EXPRESSION OF INTEREST FOR THE SUPPLY, IMPLEMENTATION, TESTING AND COMMISSIONING OF A CORE BANKING SYSTEM

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1. INTRODUCTION

1.0 BACKGROUND

Qona SACCO Limited is one of Kenya's leading Tier I Deposit-Taking Savings and Credit Cooperative Societies (DT-SACCOs), regulated by the Sacco Societies Regulatory Authority (SASRA). Established in **2001**, the Society was founded through the vision and commitment of **10 pioneering members** who believed in the power of collective financial empowerment. What began as a small member-driven initiative has grown into a vibrant, technology-driven, community-based financial institution founded on the principles of **trust, inclusivity, innovation and member empowerment**.

Today, Qona SACCO serves **over 20,000 members** drawn from the telecommunications, technology, corporate and wider professional sectors, with an asset base exceeding **KES 15 billion**. As one of Kenya's leading Tier I DT-SACCOs, the Society is recognized for its strong financial performance, sound corporate governance, prudent risk management, and unwavering commitment to delivering sustainable value to its members. Guided by a people-first philosophy, Qona SACCO continues to empower its members to achieve their financial aspirations through innovative savings, credit, investment, and financial wellness solutions.

As part of its strategic growth agenda, Qona SACCO is undertaking a comprehensive digital transformation program aimed at enhancing member experience, improving operational efficiency, strengthening governance, and positioning the Society for future growth. The SACCO recognizes the changing needs of its members, evolving regulatory requirements, and rapid technological advancements within the financial services sector. In response, it is modernizing its business processes and technology landscape to deliver secure, seamless, and digitally enabled financial services.

In line with this strategic direction, Qona SACCO intends to implement a modern, secure, scalable, and fully integrated **Core Banking System** capable of supporting its current and future business requirements. The proposed solution will streamline operations, enhance service delivery, strengthen risk management and regulatory compliance, improve reporting and analytics, facilitate integration with digital channels and third-party platforms, and provide an exceptional member experience while adhering to industry best practices and Zero Trust security principles.

Accordingly, Qona SACCO invites qualified and experienced firms to submit an **Expression of Interest (EOI)** for the supply, implementation, customization, integration, training, support, and maintenance of the proposed Core Banking Solution. Interested firms should demonstrate proven experience in implementing core banking platforms for SACCOs, credit unions, microfinance institutions, banks, or other regulated financial institutions, supported by a strong track record of successful project delivery.

1.2 Purpose

This Expression of Interest (EOI) has been issued to invite qualified and experienced solution providers to express their interest in the **supply, implementation, customization, integration, testing, commissioning, training, support, and maintenance** of various business applications required by Qona SACCO as part of its digital transformation program.

The purpose of this EOI is to identify capable vendors with the technical expertise, implementation experience, and industry knowledge required to deliver secure, scalable, and integrated technology solutions that align with Qona SACCO's strategic objectives and future business requirements.

EOI submissions received from interested firms will undergo a comprehensive evaluation to assess each vendor's technical capability, relevant experience, implementation methodology, financial stability, product maturity, innovation, and overall suitability to meet Qona SACCO's requirements. Based on the outcome of the evaluation, a shortlist of the most qualified solution providers will be developed.

Only the shortlisted vendors will be invited to participate in the subsequent **Request for Proposal (RFP)** stage, where they will be required to submit detailed technical and commercial proposals for the respective solutions.

1.3 Disclaimer

The objective of this Expression of Interest (EOI) is to identify qualified and capable solution providers with the technical expertise, experience, and capacity to meet Qona SACCO's requirements. Interested firms are invited to submit their EOI responses in accordance with the instructions contained in this document.

Upon receipt of the submissions, Qona SACCO will undertake an evaluation process to assess the suitability of the respondents against the stated evaluation criteria. Based on the outcome of this evaluation, Qona SACCO reserves the right, at its sole discretion, to shortlist vendors for participation in the subsequent Request for Proposal (RFP) process.

This EOI is issued solely for information-gathering and vendor prequalification purposes. It does not constitute an offer, contract, commitment, or authorization to commence any work, nor does it create any legal obligation on the part of Qona SACCO to procure any solution or enter into any agreement with any respondent.

All costs and expenses incurred by respondents in preparing and submitting their EOI responses, participating in presentations, demonstrations, site visits, clarification meetings, or any other activities associated with this process shall be borne entirely by the respondents. Qona SACCO shall not be liable for any such costs, regardless of the outcome of the EOI process.

Qona SACCO reserves the right, at any stage of the process, to accept or reject any or all EOI submissions, amend or cancel the EOI process, modify the scope of the requirement, request additional information or clarification from respondents, or discontinue the process without assigning any reason and without incurring any liability whatsoever to any respondent.

