



GEOLOGICAL SOCIETY OF KENYA

2nd FLR, UTUMISHI COOP HOUSE,
MAMLAKA ROAD.
P.O.BOX 60199 – 00200,
NAIROBI, KENYA.

TEL: (+254)787690529 / (+254)791308357.
info@gsk.or.ke

REQUEST FOR PROPOSALS (RFP) CONSULTANCY SERVICES FOR THE DEVELOPMENT OF THE GEOLOGICAL SOCIETY OF KENYA (GSK) FIVE-YEAR STRATEGIC PLAN (2027–2031)

RFP Reference No.: GSK/CONSULT/STRATEGIC PLAN/2026–2027

Procuring Entity: Geological Society of Kenya (GSK)

Assignment: Consultancy Services for Development of the GSK Five-Year Strategic Plan (2027–2031)

Duration: Twelve (12) Weeks

Submission Deadline: 21 September 2026 at 12:00 noon

1. INVITATION TO TENDER

The Geological Society of Kenya (GSK) invites proposals from **qualified and experienced individual consultants or consulting firms** to provide consultancy services for the development of the **GSK Five-Year Strategic Plan (2027–2031)**.

The assignment seeks to develop a comprehensive, participatory, results-oriented, and implementable Strategic Plan that will provide strategic direction to GSK and strengthen its institutional capacity, professional relevance, financial sustainability, membership value and contribution to the geoscience sector in Kenya and the region.

Interested and eligible consultants/firms are invited to submit both **Technical and Financial Proposals** in accordance with the requirements set out in this RFP.

2. BACKGROUND

The Geological Society of Kenya (GSK) is a professional society that brings together geoscientists and earth science professionals in Kenya and beyond.

Since its establishment, GSK has played an important role in advancing geological and earth sciences, promoting professional standards, facilitating professional networking and knowledge sharing, supporting research and innovation, and promoting the sustainable utilization of geological resources.

The geoscience profession is undergoing significant transformation driven by:

- Energy transition and the development of renewable energy;
- Critical minerals and mineral resource development;
- Climate change and environmental sustainability;
- Digital transformation and geoinformatics;
- Artificial intelligence and emerging technologies;
- Natural resource governance;
- Geohazards and climate resilience;
- Changing professional standards and regulatory requirements; and
- Increasing expectations from members, government, industry, academia and other stakeholders.

Against this background, GSK intends to develop a **Five-Year Strategic Plan for 2027–2031** to provide a clear strategic direction for the Society and guide its programmes, investments, partnerships and institutional development.

GSK therefore seeks to engage a competent consultant or consulting firm to facilitate a **participatory strategic planning process** and develop a robust, practical, measurable and results-oriented Strategic Plan.

3. OBJECTIVE OF THE ASSIGNMENT

3.1 Overall Objective

The overall objective of the consultancy is to facilitate the development of a **Five-Year Strategic Plan (2027–2031)** that will provide strategic direction for GSK and enhance its **effectiveness, sustainability, visibility, membership value and contribution to the geoscience profession.**

3.2 Specific Objectives

The consultant shall:

1. Review GSK's current operating environment and institutional performance.
2. Assess emerging opportunities, challenges and trends affecting the geoscience profession.
3. Undertake stakeholder consultations and facilitate strategic planning workshops.
4. Develop a shared vision, mission, core values, strategic themes and strategic objectives.
5. Define Key Result Areas (KRAs), strategic initiatives and measurable Key Performance Indicators (KPIs).
6. Develop a results framework and performance measurement system.
7. Develop an implementation, monitoring, evaluation and reporting framework.
8. Develop a resource mobilization and financial sustainability strategy.
9. Identify strategic partnerships and opportunities for institutional growth.
10. Develop a comprehensive and implementable Strategic Plan for the period **2027–2031.**

4. SCOPE OF WORK

The consultant shall undertake the following activities, which shall not be limited to:

Phase I: Inception and Situational Analysis

The consultant shall:

