

**REQUEST FOR PROPOSAL FOR THE DEVELOPMENT OF CORPORATE GOVERNANCE DIRECTIVES,
SUPERVISION AND DEVELOPMENT SERVICES FRAMEWORK FOR CREDIT UNIONS IN GHANA**

Assignment:	Development of Corporate Governance Directives, Supervision and Development Framework for Credit Unions in Ghana
Reporting to:	Chief Executive Officer and Deputy Chief Executive Officer 2 Email: info@cuagh.org.gh
Close Collaboration with:	Peter Schuessler Senior Advisor and Country Representative Ghana Email: peter.schuessler@sparkassenstiftung.de

1. Background:

CUA is the umbrella body of Co-operative Credit Unions in Ghana. It provides an enabling environment for financial and other technical services to its members. CUA supports the Department of Cooperatives (DoC) to regulate and supervise all the Credit Unions (CUs) in the country to prevail in the market.

As the legal framework for supervision of Credit Unions has changed and as the number and sizes of Credit Unions has significantly increased over the past years, there is the need to revise the current model and to develop an appropriate solution for the effective and efficient supervision and development of the Credit Unions.

The Board of Directors and the Management of CUA developed a Strategic Plan under the theme, Implementing Effective and Sustainable Strategies to Delivering a Number of Benefits in Strengthening CUA.

The Strategic Plan defined “**Supervision**” as one of the Strategic Pillars within that the **Strategic Objective:**

“Review the Supervision Framework and Manuals to measure CUs performance”.

2. Goal of the assignment:

The overall goal of this consultancy assignment is focusing on the;

- Revision of the current environment for the supervision and development services of Credit Unions in Ghana and to develop updated frameworks that define and respect the roles and requirements of CUA and the regulatory bodies.
- Revision of the Corporate Governance Framework and Code for CUs and to develop updated Directives that defines good corporate governance practices to strengthen CUs.

3. Structure of the assignment and scope of work:

1. In a first stage, the consultant is expected to;
 - Review the current structure of the various departments and units, in detail the supervision and development services departments.
 - Review and analyse the existing policies, manuals, methodologies, processes, procedures, MIS-system, etc. of CUA for the supervision and development of CUs.
 - Review and analyse the existing corporate governance framework, policies, procedures of Credit Unions.
2. In the second stage, the consultant is expected to develop and update the future framework (Supervision and Development Services) for the supervision of Credit Unions in close cooperation with CUA, Bank of Ghana (BoG) and DoC.
 - Respecting all legal requirements
 - Defining the roles and responsibilities of CUA and regulatory bodies (respectively the interfaces)
 - Develop the framework, policy and manual for the effective and efficient supervision of CU, including;
 - Detailed documentation of procedures (including e. g. all necessary forms and tools etc.)
 - A system to monitor the future organizational setting that serves best to achieve a high quality and performance of the supervision and development of the CUs.
 - The central and decentralized structure and units for the supervision and development services including description of functions, units, reporting lines and profiles - based on key-indicators for each function.
 - A code of conduct for CUA Field Staff.
 - In this regard the variety of the Credit Unions shall be taken into consideration, e. g. in terms of size (assets, members and/or staff) and nature (faith-based, community based, workplace Credit Unions, with or without open bonds etc.) that could lead to possibly different responsibilities for the involved Officers.
 - Develop the Corporate Governance Code for Credit Unions.
3. After approval of the described results, the consultant is expected to
 - Develop a tailormade training concept /programme and materials for CUs.
 - A training concept for the future Departments and Units (functions) within CUA.
 - Train the Officers in cooperation with the responsible superiors of CUA (piloting within 1 – 2 Chapters) and enable CUA to implement the trainings on its own (ToT-approach).

4. Expected outputs and deliverables:	Length of Effort	Deadline
1. Inception Report and agreed work plan for the consultancy	Max. 2 weeks	15.06.2025

4. Expected outputs and deliverables:	Length of Effort	Deadline
2. Report and presentation on the findings and results of stage 1 of the assignment.	Max. 4 weeks	15.07.2025
3. Report and presentation on the detailed results of stage 2 of the assignment (see paragraph 3).	Max. 4 weeks	15.09.2025
4. Documentation and presentation of the training programmes and materials as described in section 3.	Max. 3 – 4 weeks	15.10.2025
5. Training of all Officers with the Operations Division of CUA and ToT for selected Officers of CUA to enable them to conduct training on the governance framework.		30.11.2025

5. Proven record of professional expertise of the Consultant:
<p>The Consultant should possess the following qualifications, professional experience, and skills:</p> <ul style="list-style-type: none"> ❖ Proven counseling experience in international context and with diverse clients from the financial industry and in particular Credit Union Associations and Credit Unions. ❖ Familiar with international best practices and proven long-term experience with Risk-based Supervision of Microfinance Institutions and Credit Unions in particular. ❖ Profound knowledge of the structure and functioning of the CU-movement in African and specifically in Ghana. ❖ Minimum Ten (10) Years Proven Track Record

6. Duration of the assignment and other arrangements
<p>Commencement date of the contract: Day of signature of the contract.</p> <p>Completion date of the contract: end of November 2025.</p>

7. Other arrangements:
<ul style="list-style-type: none"> ❖ The Consultant shall perform all the above listed tasks and duties providing his/her own means of work (laptop, software etc.). ❖ The Consultant guarantees that the Intellectual Property Rights (IPRs) of Third Parties as regards are not infringed. ❖ CUA shall make available all documents, plans and information required for the proper fulfilment of the assignment. ❖ CUA will facilitate contact and meetings with the regulatory bodies and any other stakeholder to be involved into the process. ❖ The tasks will be conducted in close collaboration with the Chief Executive Officer and the Deputy Chief Executive Officer 2 of CUA and the Senior Advisor of Deutsche Sparkassenstiftung

8. Interested Parties:

All interested parties are to submit both Technical and Financial proposals in two separate envelopes on or before 25th April 2025 to:

The Chief Executive Officer

CUA Limited

P. O. Box AN 12148

Accra

9. Query Handling:

Interested firms or individuals can seek clarification from:

E – Mail: info@cua.org.gh

Telephone Number: +(233) – 302 – 220 – 299