

STANDARD REQUEST FOR PROPOSALS (RFP)

**UCSCS/RFP/06/2021 – PROVISION OF CONSULTANCY
SERVICES FOR FEASIBILITY STUDY OF ESTABLISHING A
NEW FOSA BRANCH.**

(SELECTION OF CONSULTANTS)

**DATE OF (RFP) SUBMISSION IS ON OR BEFORE TUESDAY 13TH MAY 2021 AT 1200
NOON**

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INTRODUCTION

1. This Standard Request for Proposals (SRFP) has been prepared for use by public entities in Kenya in the procurement of consultancy services and selection of consultants.
2. The SRFP includes Standard form of Contract for Large Assignments and small assignment which are for lump sum or time based payments.
3. A separate SRFP has been provided for selection of individual professional consultants.
4. The General Conditions of Contract should not be modified and instead the Special Conditions of Contract should be used to reflect the unique circumstances of the particular assignment. Similarly the information to consultants should only be clarified or amended through the Appendix to information to Consultants.
5. This SRFP document shall be used where a shortlist of consultancy firms already exist or has been obtained through a shortlist after an advertisement of Expression of Interest for Consultancy required.

SECTION I- LETTER OF INVITATION TO TENDER
TENDER REF: NO. USCSC/RFP/06/2021
TENDER NAME. PROVISION OF CONSULTANCY SERVICES FOR
FEASIBILITY STUDY OF ESTABLISHING A NEW FOSA BRANCH.

DATE. 29TH APRIL 2021

- 1.1 UKULIMA SACCO SOCIETY LIMITED invites proposals for the following Consultancy services. Feasibility study for establishing a new FOSA branch in western Kenya to determine the need, feasibility, costs and benefits of opening a new FOSA branch.
- 1.2 Interested eligible candidates may obtain further information from and inspect the tender documents at procurement office on 4th floor during normal working hours.
- 1.3 Completed tender documents are to be enclosed in plain sealed envelopes marked with tender reference number and be deposited in the Tender Box at Ukulima Co-operative House on 2nd floor so as to be received on or before Thursday 13th May 2021 at 1200 Noon
- 1.4 Prices quoted should be net inclusive of all taxes and delivery must be in Kenya Shillings and shall remain valid for 120 days from the closing date of the tender.
- 1.5 (RFP) Tenders will be opened immediately thereafter through Zoom due to health protocols for those who choose to attend the (RFP) Tender opening at Ukulima Sacco Boardroom on 2nd Floor Ukulima Co-operative House.
- 1.6 Ukulima Sacco reserves the right to reject any (RFP) tender without giving reasons for the rejection and does not bind itself to accept the lowest or any tender
- 1.7 Tender document to be charged kshs. 1000/= payable through Ukulima Sacco FOSA Nairobi.

Chemarum Victor

For: CHIEF EXECUTIVE OFFICER

SECTION II – INFORMATION TO CONSULTANTS (ITC)

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- 2.7 Evaluation criteria
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2.1 Introduction

- 2.1.1 The Client named the Appendix to “ITC” will select a firm among those invited to submit a proposal, in accordance with the method of selection detailed in the appendix. The method of selection shall be as indicated by the procuring entity in the Appendix.
- 2.1.2 The consultants are invited to submit a Technical Proposal and a Financial Proposal, or a Technical Proposal only, as specified in the Appendix “ITC” for consulting services required for the assignment named in the said Appendix. A Technical Proposal only may be submitted in assignments where the Client intends to apply standard conditions of engagement and scales of fees for professional services which are regulated as is the case with Building and Civil Engineering Consulting services. In such a case the highest ranked firm of the technical proposal shall be invited to negotiate a contract on the basis of scale fees. The proposal will be the basis for Contract negotiations and ultimately for a signed Contract with the selected firm.
- 2.1.3 The consultants 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 liaise with the Client regarding any information that they may require before submitting a proposal and to attend a pre-proposal conference where applicable. Consultants should contact the officials named in the Appendix “ITC” to arrange for any visit or to obtain additional information on the pre-proposal conference. Consultants should ensure that these officials are advised of the visit in adequate time to allow them to make appropriate arrangements.
- 2.1.4 The Procuring entity will provide the inputs specified in the Appendix “ITC”, assist the firm in obtaining licenses and permits needed to carry out the services and make available relevant project data and reports.
- 2.1.5 Please note that (i) the costs of preparing the proposal and of negotiating the Contract, including any 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.
- 2.1.6 The procuring entity’s employees, committee members, board members and their relative (spouse and children) are not eligible to participate.
- 2.1.7 The price to be charged for the tender document shall be kshs.1,000/=
- 2.1.8 The procuring entity shall allow the tenderer to review the tender document free of charge before purchase.