- a) Hold an inception meeting with the GSK Council and Strategic Planning Committee.
- b) Review relevant documents, including:
 - GSK Constitution and By-laws;
 - Previous Strategic and Operational Plans;
 - Annual Reports;
 - Audited Financial Statements;
 - Membership records and reports;
 - Governance and institutional documents;
 - Relevant government policies and legislation;
 - Geoscience sector reports;
 - Professional association benchmarks; and

- Other relevant documents provided by GSK.
- c) Undertake an institutional assessment covering:
 - Governance and leadership;
 - Membership growth, retention and engagement;
 - Professional development and certification;
 - Research and innovation;
 - Financial sustainability;
 - Partnerships and stakeholder relations;
 - Communication and visibility;
 - Organizational capacity;
 - Digital systems and knowledge management; and
 - Institutional policies and systems.
- d) Conduct appropriate strategic analyses, including:
 - SWOT Analysis;
 - PESTEL Analysis;
 - Stakeholder Analysis;
 - Institutional Gap Analysis;
 - Benchmarking against comparable professional societies; and
 - Any other relevant strategic analysis.

5. PHASE II: STAKEHOLDER ENGAGEMENT

The consultant shall develop and implement an appropriate stakeholder engagement strategy.

Stakeholders may include:

- GSK Council;
- GSK members;
- Student Chapters;
- Universities and research institutions;
- Government ministries and agencies;
- Regulatory bodies;
- Development partners;
- Mining and extractive industries;
- Energy sector stakeholders;
- Environmental organizations;
- Professional associations;
- Private sector;
- Research organizations; and
- Other relevant stakeholders.

The consultant may use a combination of:

- Key informant interviews;
- Focus Group Discussions;
- Surveys and questionnaires;
- Stakeholder forums;
- Consultative meetings;
- Workshops; and
- Digital/online engagement platforms.

The consultant shall ensure that stakeholder engagement is **inclusive, representative and evidence-based**.

6. PHASE III: STRATEGY FORMULATION

Based on the situational analysis and stakeholder consultations, the consultant shall facilitate the development of:

- Vision;
- Mission;
- Core Values;
- Strategic Themes/Pillars;
- Strategic Objectives;
- Key Result Areas (KRAs);
- Strategic Initiatives;
- KPIs;
- Annual targets; and
- Results framework.

The Strategic Plan should, among other areas, address:

a) Membership

- Membership growth and retention;
- Membership value proposition;
- Member engagement and services.

b) Professional Development

- Continuing Professional Development (CPD);
- Professional certification and standards;
- Technical capacity development.

c) Research and Innovation

- Geological research;
- Innovation and technology;
- Knowledge generation and dissemination.

d) Advocacy and Policy

- Policy engagement;
- Professional representation;
- Contribution to national development.

e) Youth and Students

- Student engagement;
- Graduate development;
- Mentorship;
- Youth participation and leadership.

f) Diversity, Equity and Inclusion

- Inclusive participation;
- Gender and diversity considerations;
- Accessibility and equal opportunity.

g) Financial Sustainability

- Revenue diversification;
- Resource mobilization;

- Sponsorships and partnerships;
- Commercial and professional services.

h) Partnerships

- Government;
- Industry;
- Academia;
- Development partners;
- International professional organizations.

i) Digital Transformation

- Digital membership systems;
- Knowledge management;
- Digital communication;
- Data management;
- Technology-enabled services.

j) Environmental Sustainability and Climate Resilience

- Climate adaptation;
- Sustainable resource management;
- Environmental stewardship;
- Geoscience contribution to climate resilience.

7. PHASE IV: IMPLEMENTATION AND PERFORMANCE FRAMEWORK

The consultant shall develop:

1. A detailed Strategic Plan implementation matrix.
2. Annual implementation/work-planning framework.
3. Performance measurement framework.
4. Monitoring and Evaluation (M&E) framework.
5. KPI and target framework.
6. Institutional risk management framework.
7. Resource mobilization strategy.
8. Financial sustainability framework.
9. Communication and visibility strategy.
10. Accountability and reporting framework.