2. ABOUT THE EXPRESSION OF INTEREST (EOI)

2.1 Overview

As part of its digital transformation strategy, Qona SACCO seeks to leverage modern technology to enhance member experience, expand its product offerings, improve operational efficiency, strengthen governance, and optimize business processes. The SACCO is therefore seeking a modern, secure, scalable, and fully integrated Core Banking Solution capable of supporting both its current operational requirements and future strategic growth.

The objective of this Expression of Interest (EOI) is to identify qualified solution providers with the technical capability and proven experience to **design, supply, customize, implement, integrate, test, commission, train, support, and maintain** a comprehensive Core Banking System that delivers end-to-end automation across the Society's business operations.

The proposed solution should provide an integrated platform supporting, but not limited to, the following functional areas:

1. Core Banking and Membership Management
2. Savings, Deposits and Share Capital Management
3. Loan Origination, Credit Administration and Loan Management
4. Mobile Banking Platform
5. Internet Banking Platform
6. Agency Banking Solution
7. Customer Relationship Management (CRM)
8. Financial Management and General Ledger
9. Budgeting, Treasury and Financial Reporting
10. Fixed Asset Management
11. Procurement and Supplier Management
12. Electronic Document and Records Management System (EDMS)
13. Data Migration, Data Cleansing and Data Validation Services
14. Business Intelligence, Analytics, Reports and Executive Dashboards
15. Workflow Automation and Business Process Management
16. System Security, Identity and Access Management, Audit Trails and Administration
17. Integration with existing internal systems, third-party platforms, payment channels, regulatory systems, and external service providers
18. Disaster Recovery, Business Continuity and High Availability Capabilities
19. Any additional modules, functionalities, or value-added solutions that enhance operational efficiency, regulatory compliance, digital service delivery, and member experience.
20. Interested solution providers are encouraged to demonstrate how their proposed solution addresses the above functional requirements, supports seamless integration across the SACCO's technology ecosystem and provides a scalable platform capable of accommodating future business growth, product innovation, and evolving regulatory requirements.

2.2 Eligibility

This Expression of Interest (EOI) is open to qualified and experienced **Original Equipment Manufacturers (OEMs), software vendors, system integrators, value-added resellers (VARs), implementation partners, technology consulting firms,**

and software development companies with demonstrated expertise in delivering enterprise business applications for financial institutions, SACCOs, credit unions, microfinance institutions, banks, or similar organizations.

Respondents may submit proposals independently or, where appropriate, in partnership with other organizations, provided that the roles and responsibilities of each party are clearly defined, and the lead bidder assumes full responsibility for the proposed solution and project delivery.

The following circumstances may result in the disqualification of an EOI submission and exclusion from the subsequent evaluation process:

1. Failure to submit all mandatory documents and information requested in this EOI.
2. Submission of false, misleading, inaccurate, or incomplete information.
3. Failure to demonstrate relevant experience in implementing similar enterprise business applications within regulated financial institutions or comparable organizations.
4. Failure to meet the minimum eligibility, technical, or financial capability requirements.
5. Submission of an EOI after the stipulated closing date and time. (refer to Section 2.6)
6. Conflict of interest that may compromise the integrity, independence, or fairness of the procurement process.
7. Evidence of fraud, corruption, collusion, misrepresentation, or unethical business practices.
8. Failure to comply with applicable statutory, regulatory, or legal requirements.
9. Inclusion in any sanctions, debarment, or exclusion list maintained by regulatory authorities or development partners.
10. Failure to clearly demonstrate the capability to provide implementation, integration, training, post-implementation support, and ongoing maintenance for the proposed solution.
11. Failure to adhere to the use of standard templates (refer to Appendix); and

Qona SACCO reserves the right to verify any information submitted, conduct due diligence on respondents, request additional documentation or clarification, and disqualify any respondent whose submission does not meet the requirements of this EOI or whose information is found to be inaccurate or misleading.

2.3 Content of the EOI Submission

As a minimum, respondents are required to submit the information outlined below. All submissions should be prepared in accordance with the templates and formats provided in the **Appendices** of this EOI document. Failure to provide the required information or to use the prescribed templates, where applicable, may result in the submission being deemed non-responsive.

EOI Section	Nature of expected content
Company Profile	Company name
	Organization profile (company and association/joint venture partner(s));
	Name of proposed solution;
	Information demonstrating firm's operational and technical capacity to deliver work to Qona Sacco.
	Company profile information should be limited to a maximum of 5 pages
Firms Experience and references	Detailed information related to a minimum of three **(3)** previous, related engagements; and
	Provide client reference letters or any other alternative confirmation of involvement in providing similar services
System functionality and features	Information to assist in the detailed assessment of the ability of proposed systems/solutions to meet Qona's vision and processes (reference section 1 & 2).
System Architecture	Information related to the technical architecture of the proposed system.
Approach and methodology	Outline typical/recommended approach and methodology proposed by your firm in the supply, implementation, testing and commissioning of proposed solution;
	This should also include the following:

	Project plan/schedule;
	Nature of work done at each phase of the project:
	Typical stage-gates and activities such as provision of sand-box environment, sign- offs, training (technical and user); and
	Milestones / stage deliverables.
	Any assumptions made in modelling your approach, methodology and project plan, for example, estimating availability of client resources/staff members and data readiness, should be outlined.

