Proposals must include the following:

- A detailed technical proposal addressing the scope of work and methodology.
- A cost/financial proposal with a detailed breakdown of fees.
- CVs of the consulting team, including the lead consultant.
- At least two references from previous clients for similar assignments.

6TH DECEMBER 2024.