2.2 Clarification and Amendment of RFP Documents

2.2.1 Consultants may request a clarification of any of the RFP documents only up to seven [7] days before the proposal submission date. Any request for clarification must be sent in writing by paper mail, cable, telex, facsimile or electronic mail to the Client's address indicated in the Appendix "ITC". 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.

2.2.2 At any time before the submission of proposals, the Client may for any reason, whether at his own initiative or in response to a clarification requested by an invited firm, amend the RFP. Any amendment shall be issued in writing through addenda. Addenda shall be sent by mail, cable, telex or facsimile to all invited consultants and will be binding on them. The Client may at his discretion extend the deadline for the submission of proposals.

2.3 Preparation of Technical Proposal

2.3.1 The Consultants proposal shall be written in English language

2.3.2 In preparing the Technical Proposal, consultants are expected to examine the documents constituting this RFP in detail. Material deficiencies in providing the information requested may result in rejection of a proposal.

2.3.3 While preparing the Technical Proposal, consultants must give particular attention to the following:

- (i) If a firm considers that it does not have all the expertise for the assignment, it may obtain a full range of expertise by associating with individual consultant(s) and/or other firms or entities in a joint venture or sub-consultancy as appropriate. Consultants shall not associate with the other consultants invited for this assignment. Any firms associating in contravention of this requirement shall automatically be disqualified.
- (ii) For assignments on a staff-time basis, the estimated number of professional staff-time is given in the Appendix. The proposal shall however be based on the number of professional staff-time estimated by the firm.
- (iii) It is desirable that the majority of the key professional staff proposed be permanent employees of the firm or have an extended and stable working relationship with it.
- (iv) Proposed professional staff must as a minimum, have the experience indicated in Appendix, 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.

2.3.4 The Technical Proposal shall provide the following information using the attached Standard Forms;

- (i) A brief description of the firm'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 member 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 five (5) 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 Appendix "A" specifies training as a major component of the assignment.
- (viii) Any additional information requested in Appendix "A".

2.3.5 The Technical Proposal shall not include any financial information.

2.4 Preparation of Financial Proposal

2.4.1 The Financial Proposal should clearly identify as a separate amount, the local taxes, duties, fees, levies and other charges imposed under the law on the consultants, the sub-consultants and their personnel, unless Appendix "A" specifies otherwise.

2.4.2 Consultants shall express the price of their services in Kenya Shillings.

2.4.3 The Proposal must remain valid for 120 days after the submission date. During this period, the consultant is expected to keep available, at his own cost, the professional staff proposed for the assignment. If the Client wishes to extend the validity period of the proposals, the consultants shall agree to the extension.

2.5 **Submission, Receipt, and Opening of Proposals**

2.5.1 The original proposal Technical and financial shall be prepared in indelible ink. It shall contain no interlineations or overwriting, except as necessary to correct errors made by the firm itself. Any such corrections must be initialed by the persons or person authorized to sign the proposals.

2.5.2 The completed Technical and Financial Proposals must be delivered at the submission address on or before the time and date stated in the Appendix "ITC". Any proposal received after the closing time for submission of proposals shall be returned to the respective consultant unopened.

2.5.3 After the deadline for submission of proposals, the documents shall be opened immediately by the committee.

2.6 **Proposal Evaluation General**

2.6.1 From the time the bids are opened to the time the Contract is awarded, if any consultant wishes to contact the Client on any matter related to his proposal, he should do so in writing at the address indicated in the Appendix "ITC". Any effort by the firm to influence the Client in the proposal evaluation, proposal comparison or Contract award decisions may result in the rejection of the consultant's proposal.