EOI Section Nature of expected content template provided	
Incorporation Certificate	Valid certificate of incorporation
TAX compliance certificate	Valid certificate issued by appropriate TAX body, with jurisdictional authority where the bidding organization is registered
Audited financial statements for the last three (3) years	Audited financial statement for the last 3 years
Trading license	Valid license issued by appropriate body, with jurisdictional authority where the bidding organization is registered
Certifications	Key certifications of the 3 main projects lead, Project manager, technical personnel, UAT and Quality Assurance Team.

2.4 Evaluation criteria

EOI submissions will be evaluated based on the following considerations:

Area of focus	**Evaluation Considerations**
Certificate of Incorporation	Evidence of years of existence.

Current TAX compliance certificate	Evidence of tax compliance
Audited financial statements for the last three years	Sound financial standing over the last 3 years, based on revenues, profitability and available cash.
Three (3) years, Trade license	Evidence of valid trading license
Company Profile	Evidence of strong technical and operational capabilities.
Firm experience and references	Previous experience in deployment of similar solution(s)
Detailed system functionality and features	Ability of proposed system(s)/solution(s) to support Qona's current and future needs (functions and processes)
Approach and methodology	Appropriateness of typical/recommended approach and methodology, that supports:
	Stage-wise management of the project; Signoffs and taking ownership; and Knowledge transfer.

2.5 Clarifications

Any requests for clarification regarding this Expression of Interest (EOI) shall be submitted in writing by email to the Procurement Department.

All clarification requests must be received on or before the date specified in the EOI timetable. Respondents are encouraged to submit their queries as early as possible to allow sufficient time for review and response.

All correspondence relating to this EOI should be addressed as indicated below using the heading: **EXPRESSION OF INTEREST FOR THE SUPPLY, IMPLEMENTATION, TESTING AND COMMISSIONING OF A CORE BANKING SYSTEM**

PROCUREMENT DEPARTMENT |QONA DT SACCO LTD| EMAIL: dmmungai@qonasacco.com

Where appropriate, responses to clarification requests that may be of common interest to all prospective respondents will be shared with all participating vendors without disclosing the identity of the requesting party. No verbal clarification or communication shall be considered binding unless confirmed in writing by Qona Sacco.

(Refer to key dates in section 2.7 below)

2.6 Project Timelines

Clarification deadline: Any requests for clarification regarding this Expression of Interest (EOI) shall be submitted in writing by email to the Procurement Department.

PROCUREMENT DEPARTMENT |QONA DT SACCO LTD| EMAIL: dmmungai@qonasacco.com

All clarification requests must be received on or before **Close of Business (COB) on the 31st of July 2026.** Respondents are encouraged to submit their queries as early as possible to allow sufficient time for review and response.

All correspondence relating to this EOI should be addressed as indicated below using the heading: **EXPRESSION OF INTEREST FOR THE SUPPLY, IMPLEMENTATION, TESTING AND COMMISSIONING OF A CORE BANKING SYSTEM**

Submission deadline: All submissions regarding this Expression of Interest (EOI) shall be submitted in writing by email to the Procurement Department.

PROCUREMENT DEPARTMENT |QONA DT SACCO LTD| EMAIL: dmmungai@qonasacco.com

All submissions must be received on or before **Close of Business (COB) on the 7th of August 2026.** Respondents are encouraged to submit their responses as early as possible to allow sufficient time for review and response.

All correspondence relating to this EOI should be addressed as indicated below using the heading: **EXPRESSION OF INTEREST FOR THE SUPPLY, IMPLEMENTATION, TESTING AND COMMISSIONING OF A CORE BANKING SYSTEM**

EOI respondents are required to use the prescribed template (see Appendix section) when preparing their responses and ensure all pages are numbered.

2.7 Key Dates

For your reference, the following key dates apply.

Activity	Date
Publication /Launch of EOI	24th July 2026
Clarification deadline	31st July 2026
Submission deadline	7th August 2026

2.8 Current Business Environment

For purposes of reference by interested respondents, Qona SACCO's current operational environment comprises several core business functions. Under **Membership Management**, the proposed Core Banking Solution should provide a comprehensive, integrated, and configurable platform capable of supporting the entire member lifecycle while enhancing operational efficiency, regulatory compliance, and member experience

1) <u>Member Management:</u>

I. Member Registration and Onboarding

Support end-to-end member onboarding and lifecycle management by enabling seamless member enrollment, digital and branch-based account opening, Know Your Customer (KYC) and Customer Due Diligence (CDD) verification, document capture and management, configurable approval workflows, and automated maker-checker controls across both physical branches and digital channels, ensuring regulatory compliance, operational efficiency, and an enhanced member experience.

