



RFP/001/2026

**RFP FOR CONSULTANCY SERVICES – DEVELOPMENT OF THE
IMPALA CLUB STRATEGIC PLAN FOR THE YEAR 2026–2031**

Submission Deadline: 20th March 2026 at 4:00 PM

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1. Background

The Impala Club is a long-established private members' sports and social club in Kenya, with a rich history spanning over 90 years. The Club operates multiple sporting sections (e.g., rugby, football, tennis, squash, swimming, gym/fitness) and provides social, family, and corporate membership experiences. The Club operates multiple sporting sections.

To guide the Club's direction for 2026–2031, the Executive Committee seeks a comprehensive, implementable Strategic Plan that:

- i. Reflects member priorities
- ii. Strengthens sporting excellence
- iii. Sustains financial health
- iv. Modernizes infrastructure and digital capabilities
- v. Reinforces good governance and organizational effectiveness.

2. Purpose of the assignment

Engage a qualified Strategic Planning Expert (“the Consultant”) to design, facilitate, and deliver an evidence based five-year Strategic Plan and implementation architecture for Impala Club covering sports performance, member experience, governance, financial sustainability, facilities modernization, digital transformation, partnerships, and ESG/sustainability.

3. Objectives

The Consultant will:

- i. **Establish the planning framework** (inception, scope, methodology, timelines, stakeholder plan).
- ii. **Undertake a baseline diagnostic**—strategic, operational, financial, governance, HR, facilities, digital, and member satisfaction.
- iii. **Engage stakeholders** through structured qualitative and quantitative processes (members, staff, Executive Committee, sub-committees/sections, partners).
- iv. **Define strategic priorities & objectives** for 2026–2031 with clear outcomes and success measures.

- v. **Develop a 5-year financial model** (P&L, cash flow, Capex plan, scenarios, and funding strategy).
- vi. **Produce a governance improvement plan** (structures, roles, policies, compliance).
- vii. **Create section-level sports development plans** (performance targets, talent pathways, coaching standards).
- viii. **Formulate a membership growth & experience strategy** (acquisition, retention, value proposition, segmentation).
- ix. **Design a facilities modernization roadmap** linked to the Master Plan and capital projects prioritization.
- x. **Deliver a practical implementation & change management plan** with KPIs, dashboards, a risk register, and an M&E framework.

4. Scope of work

The Strategic Plan shall address, at minimum, the following domains:

- i. **Governance & Leadership**
 - Review Constitution, committee structures, decision rights, policy gaps, compliance.
 - Recommendations for accountability, performance oversight, and risk governance.
- ii. **Membership & Community**
 - Segmentation (family, athlete, corporate, social), needs analysis, pricing, value proposition, loyalty/retention, NPS/member satisfaction program.
- iii. **Sports Development (by Section)**
 - Competitive targets, talent pathways, coaching/technical standards, scheduling, volunteer programs, safeguarding, inclusion pathways for youth & women.
- iv. **Financial Sustainability**
 - Revenue diversification (dues, programs, events, sponsorships, grants, rentals), cost optimization, working capital, cash flow resilience, investment policy.

- v. **Facilities, Infrastructure & CapEx**
 - Asset condition audit, utilization analysis, phased upgrades, Health Safety and Environment, accessibility, alignment with the Club’s Master Plan; CapEx prioritization & funding.
- vi. **Digital Transformation**
 - Member CRM, online bookings & payments, data/BI dashboards, communication channels, cybersecurity, data protection.
- vii. **Brand, Marketing & Partnerships**
 - Club positioning, sponsorship strategy, media, alumni/legends engagement, events calendar.
- viii. **People & Organization**
 - Organisation design, staffing, capabilities, performance management, training, culture & values.
- ix. **ESG & Sustainability**
 - Energy/water efficiency, waste management, biodiversity, climate resilience, community impact.
- x. **Risk Management**
 - Enterprise risk register, mitigation plans, business continuity.

The consultant is expected to use Annex A as the authoritative guide for final deliverable structure. While the Scope domains provide the content requirements, the final plan should adhere to Annex A Table of Contents for clarity, consistency, and evaluation purposes.”

5. Methodology

The Consultant is expected to apply a participatory, data-driven approach:

- **Inception:** Confirm scope, sampling, work plan, governance, and deliverables.
- **Document Review:** Constitution, Master Plan, draft strategy(ies), policies, financials, section reports, prior surveys.