SECTION III - EVALUATION CRITERIA

3.1 Evaluation criteria of Mandatory, Technical and financial Proposal

- 3.2 **Mandatory requirements.**
- (i) **Certificate of incorporation.**
 - (ii) **VAT Certificate.**
 - (iii) **Valid KRA Tax Compliance certificate.**
 - (iv) **PIN Certificate.**
 - (v) **Ukulima Sacco payment receipt**

3.3 The evaluation committee appointed by the Client shall evaluate the proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria as follows

	<u>MARKS</u>
(i) Specific experience of the consultant related to the assignment	10
(ii) Adequacy of the proposed work plan and Methodology in responding to the terms of reference	10
(iii) Qualifications and competence of the key staff for the assignment -	10
(iv) Company profile	05
(v) A list of at least 5 (five) successful relevant previous Assignments undertaken	15
(vi) Certification from a professional body	05
(vii) Duration to complete the assignment	10
(viii) Provide 2020 audited financial reports	05
TECHNICAL	70 Marks
(ix). Cost of Work (See page 22)- FINANCIALS	30 Marks
Total Marks	<u>100</u>

NB:

- **TECHNICAL CRITERIA ACCOUNTS FOR 70 MARKS.**
- **TECHNICAL PASS MARK IS 60 MARKS AND ABOVE**

FINANCIALS (COST OF WORK) ACCOUNTS FOR 30 MARKS

- **Lowest - 30 Marks**
- **2nd Lowest - 22.5 Marks**
- **3rd Lowest - 15 Marks**
- **Others - 7.5 Marks**

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2. Firms references
3. Comments and suggestions of consultants on the Terms of reference and on data, services and facilities to be provided by the procuring entity
4. Description of the methodology and work plan for performing the assignment
5. Team composition and Task assignments
6. Format of curriculum vitae (CV) for proposed Professional staff
7. Time schedule for professional personnel
8. Activity (work schedule)

1. TECHNICAL PROPOSAL SUBMISSION FORM

[_____ 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 Technical Proposal and a Financial
Proposal sealed under one envelope-where applicable].

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

We remain,

Yours sincerely,

_____ [Authorized Signature]:

_____ [Name and Title of Signatory]

:

_____ [Name of Firm]

:

_____ [Address:]

2. FIRM'S REFERENCES

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

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:		Clients contact person for the assignment.
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 Associated 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: _____

Name and title of signatory; _____

3. 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.

4. DESCRIPTION OF THE METHODOLOGY AND WORK PLAN FOR PERFORMING THE ASSIGNMENT

5. TEAM COMPOSITION AND TASK ASSIGNMENTS

1. Technical/Managerial Staff

Name	Position	Task

2. Support Staff

Name	Position	Task

6. FORMAT OF CURRICULUM VITAE (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 degree[s] 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 of assignments.]

Certification:

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

_____ Date: _____
[Signature of staff member]

_____ Date: _____
[Signature of authorised representative of the firm]

Full name of staff member: _____

Full name of authorized representative: _____

7. TIME SCHEDULE FOR PROFESSIONAL PERSONNEL

Weeks(in the Form of a Bar Chart)

Name	Position	Reports Due/ Activities	1	2	3	4	5	6	7	8	9	Number of Weeks

Reports Due: _____

Activities Duration: _____

Signature: _____
(Authorized representative)

Full Name: _____

Title: _____

Address: _____

8. ACTIVITY (WORK) SCHEDULE

(a). Field Investigation and Study Items

	1 st	2 nd	3 rd	4 th	5 th	6 th	7 th	8 th	9 th	10 th
Activity (Work)										

[1st, 2nd, etc, are weeks from the start of assignment)

(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	

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1. FINANCIAL PROPOSAL SUBMISSION FORM

_____ [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 remain,

Yours sincerely,

_____ *[Authorized Signature]*
:
_____ *[Name and Title of Signatory]:*
_____ *[Name of Firm]*
_____ *[Address]*

2. SUMMARY OF COSTS

Costs	Currency(ies)	Amount(s)
Subtotal		
Taxes		
Total Amount of Financial Proposal		<hr/>

SECTION VI: - TERMS OF REFERENCE

CONSULTANCY SERVICES FOR FEASIBILITY STUDY OF ESTABLISHING

A NEW FOSA BRANCH

BY UKULIMA CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LTD

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1.0 BACKGROUND

Ukulima Co-operative Savings and Credit Society Limited is a Deposit Taking (DT) Sacco headquartered in Nairobi established in 1972, with over 38,000 active members supported by a network of 108 branches countrywide. We have an asset base of 12.7 billion and a loan portfolio of Kshs.10.1billion, and customer deposits of Kshs.9.1billion. This gives us a strong competitive edge in the finance market and an opportunity to meet members' demands in the co-operative movement. Ukulima Sacco Society's core business and mandate is provision of affordable and accessible savings and credit products as well as delivering a great customer experience services to our members.