II. Member Profile Management

Maintain a centralized, secure, and configurable member database that serves as the single source of truth for all member information. The solution should support comprehensive member records, including personal and demographic information, contact details, identification documents, biometric data (where applicable), employment and payroll details, next of kin, beneficiaries, nominees, guarantors, shareholding, savings accounts, loan portfolio, communication preferences, and complete membership history. The system should provide real-time profile updates, configurable data fields, advanced search capabilities, document attachments, audit trails, and role-based access controls while ensuring data integrity, regulatory compliance, and seamless integration with other business applications and digital channels.

III. Membership Lifecycle Management

Manage the complete member status lifecycle by supporting the activation, suspension, dormancy, resignation, expulsion, reinstatement, transfer, and closure of member accounts through configurable approval of workflows. The solution should maintain comprehensive audit trails for all status changes, capturing the user, date, time, reason for change, and approval history, while enforcing maker-checker controls, role-based access permissions, automated notifications, and full compliance with regulatory and organizational governance requirements.

IV. Member Segmentation and Group Management

Support flexible member segmentation and classification through configurable business rules based on member categories, products, employer groups, geographical regions, branches, membership type, demographics, occupation, risk profile, relationship status, and other user-defined attributes. The solution should enable dynamic segmentation for targeted product offerings, personalized member engagement, marketing campaigns, service delivery, regulatory reporting, portfolio analysis, and management reporting, while allowing administrators to create, modify, and manage classification criteria without requiring system customization.

V. Member Communication and Self-Service

Enable seamless integration with SMS, email, mobile applications, internet banking, USSD, and web self-service portals to facilitate real-time member communication and self-service capabilities. The solution should support automated notifications, alerts, and reminders for transactions, loan repayments, account activities, and system-generated events, as well as member-initiated services such as account and loan statements, balance inquiries, profile updates, service requests, complaints and inquiries, document submissions, appointment scheduling, and product applications. The platform should provide configurable communication templates, multi-channel messaging, two-way communication, notification tracking, and secure authentication mechanisms while maintaining complete audit trails and ensuring a consistent, secure, and personalized member experience across all digital touchpoints.

3) Credit Management

I. Loan Origination, Appraisal and Approval

Support comprehensive end-to-end loan lifecycle management by enabling loan application capture through branch, mobile, internet, agency and other digital channels. The solution should support automated eligibility assessment, configurable credit scoring models, affordability analysis, debt-to-income ratio calculations, CRB integration, risk profiling, guarantor management, collateral management, loan appraisal, maker-checker approval workflows, multi-level approval hierarchies, and automated loan disbursement. The platform should facilitate configurable loan products, interest and repayment calculations, restructuring, refinancing, top-ups, rescheduling, partial disbursements, loan settlements, and write-offs, while maintaining comprehensive audit trails, workflow automation, exception handling, and regulatory compliance. The solution should integrate seamlessly with savings, payroll, mobile banking, internet banking, CRM, document management, payment systems, and accounting modules, providing real-time loan portfolio monitoring, delinquency management, automated notifications, and comprehensive dashboards and reports to support effective credit risk management and decision-making.

II. Debt Collection and Recovery Management

Support comprehensive loan monitoring and portfolio management by enabling real-time tracking of loan performance throughout the loan lifecycle. The solution should facilitate automated arrears monitoring, delinquency management, configurable reminder notifications, collection of workflows, promise-to-pay tracking, and escalation mechanisms based on predefined business rules. It should support loan restructuring, refinancing, rescheduling, moratoriums, settlements and recovery management while maintaining complete records of all borrower interactions, recovery actions and repayment arrangements.

The platform should provide integrated legal recovery management capabilities, including demand notices, legal case tracking, collateral realization, repossession management, auction tracking, debt recovery status, write-offs, and recoveries for non-performing loans (NPLs). The solution should maintain comprehensive audit trails, workflow automation, maker-checker controls, and role-based access permissions, while integrating seamlessly with Credit Reference Bureaus (CRBs), debt collection agencies, legal case management systems, payment channels, and the General Ledger. Additionally, the system should provide configurable dashboards, portfolio-at-risk (PAR) analysis, NPL monitoring, aging analysis, collection performance metrics, recovery reports, and predictive analytics to support proactive credit risk management, regulatory compliance, and informed portfolio management decisions.

III. Credit Reference Bureau (CRB) Integration

Enable seamless integration with all licensed Credit Reference Bureaus (CRBs) to support real-time member credit inquiries, credit scoring, credit report retrieval, loan risk assessment, and automated lending decisions. The solution should facilitate CRB inquiries during loan origination, submission of positive and negative credit information, customer listing and delisting, dispute management, status updates, and periodic regulatory reporting in accordance with applicable legal and regulatory requirements. The platform should support configurable credit decision rules, automated compliance checks, maker-checker approval workflows, comprehensive audit trails and secure API-based integration with CRBs. Additionally, the solution should provide dashboards, reports, and analytics on CRB inquiries, borrower credit profiles, portfolio risk, regulatory compliance and credit bureau activities to enhance prudent credit risk management and responsible lending practices.