- **Baseline & Analytics:**
 - SWOT, PESTLE, and benchmarking vs. comparable regional/global clubs.
 - Quantitative member survey (online + in-person) with statistically sound sampling.
 - Financial diagnostic (5Y historical if available), unit economics, cost drivers.
 - Facilities/utilization audit and sports performance review by section.
- **Stakeholder Engagement:**
 - Interviews/FGDs: Executive Committee, GM, section committees, staff, selected members (diverse categories).
 - Town-hall(s) for member validation.
- **Scenario Planning:**
 - Base/optimistic/conservative scenarios and sensitivity testing (membership growth, dues, sponsorship, event income, CapEx).
- **Synthesis & Co-creation:**
 - Strategy formulation workshops; draft plan review; validation and finalization.

The Consultant may propose additional or alternative methods where they outweigh these in effectiveness.

6. Governance & Ways of Working

- **Client Counterpart:** Planning Committee Chair (primary) with the General Manager as day-to-day liaison.
- **Steering Rhythm:** Fortnightly progress reviews; ad hoc check-ins as needed.
- **Data Access:** The Club will facilitate access to documents, membership communications, facilities, and key stakeholders.
- **Ethics & Safeguarding:** All engagements to uphold confidentiality, data protection, and safeguarding of minors and vulnerable persons where applicable.

7. Key Deliverables

- i. **Inception Report** (within Week 1)
 - Scope, refined methodology, stakeholder map, detailed work plan & timeline, survey tools, data request list.

- ii. **Diagnostic & Situational Analysis Report** (end of Week 3)
 - Document review synthesis; SWOT/PESTLE; benchmarking; member survey results; financial diagnostic; facilities & sports performance audit; risk baseline.
- iii. **Strategy Framework Pack** (Week 4)
 - Strategic themes, goals, and Strategic Results Framework (SRF) with outcome statements and proposed KPIs (definitions, baselines, targets).
- iv. **Draft Strategic Plan (v1) to include all sections per Annex A** (Week 6)
 - Executive Summary; Background; Methodology; Analyses; Vision/Mission/Values; Strategic Priorities; Section-level sports plans; Membership strategy; Governance plan; ESG; 5-year financial model (P&L, cash flow, balance sheet assumptions); CapEx plan; Funding strategy; Risk register; Implementation & Change Management Plan; M&E Framework with dashboards.
- v. **Validation Workshops & Member Town-hall** (Weeks 6–7)
 - Facilitation materials, minutes, and change log from feedback.
- vi. **Draft Strategic Plan (v2) & Implementation Handbook** (Week 7)
 - Updated plan plus an Implementation Handbook: RACI matrix, project charters for priority initiatives, KPI dictionary, reporting cadence, and templates.
- vii. **Final Strategic Plan & Board Pack** (Week 8)
 - Designed PDF & editable source files; Board/AGM presentation deck; one-page strategy-on-a-page; executive dashboard template.
 - It must fully reflect Annex A, including Strategic Result Framework, Key Performance Indicators, and all specified domains.

Minimum content expectations are as above; additional insights/tools are encouraged where value-adding.

8. Timeline

Indicative 8 week schedule from contract signing (subject to data availability and stakeholder access). A justified extension of up to 2 weeks may be agreed in writing.

9. Consultant Qualifications

- i. Postgraduate degree in Organizational Development, Strategy, Business, Sports Management, Economics, or related field.
- ii. 10+ years in strategic planning for member-based organizations; demonstrated sports/club sector experience strongly preferred.
- iii. Proven competence in: stakeholder facilitation, financial modelling, governance reform, survey design/analytics, and implementation planning.
- iv. Team should include: Lead Strategist, Financial Modeller, Governance/Organizational Development Specialist, Research/Insights Lead, and (desirable) Sports Development/Facilities expert(s).

10. Proposal submission Requirements

Bidders shall submit one (1) electronic PDF (by email) and one (1) hard copy (sealed and paginated) containing:

- i. **Technical Proposal** (≤ 20 pages excluding annexes)
 - Understanding of assignment and critical issues.
 - Proposed methodology & tools (incl. survey approach, analytics, financial modelling).
 - Work plan with timeline and team days.
 - Team composition, roles, CVs of at least 3 key personnel; availability statement.
 - Relevant experience: ≥ 3 comparable assignments (attach award letters/LPOs & references).
 - Risk management approach and data protection measures.
- ii. **Financial Proposal** (separate file/envelope)
 - Activity-based cost breakdown (professional fees by role/day, out of pocket expenses, taxes).
 - Assumptions and payment schedule aligned to deliverables.
- iii. **Mandatory Documents**
 - Certificate of incorporation/registration; KRA PIN; valid tax compliance certificate; signed conflict-of-interest declaration.