The Sacco currently has Seven FOSA physical branches namely Nairobi, Kisumu, Mombasa, Eldoret, Embu, Nakuru and Kisii. In addition, the Sacco also has established 108 administrative branches run by the delegates to deliver key administration functions of meeting members at the grassroots. The branches are,

AFFA (CBK)	Bondo	Mbeere
AFFA (Fibre Crop Directorate)	Bukura	Meru
AFFA (Weslands)	Bungoma	Migori
Admin Police (APTC)	Busia	Molo
AHITI	Elwak	Mombasa
ARDHI/Transcom community	Embu	Moyale
Athi River	Garissa	Mt. Elgon-Wby
Bee Keeping	Homabay	Murang'a
Govt. Press	Isiolo	Mwingi
Industrial Area (NWS)	Kajiado	Naivasha
JKUAT/RUIRU	Kakamega	Nakuru
KARLO HQS	Keiyo/Iten	Nandi/Kpst
KARI NARL	Kenya	Narok
KARI VET	Kericho	Njoro
KEFRI	Kiambu	Nyambene
KENCOM/JOGOO	Kiboko/Makindu	Nyamira
KENYA DAIRY BOARD	Kilifi	Nyandarua
KEPHIS	Kirinyaga	Nyando
KEWI	Kisii	Nyeri
KILIMO	Kisumu	Rachuonyo
KNH	Kitui-Mks	Samburu/Maralal
Limuru/Tigoni	Koibatek	Siaya
Madini/NHIF	Kuria/Mgr	Suba
Maji House	Kwale	Taita Taveta
Nairobi South	Laikipia	Tana River
NARC Muguga	Lamu	Teso
Ngong	Loitokitok	Tharaka Marimanti
NSSF	Lugari	Tharaka Nithi
Nyayo House	Machakos	Thika
OOP. Fin & Comm	Makueni	Tigania
OTM	Makindu	Trans Nzoia
Pest Control	Malindi	Transmara
VET. LABS	Mandera	Turkana/Lodwar
Welcom Embakasi (KEVAVAPI)	Marakwet	Uasin Gishu/Eldoret
Baringo	Mariakani	Vihiga
Bomet	Marsabit	Wajir
		West Pokot

The Sacco is desirous of expanding its branch network to economically viable regions (**Kakamega and Meru**) based on data and evidence of demand for key services and products as part of the Board of Director's continuous improvement plans to maintain a cost reduction and market leadership strategy.

2.0. OBJECTIVE OF THE ASSIGNMENT

The main objective is to establish the economic viability of potential FOSA branches and projected returns over 5 years using different financial indicators, market intelligence, and unique member needs assessment characteristics for the target locations. The information will be critical to establish and maximize the investment models, product mix and priorities of the Sacco funds. Further, it will provide the Board of Directors with sufficient information to justify acceptance, modification or rejection of the anticipated project.

3.0 SCOPE OF THE SERVICES

This scope of the study is:

- The consultant is required to conduct feasibility appraisals of the proposed branch sites.
- Review existing data available for project intervention on the potential to develop climate resilience economic development;
- Conduct appropriate site information gathering (including but not limited to member feedback, expectations and potential economic opportunities as well as efficient service delivery gaps).
- Prepare and validate the business plan and minimum infrastructures needed to rollout the branch for economic growth with information including estimated cost of renting office space and access to key amenities.

3.1 Expected Outcomes and Deliverables:

The successful consultant will undertake the feasibility study covering **Kakamega and Meru towns**. The report findings and recommendations will include among other things:

- i. Report on the most viable location/s for the proposed branch
- ii. Branch Rollout strategy considering the risks identified and key mitigation systems required
- iii. Report on the key economic activities carried out in the towns and their environs; detailing the nature and opportunities to stay ahead of the competition through innovative product and service delivery proposals.
- iv. Sampling report capturing stakeholder and target membership expectations and aspirations.
- v. Comprehensive Five-year projections of branch operations road map using at least 4 financial indicator ratios as evidence of viability, breakeven point and payback period per branch.
- vi. Any other factors that as may be necessary to determine the economic and social impact viability of the branch.