IV. **Loan Portfolio Monitoring and Risk Management**

Provide comprehensive real-time loan portfolio monitoring and credit risk analytics by enabling continuous visibility into loan performance, portfolio quality, delinquency trends, arrears aging, portfolio-at-risk (PAR), non-performing loans (NPLs), provisioning requirements, expected credit losses (ECL), exposure limits, concentration risk, collateral coverage, and borrower risk profiles. The solution should provide configurable executive dashboards, scorecards, early warning indicators, predictive risk analytics, and drill-down capabilities to support proactive portfolio management and informed credit decisions. It should facilitate monitoring of loan disbursements, repayments, restructures, recoveries, write-offs, collections of performance, and compliance with internal lending policies, prudential guidelines, and regulatory requirements. The platform should generate automated alerts for deteriorating portfolio performance, breached exposure thresholds, covenant violations, and emerging credit risks, while providing comprehensive regulatory, management, and board reports through configurable dashboards, advanced analytics, and seamless integration with business intelligence platforms.

V. **Forecasting, Analysis and Reporting**

Support comprehensive loan portfolio reporting and business intelligence by generating configurable, real-time reports and analytics covering loan growth, portfolio composition, loan disbursements, repayments, portfolio quality, collection efficiency, arrears aging, delinquency ratios, portfolio-at-risk (PAR), non-performing loans (NPLs), recoveries, write-offs, provisioning, expected credit losses (ECL), interest income, profitability, product performance, branch performance, credit risk exposure, and borrower segmentation. The solution should provide executive dashboards, scorecards, trend analysis, predictive forecasting, scenario modelling, and drill-down capabilities to support strategic planning and informed decision-making. It should facilitate automated regulatory reporting in compliance with SASRA, IFRS, and other applicable statutory requirements, while supporting ad hoc reporting, configurable Key Performance Indicators (KPIs), report scheduling, automated report distribution, and export to multiple formats (PDF, Excel, CSV, Word, and Power BI). The platform should integrate seamlessly with enterprise business intelligence and analytics tools, providing management, executive, Board, and regulatory reports through secure, role-based access controls and comprehensive audit trails.

4) Member Experience, Business & Marketing

I. **Member Relationship Management (CRM)**

Support a comprehensive 360-degree member view by providing a centralized and unified profile of each member, consolidating personal information, membership history, product holdings, savings and loan portfolios, transaction history, interactions across all service channels, service requests, complaints, inquiries, communication history, marketing engagements and relationship activities. The solution should capture and track every member's touchpoint, including branch visits, contact center interactions, mobile and internet banking activities, emails, SMS, social media engagements, and self-service requests. It should provide configurable dashboards, member segmentation, engagement analytics, satisfaction metrics, service history, case management, cross-sell and upsell opportunities, and personalized recommendations to enhance member experience and relationship management. The platform should integrate seamlessly with the Core Banking System, digital channels, document management, marketing automation, and customer support platforms while maintaining comprehensive audit trails, role-based access controls, and data privacy compliance to support informed decision-making, proactive member engagement and improved service delivery.

II. Digital Member Experience Management

Support seamless omnichannel member engagement across mobile apps, web portals, USSD, chatbots, contact centers, branches, agency banking, SMS, and email. The solution should provide a unified view of member interactions, enabling consistent service delivery, service requests, case tracking, profile updates, and personalized communication across all channels. It should support SLA management, intelligent case routing, member feedback, and integration with the Core Banking System, CRM, and digital platforms to enhance member experience and operational efficiency.

III. Marketing Campaign Management

Enable planning, execution, tracking, and analysis of targeted marketing campaigns through SMS, email, social media, push notifications and other digital channels.

IV. Member Feedback and Service Quality Management

Support comprehensive member feedback and service management by enabling the collection, tracking, and resolution of member feedback, complaints, service requests, and surveys. The solution should provide satisfaction metrics, case management, SLA monitoring, trend analysis and configurable dashboards, while integrating with CRM and digital channels to improve member experience and service delivery.

V. Business Intelligence, Analytics and Reporting

Provide configurable dashboards and analytics for member behavior, product performance, sales, customer segmentation, forecasting and management reporting.

The solution should support real-time KPIs, trend analysis, ad hoc reporting and data visualization to enable informed decision-making, while integrating seamlessly with business intelligence platforms.

5) Finance and Accounts

I. **General Ledger (GL) and Chart of Accounts (COA) Management**

Support comprehensive General Ledger management by providing a flexible Chart of Accounts, multi-level account structures, journal processing, account mapping, real-time financial posting and audit trails. The solution should support automated reconciliations, configurable approval of workflows, financial controls and seamless integration with all business modules to ensure accurate financial reporting and regulatory compliance.