Address for Hard-copy Delivery: Procurement Department, Impala Club, Nairobi.

Email for Electronic Submission: purchasing@impalaclub.co.ke and gm@impalaclub.co.ke

11. Evaluation & Selection Methodology

Evaluation will be conducted in three stages: Preliminary, Technical, and Financial.

11.1 Preliminary (Pass/Fail)

- Submission by deadline; completeness of technical & financial proposals (separately sealed where applicable).
- Certificate of incorporation/registration; KRA PIN; valid tax compliance.
- CVs and proof of qualifications for key personnel; signed conflict-of-interest declaration.

11.2 Technical (100 points; minimum qualifying score = 75)

Criterion	Sub-criteria	Points
A. Understanding of Assignment	Context, key challenges & opportunities; clarity on Club's needs	15
B. Methodology & Approach	End-to-end methodology incl. baseline, survey design, benchmarking, stakeholder plan, scenario planning, financial modelling approach, and change management	30
C. Relevant Experience	≥3 similar assignments; sports/club sector work; references/letters	20
D. Team Qualifications	Lead Strategist, Financial Modeller, Governance/OD specialist; section experts	20
E. Work Plan & Timelines	Realism, resourcing, risk/mitigation, quality assurance	15

Only bidders scoring ≥75/100 proceed to financial evaluation.

11.3 Financial (Lowest-Evaluated Price)

- Assessed for completeness, transparency, competitiveness, and value for money. The lowest evaluated price scores maximum points; others prorated.

Best Value Recommendation: The Club reserves the right to consider overall value for money (technical + financial) in the final award decision.

12. Reporting & Communications

- **Primary Liaison:** General Manager.
- **Steering:** Planning Committee/Executive Committee at agreed milestones.
- **Progress Reports:** Weekly email updates; fortnightly virtual/physical reviews; issue log and decision tracker.

13. Deliverable Formats & Ownership

- All deliverables submitted in editable formats (DOCX, XLSX, PPTX) plus print-ready PDF.
- Intellectual property in all deliverables vests in **Impala Club**.
- Use of Club logos and data strictly by written permission.

14. Confidentiality & Data Protection

The Consultant will sign an NDA and comply with applicable data protection requirements. Member data used for surveys or analysis shall be anonymized and stored securely; raw data to be handed over to the Club upon completion.

15. Payment Schedule (Output-based)

- 20% on approval of Inception Report
- 30% on acceptance of Diagnostic & Situational Analysis Report
- 30% on submission of Draft Strategic Plan (v1) and Strategy Framework Pack
- 20% on acceptance of Final Strategic Plan & Board Pack

Payments are contingent on timely delivery and quality acceptance.

16. Assumptions & Dependencies

- Timely access to documents, facilities, and stakeholders.
- Club will support communications to members for survey participation.
- Any external costs (e.g., venue hire for town-halls) to be agreed upfront.

17. Risk Management

The Consultant will maintain a risk register from inception and update it at each review, including risks relating to data availability, scheduling, approvals, and survey response rates.

18. Application Instructions

Submit proposals on or before 4:00 PM EAT, 20th March 2026. The outer envelope/email subject should read:

“Development of Impala Club Strategic Plan (2026–2031)”

Addressed to:

The General Manager

Impala Club, Nairobi

Annex A – Minimum Table of Contents for the Final Strategic Plan

1. Executive Summary
2. Background & Planning Process
3. Situational Analysis (SWOT, PESTLE, Benchmarking, Survey Insights)
4. Vision, Mission, Values
5. Strategic Themes & Objectives (with Strategic Result Framework)
6. Sports Section Plans (targets, pathways, resources)
7. Membership & Community Strategy
8. Governance & Organizational Effectiveness
9. Financial Strategy & 5-Year Model (assumptions & scenarios)
10. Facilities & CapEx Roadmap (linked to Master Plan)
11. Digital Transformation Roadmap
12. ESG & Sustainability Plan
13. Risk Register
14. Implementation & Change Management Plan (RACI, milestones)
15. Monitoring, Evaluation & Learning (KPI dashboards)
16. Appendices (tools, data tables, survey instrument, references)