The implementation framework should clearly define:

Strategic Objective → Initiative → Activities → KPI → Baseline → Target → Responsibility → Timeline → Resources → Means of Verification.

8. PHASE V: VALIDATION AND FINALIZATION

The consultant shall:

- a) Present the draft Strategic Plan to the GSK Strategic Planning Committee and Council.
- b) Facilitate a stakeholder validation workshop.
- c) Obtain and document stakeholder feedback.
- d) Incorporate agreed comments and recommendations.
- e) Finalize the Strategic Plan.
- f) Present the final Strategic Plan to the GSK Council for consideration/adoption.

9. KEY DELIVERABLES

No. Deliverable	Timeline
1 Inception Report and detailed Work Plan	Within 2 weeks of contract signing
2 Situational Analysis Report	Within 4 weeks
3 Stakeholder Consultation Report	Within 6 weeks
4 Draft Strategic Plan (2027–2031)	Within 8 weeks
5 Validation Workshop Report	Within 10 weeks
6 Final Strategic Plan (2027–2031)	Within 12 weeks
7 Implementation Matrix	Alongside Final Strategic Plan
8 Monitoring & Evaluation Framework	Alongside Final Strategic Plan
9 Resource Mobilization and Sustainability Strategy	Alongside Final Strategic Plan
10 Strategic Plan Presentation in PowerPoint	Alongside Final Strategic Plan

All reports shall be submitted in **editable electronic format and PDF format**, unless otherwise agreed with GSK.

10. DURATION OF THE ASSIGNMENT

The consultancy is expected to be completed within **twelve (12) weeks** from the date of commencement of the assignment.

The consultant shall provide a detailed work plan showing activities, milestones, timelines and deliverables.

11. CONSULTANT QUALIFICATIONS AND EXPERIENCE

11.1 Lead Consultant

The Lead Consultant shall possess:

- A Master's degree or higher in **Strategic Management, Business Administration, Public Policy, Organizational Development, Economics, Natural Resource Management** or a related field.
- At least **ten (10) years of demonstrated professional experience** in strategic planning and organizational development.
- Demonstrated experience in developing strategic plans for:
 - Professional societies;
 - Non-governmental organizations;
 - Government institutions;
 - Scientific institutions;
 - Membership-based organizations; or
 - Similar institutions.
- Demonstrated experience in stakeholder engagement and facilitation.
- Excellent analytical, report-writing and communication skills.
- Strong understanding of institutional governance and organizational development.

11.2 Consulting Firm

Where applicable, the firm shall demonstrate:

- Proven experience in strategic planning assignments.
- Demonstrated experience in assignments of similar scope and complexity.

- Availability of appropriate multidisciplinary expertise.
- Evidence of successful completion of at least **three (3) similar assignments**.
- Valid business registration and other relevant statutory documentation.

12. PROPOSAL SUBMISSION REQUIREMENTS

Interested consultants/firms shall submit a proposal comprising:

A. Technical Proposal

The Technical Proposal shall include:

1. Cover letter.
2. Understanding of the assignment.
3. Proposed methodology and approach.
4. Detailed work plan and implementation schedule.
5. Proposed stakeholder engagement approach.
6. Proposed strategic planning framework.
7. Team composition and roles.
8. CVs of key personnel.
9. Relevant experience and similar assignments.
10. At least three relevant client references.
11. Copies of relevant certificates/professional qualifications.
12. Firm profile and registration documents, where applicable.
13. Any assumptions or additional requirements.

B. Financial Proposal

The Financial Proposal shall provide:

- Professional consultancy fees;
- Applicable taxes;
- Facilitation/workshop costs, where applicable;
- Travel and accommodation costs, where applicable;
- Any other reimbursable costs; and
- Total assignment cost.

The financial proposal should clearly indicate the applicable tax components and assumptions.

13. EVALUATION CRITERIA

Proposals shall be evaluated using a **two-stage evaluation approach**, comprising technical and financial evaluation.