II. **Budgeting and Budget Control**

Support end-to-end budget management activities including budget preparation, consolidation, review, approval of workflows, periodic revisions and reforecasting. Facilitate budget utilization monitoring through real-time tracking of expenditure against approved allocations, conduct variance analysis, identify cost drivers and deviations, and provide actionable insights through budget performance reports to support financial control, resource optimization, and informed decision-making

III. **Receipting and Revenue Management**

Facilitate end-to-end management of member and non-member receipts through automated receipting, revenue recognition and allocation, receipt adjustments and reversals, and reconciliation processes. Enable seamless integration with banking platforms and digital payment channels to support real-time payment processing, accurate revenue tracking, improved financial controls and enhanced member service delivery.

IV. **Payments, Imprest and Refund Management**

Support end-to-end payment management processes including supplier payments, staff payments, imprest issuance and retirement, member refunds, and other organizational disbursements. Enable automated approval of workflows, payment authorization controls, transaction validation, and reconciliation processes to enhance operational efficiency, strengthen financial governance, ensure accurate record-keeping and improve cash flow management.

V. **Fixed Asset Management**

Support comprehensive fixed asset lifecycle management including asset registration, categorization, tagging, depreciation calculation, transfers, maintenance tracking, revaluation, impairment assessment, and disposal management. Enable accurate asset records, automated depreciation processing, asset utilization monitoring, compliance reporting and improved control over organizational assets throughout their lifecycle.

VI. **Investment Management**

Support comprehensive investment portfolio management including investment registration, portfolio tracking, performance monitoring, interest and dividend income management, maturity schedule tracking, valuation updates and investment reporting. Enable effective monitoring of investment returns, risk exposure, liquidity positions and compliance requirements through automated reporting, analytics, and dashboards to support informed investment decisions and maximize portfolio value.

VII. **Bank Reconciliation Management**

Provide automated and manual bank reconciliation capabilities to ensure accurate alignment between internal financial records and bank statements. Support transaction matching, exception identification and resolution, reconciliation workflows, adjustments, and reconciliation reporting. Enable improved cash visibility, strengthened financial controls, timely error detection and enhanced accuracy of financial records

VIII. **Financial Statement and Regulatory Reporting**

Support automated generation of financial statements including income statements, balance sheets, cash flow statements, trial balances and statutory or regulatory reports. Enable configurable reporting structures, consolidation of financial data, period-end reporting, compliance reporting, and real-time financial insights to support effective decision-making, audit readiness and regulatory compliance.

IX. **Cash Flow Forecasting and Financial Planning**

Support comprehensive cash flow management through cash flow projections, liquidity monitoring, financial forecasting and scenario-based analysis. Enable modeling of future cash requirements, funding positions, income and expenditure trends, and financial scenarios to support proactive liquidity management and strategic planning. Provide actionable financial insights, forecasts, and reports to enhance financial resilience, optimize resource allocation and support informed executive decision-making.

X. **Financial Analytics and Management Reporting**

Provide real-time financial dashboards, profitability analysis, variance reporting and financial performance monitoring capabilities. Enable tracking of key financial indicators (KPIs), trend analysis, interactive reporting, and executive management reports to support strategic decision-making, performance optimization, financial governance and timely identification of business opportunities and risks.

6) Document Management

I. Document Capture, Scanning and Digitization

Support comprehensive document digitization through scanning, uploading, indexing, and electronic capture of documents from multiple channels including branches, mobile devices, email, and web portals. Enable centralized document management, automated classification, secure storage, search and retrieval capabilities, and seamless integration with business processes to improve operational efficiency, accessibility, data accuracy, and regulatory compliance.

II. Document Indexing and Classification

Provide automated and manual document indexing capabilities including metadata management, document categorization, tagging, classification, and advanced search functionality. Enable efficient organization, retrieval, and management of electronic documents through structured information architecture, configurable indexing rules, and intelligent search capabilities to improve accessibility, productivity, compliance and information governance.

III. File Compression and Storage Management

Enable secure document storage through file compression, storage optimization, version control, archival management, and lifecycle management capabilities. Support efficient utilization of storage resources through automated archiving, retention controls, document version tracking, and secure access management to ensure data integrity, availability, scalability and compliance with information governance requirements.

IV. Document Storage, Retrieval and Access Control

Facilitate centralized document repository management with secure storage, fast document retrieval, role-based access controls, controlled document sharing, audit trails, and comprehensive document lifecycle management. Enable efficient document governance through access monitoring, version tracking, retention management and automated workflows to enhance collaboration, security, compliance and operational efficiency.

V. Document Security, Compliance and Reporting

Support secure document management through encryption, configurable retention policies, regulatory compliance controls, approval of workflows, electronic signatures, audit logging, and document usage reporting. Enable robust information governance by ensuring document confidentiality, integrity, traceability and compliance with organizational policies and statutory requirements while improving workflow efficiency and accountability.

7) Procurement Management

I. **Inventory and Stores Management**

Support integrated inventory and stores management by enabling inventory planning, stock receipt, inspection, issuance, transfers, returns, replenishment and stock valuation. The solution should support real-time inventory tracking, asset tagging, warehouse management, reorder levels, batch and serial number tracking, stock counts and automated inventory alerts. It should integrate seamlessly with procurement, finance, fixed asset management, and reporting modules to improve inventory visibility, control, and decision-making.