4.0 PROJECT DELIVERABLES

4.1 General Expectations

The project report should be completed and report submitted within six (6) weeks from the date of award of tender. The project deliverables and meetings defined below are the minimum requirements for the execution of the study. Should the consultant feel that it is desirable to produce additional information, will require explicit documentation in the proposal.

Presentation of the detailed feasibility methodology and costed Work Plan detailing key activities required time to execute the project.

- Inception report on preliminary findings presented to the Board
- First report draft 3 weeks
- Final report by the 6th week

4.2 Work Plan

Upon notification that a consultant is the successful bidder, and before commencing the project, the respondent shall prepare a costed Work Plan, which shall take the form of a detailed description of the by step approach to the study process. This plan will indicate the sequencing and staging of tasks, the expected completion date for each task and the preparation of the study deliverables. The Work Plan shall be delivered to the Sacco management for approval prior to commencing the study.

4.3 Draft Report

The consultant shall prepare a Draft Report for review by the Sacco at the completion of the study. After review by the Sacco, a complete Final Report shall be expected incorporating the management recommendations and insights on proposed product and service delivery guidelines.

The Draft Report shall be considered a “dry run” for the Final Report i.e. all topics to be covered by the final report shall be addressed, and the Draft Report shall not be prepared until study work is sufficiently far advanced that no significant new information will be introduced between the Draft Report preparation and preparation of the Final Report.

4.4 Final Report

The respondent shall prepare the Final Report for acceptance by the Sacco management following a thorough review of the Draft Report(s) and satisfactory resolution of all issues raised during the review period. The Final Report shall include, but not be limited to the following information:

- a) Description of all work undertaken.
- b) A detailed analysis of the feasibility of each opportunity identified.
- c) A ranking of priority areas/regions of operation proposed.

4.5 Meetings

The following are mandatory meetings to be attended by the successful respondent:

- Presentation of the costed Work Plan
- Presentation of the Draft inception Report
- Presentation of the Final Report

All meetings will be held at the Sacco offices or the management may advise. The respondent shall indicate in the proposal the key personnel expected to attend each of the meetings identified above.

Other meetings may be required at the discretion of respondent and/or the Study Committee to satisfactorily execute this TOR and/or Strategy.

5.0 REQUIREMENTS OF RESPONDENT

5.1 Experience

The respondent shall exhibit the required experience and competence of conducting other successfully completed studies and provide references for each Sacco that have implemented FOSA after your recommendations within the last 3 years.

5.2 Confidentiality

It is understood that the successful Consultant may be required to retain information and copies of the Findings and Study Report. However, the Findings and Resultant Report recommendations is understood to be the property of Ukulima Sacco and shall remain confidential to the successful respondent and the project team. The respondent shall indicate in the proposal that this is agreed to and upon awarding of the proposal may be required to sign a document agreeing to this. Prospective bidders may consider forming consortiums thereby building the required skill sets to complete the study.

5.3 Proposal Format.

All respondents must submit a hard copy of their complete proposal documents containing the detailed competence and experience information to fulfill the project deliverables as described above.

5.4 Company profile

Each respondent should provide the full legal corporate name of each corporate identified in the proposal, and the name, title, address, telephone number, facsimile number, and email address of the individual reference to be contacted with respect to the submission.

5.5 Project Team and Experience

The respondent should identify all proposed team members and their role in the project. For each proposed member indicate:

- Name and firm association if different from contact;
- Role to play in the project;
- A brief description of the individual's qualifications and their experience, both professional and practical;
- A list of relevant previous similar assignments and brief description of their roles;
- Three technical reference for similar assignments done on feasibility studies.

5.6 Fees and Expenses

The selected respondent is responsible for any and all costs and expenses incurred while carrying out the terms of the study. The proposal shall specify and state a price (including total fees and necessary expenses) in order to complete the project.

The activities listed in the TOR are the minimum requirements to be undertaken. The respondent may also provide additional requirements that may benefit the Sacco in meeting their goal.

5.7. Evaluation criteria

The Consultant will be evaluated against a combination of Mandatory, Technical and Financial criteria (combined scoring method).