



MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY

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EXPRESSION OF INTEREST FOR PROVISION OF CONSULTANCY SERVICES FOR THE DEVELOPMENT OF A STRATEGIC PLAN

TENDER NO: MMUST/PRI/001/2023-2024

CLIENT:

THE VICE CHANCELLOR,
MASINDE MULIRO UNIVERSITY OF
SCIENCE AND TECHNOLOGY,
P. O BOX 190 – 50 100,
KAKAMEGA

CLOSING DATE: FRIDAY 29TH SEPTEMBER, 2023

CLOSING TIME: 10:00 AM

**EXPRESSION OF INTEREST
FOR PROVISION OF CONSULTANCY SERVICES FOR THE DEVELOPMENT OF A
STRATEGIC PLAN**

NAME OF PROCURING ENTITY: - **Masinde Muliro University of Science & Technology**

ASSIGNMENT OR CONTRACT TITLE: **Provision of Consultancy Services for the Development of a Strategic plan for 2023-2027**

REFERENCE NO.: **MMUST /PRI/001/2023 - 2024**

- 1) The **Masinde Muliro University of Science & Technology (MMUST)** intends to shortlist consultants for provision of consultancy services for strategic Plan development as indicated in the Terms of Reference
- 2) The Masinde Muliro University of Science & Technology now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.
- 3) **ELIGIBILITY REQUIREMENTS**

The mandatory criteria will be evaluated on a pass-fail basis.

- i. A 1- page cover letter for Expression of Interest signed by the head of the organization;
- ii. Company/organizational profile describing experience in offering the services outlined in this request for Expression of Interest;
- iii. CV’s of key personnel in the team proposed to undertake the assignment;
- iv. Audited Accounts for the last 2 years;
- v. Attach copy of valid Tax Compliance Certificate;
- vi. Attach copy of valid PIN Certificate;
- vii. Attach a copy of Company Registration/Incorporation Certificate;
- viii. At least five years’ professional experience in strategic planning, management research and policy development;
- ix. All printed pages of the tender document must be numbered and serialized by the tenderer to the last page of the document.

- 4) The attention of interested Consultants is drawn to the following provisions that will be highlighted in the Request for Proposals to be issued to shortlisted firms.
- i) The Consultant will be expected to have no conflict of interest with other assignments or its own corporate interests and acting without any consideration for future work.
 - ii) The consultant has no personal or business relationship with the Procuring Entity's senior management or professional staff.
 - iii) A firm or an individual in the firm has not been sanctioned by the Public Procurement Regulatory Authority or are under a suspension or a debarment imposed by any other entity of the Government of Kenya, or any international organization.
 - iv) Government-owned enterprises or institutions of Kenya Government, officials and civil servants and employees of public institutions may not be eligible.
- 5) Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.
- 6) A Consultant will be selected in accordance with the Quality and Cost Based Selection (QCBS) method set out in the Act and Regulations.
- 7) Further information can be obtained at the address below during office hours (8:00 am – 5.00 pm)
Procurement Office
Masinde Muliro University of Science & Technology
P.O. Box 190 – 50100
Kakamega
Kakamega – Webuye Road
Telephone No: 0702 597360 / 057 2505222
Email:
procurementofficer@mmust.ac.ke
- 8) Expressions of interest must be delivered in a written form to the address below (in person, or by postal mail, or by e-mail (procurementofficer@mmust.ac.ke) by *Friday 29th September, 2023 not later than 10:00 am*

**(B) TERMS OF REFERENCE FOR STRATEGIC PLAN CONSULTANT IN MASINDE
MULIRO UNIVESIRTY OF SCIENCE AND TECHNOLOGY.**

1.0 Overview

Strategic Planning Review and Development Consultant

Masinde Muliro University of Science and Technology (MMUST) is a premier University offering demand-driven education, training and research programs through integrating science, technology and innovation into quality programs services and products to suit the needs of employers, the society and dynamic world. MMUST was established as fully-fledged public university in 2006. It is based in Kakamega County and provides excellent university. The University has a number of campuses and ODEL centers spread in different parts of the country in Nairobi, Bungoma, Webuye and Kakuma .