II. **Requisition and Purchase Management**

Support end-to-end procurement lifecycle management by enabling purchase requisition creation, configurable approval workflows, supplier selection, RFQs/RFPs, purchase order generation, goods receipt processing, invoice matching and contract management. The solution should support budget controls, maker-checker approvals, procurement tracking, supplier performance monitoring, and seamless integration with inventory, finance and accounts payable modules to improve procurement efficiency and compliance.

III. **Supplier and Vendor Management**

Support comprehensive supplier lifecycle management by maintaining centralized supplier records, vendor prequalification, supplier onboarding, contract management, supplier performance evaluation, compliance monitoring and risk assessments. The solution should support supplier categorization, document management, contract renewals, automated alerts, and integration with procurement and finance modules to enhance supplier governance, compliance and performance management.

IV. **Procurement Analysis and Performance Monitoring**

Support procurement analytics and reporting by providing spend analysis, procurement trend analysis, supplier performance metrics, cost optimization insights, category analysis, and procurement planning tools. The solution should deliver configurable dashboards, KPIs, forecasting and management reports, with seamless integration to business intelligence platforms for data-driven decision-making.

V. **Procurement Reporting and Compliance Management**

Support comprehensive procurement reporting by generating procurement reports, audit trails, budget utilization reports, contract status reports, inventory reports, supplier performance reports, and regulatory compliance documentation. The solution should provide configurable dashboards, automated report scheduling, and export to multiple formats to support governance, compliance and management of decision-making.

VI. **Sourcing**

Support end-to-end strategic sourcing by enabling supplier discovery, market analysis, supplier prequalification, Requests for Information (RFI), Requests for Quotation (RFQ), Requests for Proposal (RFP), Expressions of Interest (EOI), e-tendering, bid submission, technical and commercial evaluations, negotiations, award recommendations and contract creation. The solution should support configurable approval workflows, evaluation scorecards, supplier communication, sourcing analytics, savings tracking, audit trails, and seamless integration with procurement, contract management, inventory, and finance modules to improve transparency, compliance and value for money.

8) System Administration

I. **User and Role Management**

Support creation and management of users, user groups, roles, permissions, segregation of duties, and role-based access control to ensure system security and governance.

II. **Security and Access Control**

Provide multi-factor authentication (MFA), password policies, session management, IP restrictions, single sign-on (SSO), encryption, and zero-trust security capabilities.

III. **Audit Trail and Activity Monitoring**

Maintain comprehensive audit logs capturing user activities, transactions, approvals, configuration changes and system events for compliance and forensic investigations.

IV. **System Configuration and Workflow Management**

Enable administrators to configure system parameters, approval hierarchies, products, notifications, business rules and workflow processes without vendor intervention.

V. **System Monitoring, Backup and Disaster Recovery**

Provide real-time system monitoring, performance management, automated backups, disaster recovery capabilities, business continuity support, and system health reporting.

VI. **Integration and API Management**

Support secure integration with third-party applications, payment gateways, regulatory systems, digital channels, CRBs, ERP solutions and other external platforms through APIs and web services.

VII. **Reporting and Administration Dashboard**

Deliver administrative dashboards with system usage statistics, security alerts, performance metrics, capacity monitoring and operational reports.

VIII. **Compliance and Regulatory Management**

Support compliance with SASRA regulations, Data Protection Act requirements, audit standards, record retention policies and other applicable governance frameworks.

9) Mobile Banking

The Core Banking System shall provide the backend services that power the mobile banking platform by enabling secure, real-time access to member accounts, transactions, products, and services. The mobile banking application shall interact with the Core Banking System through secure APIs to ensure seamless service delivery and data consistency.

Specifically, the Core Banking System shall:

I. **Account Information Management**

Provide real-time access to member account balances, account details, mini-statements, full statements, share capital, savings and loan information.

II. **Transaction Processing**

Process member transactions include deposits, withdrawals, funds transfers, loan repayments, savings contributions and bill payments in real time.

III. **Loan Management**

Support digital loan applications, eligibility checks, credit scoring, loan approvals, disbursements, repayment schedules and loan balance inquiries.

IV. **Product and Service Management**

Enable members to access and subscribe to SACCO products and services through the mobile banking platform.

V. **Payment and Channel Integration**

Integrate with M-Pesa, banks, payment gateways, card networks, USSD platforms, and other digital channels to facilitate seamless transactions.

VI. **Member Authentication and Security**

Provide secure authentication, authorization, transaction validation, fraud monitoring, audit trails, and compliance with cybersecurity requirements.

VII. **Notifications and Alerts**

Trigger real-time SMS, email, and push notifications for transactions, loan approvals, deposits, withdrawals and account activities.

VIII. **Reporting and Analytics**

Generate transaction reports, usage statistics, member activity dashboards and channel performance analytics to support decision-making.