Proposed Technical Evaluation

Evaluation Criterion	Weight
Understanding of the assignment	10%
Methodology and proposed approach	20%
Relevant experience in strategic planning	20%
Experience with professional/membership-based organizations	10%
Qualifications and experience of key personnel	15%
Stakeholder engagement and facilitation approach	10%

Evaluation Criterion	Weight
Work plan and implementation schedule	5%
References and evidence of similar assignments	10%
Total Technical Score	100%

Recommended minimum technical score: 70%.

Only proposals attaining the minimum technical score shall proceed to financial evaluation.

Financial Evaluation

The financial proposals of technically responsive bidders shall be evaluated in accordance with the approved procurement methodology.

GSK reserves the right to seek clarification from bidders where necessary.

14. REPORTING AND COORDINATION

The consultant shall report to the **GSK Governing Council through the Secretariat** and shall work closely with the GSK Council and designated GSK focal person.

The consultant shall provide regular progress updates throughout the assignment.

15. RESPONSIBILITIES OF GSK

GSK shall:

- Provide relevant institutional documents and background information.
- Facilitate access to relevant stakeholders.
- Facilitate stakeholder meetings and workshops.
- Provide timely feedback on submitted deliverables.
- Appoint a focal person for coordination.
- Facilitate access to GSK Council and relevant committees.
- Review and approve deliverables in accordance with agreed timelines.

16. PAYMENT SCHEDULE

Payment shall be linked to satisfactory completion and acceptance of agreed deliverables.

Milestone	Payment
Approval of Inception Report and Work Plan	20%
Submission and acceptance of Situational Analysis Report	20%
Submission and acceptance of Draft Strategic Plan	30%
Submission and approval of Final Strategic Plan and associated frameworks	30%
Total	100%

Payments shall be made subject to submission of the relevant invoice and satisfactory acceptance of the respective deliverable by GSK.

17. INTELLECTUAL PROPERTY AND CONFIDENTIALITY

All reports, data, tools, methodologies, documents and other materials specifically developed for GSK under this assignment shall remain the property of the **Geological Society of Kenya**, unless otherwise agreed in writing.

The consultant shall maintain strict confidentiality regarding all information obtained during the assignment and shall not disclose or use such information for purposes other than the execution of the consultancy without prior written authorization from GSK.

18. CONFLICT OF INTEREST

Consultants shall disclose any actual, potential or perceived **conflict of interest** that may affect their independence in undertaking the assignment.

GSK reserves the right to disqualify a consultant where a conflict of interest is established and cannot be satisfactorily managed.

19. EXPECTED OUTCOME

The assignment is expected to result in a **high-quality, stakeholder-owned, practical and results-oriented Five-Year Strategic Plan (2027–2031)** that provides GSK with a clear roadmap for:

- Institutional strengthening;
- Membership growth and retention;
- Professional excellence;
- Research and innovation;
- Youth and student engagement;
- Advocacy and policy influence;
- Financial sustainability;
- Strategic partnerships;
- Digital transformation;
- Environmental sustainability; and
- Increased visibility and impact of GSK nationally, regionally and internationally.

20. SUBMISSION OF PROPOSALS

Completed proposals shall be submitted **online** via the email address provided below on or before:

Date: 21 September 2026

Time: 12:00 noon

Submission Method: Online submission

Late submissions SHALL NOT be considered.

21. CLARIFICATIONS AND INQUIRIES

All enquiries and requests for clarification regarding this RFP should be addressed to:

Geological Society of Kenya (GSK)

Telephone: +254 787 690 529 / +254 791 308 357

Email: info@gsk.or.ke

22. DISCLAIMER

GSK reserves the right to:

- Accept or reject any proposal in whole or in part;
- Request clarification from any consultant;
- Cancel or amend the RFP process in accordance with applicable requirements; and
- Not necessarily award the contract to the lowest-priced proposal.

The issuance of this RFP does not constitute a commitment by GSK to award the consultancy contract to any bidder.