MMUST is looking for a consultant who will work closely with the officer In charge of Strategic Planning and Secretariat to facilitate the process of reviewing MMUST’s current strategic framework and identifying new, ambitious goals and objectives for the period 2023-2027. This assignment will involve close engagement with the internal MMUST Strategic Planning Team (spearheaded by the Deputy Vice Chancellor Planning Research and Innovation (PRI) and a team of other selected staff) and entail a participatory process, including, but not limited to:

- i. A review of internal documents and benchmark with similar institutions/organizations
- ii. Consultations with MMUST senior management and staff and selected partners/ stakeholders to review the current plan and set priorities for the next plan
- iii. Facilitation of a strategic planning workshop for staff, board members and selected stakeholders to further build on the Strategic plan
- iv. Drawing up of a draft Strategic Plan for the next phase and incorporating input from MMSUT staff, Board and selected stakeholders and partners.

1.1 Objectives

The main objective of this consultancy is to develop a new strategic framework for MMUST that takes into account the current internal and external operating environment to enhance MMUST’s effectiveness and sustainability in Academic Excellence, Research, Innovation and Commercialization, Consultancy and Enterprise, Student Affairs, Institutional Capacity, Technology and Linkage and Community Service in Kenya.

1.2 Specific Objectives of the consultancy

To build on the achievements brought forward as part of the implementation of MMUST’s 2023/2027 Strategic Plan and cognizant of its ever-changing operating environment, the consultant will review and guide MMUST in clearly defining: -

- i. MMUST Vision, Mission, core values, strategic areas and objectives;
including priority focus areas for the strategic period
- ii. MMUST situational context, through a SWOT, PEST and other relevant analysis.
- iii. Sustainability plan; including proposals for effective financial

- iv. MMUST stakeholder map and identify relevant strategies to engage them to advance our stated objectives, stakeholder and
- v. Monitoring and reporting framework to enable effective tracking of the strategic plan
- vi. Costing of the plan.

2.0 SCOPE AND METHODOLOGY

The scope and focus of the assignment are to provide technical, strategic, and facilitation support to enable the renewal of MMUST's strategic framework. While the consultant is at liberty to propose his/her methodology that would adequately result in the expected deliverables outlined in this ToR, the following four steps are suggested as a basis for the strategic plan development process.

Step One: Prepare

- i. Inception workshop with MMUST Secretariat to discuss scope, methodology and timeline;
- ii. Inception report outlining the key steps/methodology with specific deliverables and timeline; contextual analysis.

Step Two: Review, Assess and Analyse

- i. Participatory process of critical reflection, analysis and consultation (SWOT analysis);
- ii. Review of relevant organizational documents (vision, mission statement, Statutes, Master Plans, Service Charter, theory of change, Business Plan, etc.);
- iii. Interviews with MMUST secretariat; - assessment report outlining critical issues, contextual analysis, gaps to be addressed and opportunities to grab.

Step Three: Define-Strategic Plan

- i. Analyse feedback from the different sources (as outlined in step-2);
- ii. Formulate strategic framework - guided by the following questions:
 - a. Where does MMUST want to be in 2027?
 - b. What does MMUST want to achieve during this timeline?
 - c. How would MMUST work to deliver its training and capacity building goals?
 - d. How will MMUST get there?
 - e. What might go wrong for MMUST in the dynamic business environment?
 - f. And how would MMUST avoid this?
 - g. How will MMUST know when we get there? (measure of success)
 - h. How will MMUST monitor lessons learnt and integrate that learning into successive plans and strategies?

Step Four: Agree: Finalizing, endorsing and disseminating the new strategic framework

- i. Draft the text around the key objectives;
- ii. Consult widely on draft new strategic framework;
- iii. MMUST formally approves the final document;
- iv. Dissemination and implementation of the Strategic Plan.

3.0 EXPECTED DELIVERABLES

- i. An inception report detailing the methodology/ approaches and timelines

associated with this consultancy assignment

- ii. A needs assessment report highlighting the current status and gaps in MMUST strategic direction, covering both internal and external factors relevant to the organizational operating environment.
- ii. A two-day strategic planning workshop for the MMUST Staff, University Management Board, and selected partners
- iii. A revised strategic plan incorporating all the feedback from the stakeholders.
- v. A consultancy report that includes the major activities of the consultancy, the highlights of the strategic planning workshop and an evaluation of the workshop

Vice Chancellor
Masinde Muliro University of Science & Technology