Expected Outcome

The Core Banking System should enable members to perform end-to-end self-service banking through the mobile application, including:

- Balance inquiry
- Account statements
- Funds transfers
- Loan applications
- Loan repayments
- Savings deposits
- Share capital contributions
- Bill payments
- Beneficiary management
- Profile updates
- Member support requests

10) Web Portal

The Core Banking System shall provide the backend functionality and real-time data services required to support a secure member self-service web portal. The web portal shall integrate seamlessly with the Core Banking System to enable members, staff, and administrators to access services, information and transactions through a secure online platform.

I. **Member Self-Service Management**

Enable members to securely access account information, view balances, download statements, update profile information, manage beneficiaries and track service requests.

II. **Savings, Deposits and Loan Services**

Allow members to apply for loans, track loan application status, view repayment schedules, make loan repayments, monitor savings balances, and manage share capital contributions.

III. **Transaction Processing and Payments**

Support real-time funds transfers, bill payments, standing orders, mobile money integration, bank transfers and other electronic payment services.

IV. **Document and Communication Management**

Facilitate secure sharing of statements, certificates, loan documents, notices, and other member communications, while enabling members to upload supporting documents electronically.

V. **Security, Reporting and Analytics**

Provide robust authentication, role-based access control, audit trails, transaction monitoring, fraud detection, activity logs, and web portal usage reporting.

Expected Member Services through the Web Portal

- Account balance inquiry
- Account and loan statements
- Loan applications and tracking
- Savings and shares management
- Funds transfers
- Dividend and interest inquiries
- Bill payments
- Document downloads
- Profile updates
- Service requests and support tickets
- Notifications and announcements
- Online member onboarding

The web portal should serve as a digital branch, allowing members to access SACCO services securely anytime and anywhere while the Core Banking System remains the authoritative source of all member and transaction data.

3. APPENDIX – RESPONSE FORMATS AND TEMPLATES

A. Company Profile Format

<table>
<tr><th>Company Profile</th><th colspan="5">Details</th></tr>
<tr><td rowspan="4">Company details</td><td colspan="5">Name</td></tr>
<tr><td colspan="5">Year of incorporation</td></tr>
<tr><td colspan="5">Registered office address</td></tr>
<tr><td colspan="5">Key contact details (email and day phone contact)</td></tr>
<tr><td>Summary list of clients, where similar work has previously been performed the last 5 years</td><td>Name of client</td><td>Size of client (Financial, number of customers, or employee size)</td><td>Industry</td><td>Country</td><td>Nature of work done</td></tr>
<tr><td>Operational and technical capabilities (Specific to area of interest covered in the EOI)</td><td>Areas of specialization</td><td>No of years of experience</td><td>No of technical resources</td><td colspan="2">No of functional resources</td></tr>
</table>

Notes

- Attach summarized company profile information,
- Areas of specialization include (For example); implementation of entire system or specific modules, upgrade of previously implemented systems or modules, post go live support, training, project management, providing quality assurance services etc.

B. **Specific firm experience/reference template.**

Firm Experience	
Country: Duration of assignment (Months):	
Location within country	
Staffing:	Total Number of staff-months of the assignment:
Address:	Approx. value of the services provided by your firm under the contract (KSH):
Start date (Month/year):	No professional staff-months provided by associated consultants:
Completion date (Month/year):	
Name of associated consultants, if any:	Name of senior professional staff of your firm involved and functions performed (indicate significant profiles such as Project Director/Coordinator, Project Manager, Module Leads etc. and attach the resumes of the team proposed should the firm qualify.
Narrative description of the project:	
Description of actual services provided by your staff within the assignment:	

C. Detailed system functionality and features

Name of the proposed system(s)/solution(s) including versions:				
Key Modules	**Sub Module (where applicable)**	**Functionality provided/supported**	**Release Year**	**Any other relevant information/diagrammatic outline**

D. System Architecture

	VENDOR RESPONSE

List Operating System environments that your solution is compatible with (highlight preferences, if any, that may deliver optimal performance)	
List databases that your solution is compatible with (highlight preferences, if any, that may deliver optimal performance)	
Indicate mandatory supporting application software such as MS SQL	
List hardware requirements needed to support your solution (database, servers and any other applicable hardware.) For sizing purposes, assume to typical financial client and/or previous engagements. Include assumptions made.	
Identity and discuss integration, integration adapters and Service Oriented Architecture capabilities that are standard to your solution.	
Software version number of proposed solution and date of release.	
System licensing model	
Delivery channels & systems that the proposed system can integrate with e.g. Web portals, USSD, Mobile Applications, CRM, EDMS systems, Biometrics, Call Centre applications, IPRS, CRB and any other system that may be deployed in future	
Location(s) of the technical Support Centre, which will provide service for Qona.	
Data Migration Services	
Business Intelligence Services	
Project Management Services availability	

Indicate which peripheral systems form part of the solution.	