REQUEST FOR PROPOSALS (RFP)

CONSULTANCY FOR REVIEW & DEVELOPMENT OF THE ASSOCIATION OF RETIREMENT BENEFIT SCHEMES, STRATEGIC PLAN AND REVIEW OF STRATEGIC GROWTH SUPPORT

RFP Reference: ARBS/SP/2026/01
Issuing Organisation: ARBS
Assignment: Strategic Plan Review and Strategic Growth Support
Duration: 4 months
Expected Commencement: End of September 2026
Proposal Submission Deadline: 18th September 2026

1. BACKGROUND

The Association of Retirement Benefits Schemes (ARBS), founded in 1999 shortly after the operationalisation of the Retirement Benefits Authority under the RBA Act of 1997, brings together stakeholders across Kenya's retirement benefits industry. With a membership of over 400 pension schemes, alongside fund managers, custodians, administrators, and other professionals' provides a platform for addressing industry priorities and engaging with regulators on behalf of the sector.

ARBS is seeking to engage a suitably qualified and experienced consultant to provide strategic planning support to the organisation, including a comprehensive review of its existing strategic direction, institutional arrangements, governance, financial sustainability, membership growth, visibility, and long-term organisational development.

The assignment arises from the recognition that ARBS requires a refreshed and practical strategic framework capable of positioning the organisation for independence, sustainable growth, stronger governance, increased membership value, and enhanced visibility.

The review is expected to go beyond a conventional strategic planning exercise and provide a practical transformation and growth roadmap that addresses the structural, governance, financial, operational, and market-related factors to support ARBS.

2. PURPOSE OF THE ASSIGNMENT

The purpose of this consultancy is to support ARBS in reviewing and strengthening its strategic plan and developing a clear, actionable framework for organisational growth, sustainability, independence, visibility, and institutional effectiveness.

The resulting strategy should provide ARBS with:

- A clear strategic direction for the next planning period;
- A sustainable revenue diversification framework;
- Recommendations for improved governance and Council effectiveness;

- A clear strategy for membership growth and retention;
- A stronger communication, visibility, and positioning framework;
- Clear institutional arrangements, including realistic pathway for the establishment and operationalisation of an independent secretariat;
- Measurable strategic objectives, indicators, targets, and responsibilities; and
- A practical monitoring, reporting, and implementation framework.

3. SCOPE OF WORK

The assignment shall include, but not necessarily be limited to, the following activities.

3.1. Inception and Diagnostic Review

3.2. Current Strategic Plan Review

3.3. Support ARBS to develop an Institutional Independence Roadmap

3.4. Support in the review of Financial Sustainability and Revenue Strategy

3.5. Support in the review of Membership Growth and Retention Strategy

3.6. Support in the review of Communications and Visibility Strategy

4. EXPECTED DELIVERABLES

The successful consultant shall be expected to deliver the following:

Deliverable 1: Inception Report

Deliverable 2: Strategic and Institutional Diagnostic Report – Gap Analysis

Deliverable 3: Draft New ARBS Strategic Plan

Deliverable 4: Monitoring, Evaluation and Reporting Framework

Deliverable 5: Final Strategic Plan

5. STRATEGIC REVIEW AND IMPLEMENTATION TIMELINE

ARBS intends to complete the comprehensive strategic review by February 2027.

The final proposal should clearly demonstrate how the consultant will meet the Q1 completion requirement.

6. STAKEHOLDER ENGAGEMENT

As part of the review exercise, the Consultant shall be expected to conduct a stakeholder engagement to obtain independent input on the operation of the Association. The consultant shall propose appropriate mechanisms for obtaining stakeholder input, to be agreed and adopted by ARBS, while maintaining an efficient process.

7. STRATEGIC IMPLEMENTATION AND ACCOUNTABILITY

A key requirement of the assignment is to ensure that the strategic plan does not become a purely aspirational document.

ARBS intends to establish a dedicated Strategy Committee responsible for monitoring strategic implementation and reporting progress to Council.

The consultant shall provide recommendations on the appropriate structure, mandate, composition, and reporting arrangements for this mechanism.

8. PROPOSAL REQUIREMENTS

Interested consultants must submit

8.1. Company Profile

8.2. A Technical proposal that shall include:

- Understanding of the assignment and expected deliverables
- The approach & methodology describing the framework used for facilitation, data collection, and plan development.
- Experience & References with a summary of similar projects and at least three (3) client references that shall confirm professional and timely conduct of assignment.
- Proposed workplan and project timeline;
- Stakeholder engagement approach;
- Proposed consulting team

8.3. Cost Proposal that shall provide itemized budget detailing fees, and total anticipated costs.

9. EVALUATION CRITERIA

Proposals may be evaluated using the following indicative criteria:

Evaluation Area	Weight
Understanding of the assignment	15%
Methodology and technical approach	20%
Relevant experience of consultant/firm	15%
Qualifications and experience of proposed team	15%
Quality and practicality of proposed deliverables	10%
Work plan and ability to meet Q1 deadline	10%
Financial proposal	15%

Evaluation Area	Weight
Total	**100%**

ARBS reserves the right to modify the evaluation criteria and weighting as appropriate before issuing the final RFP.

10. MANAGEMENT OF THE ASSIGNMENT

The consultancy will be overseen by the ARBS Council and the ARBS Secretariat.

The consultant will report to the designated ARBS focal person and work closely with the dedicated strategy committee.

A dedicated **Strategy Committee** is expected to play a central role in reviewing progress and supporting the implementation of recommendations arising from the assignment.

11. DATA PROTECTION

The consultant shall comply with the Data Protection Act, 2019 and applicable privacy laws, process personal data only for the assignment and on ARBS's instructions, and apply appropriate security and confidentiality safeguards. Personal data shall not be shared with third parties or transferred without ARBS's prior written approval and compliance with legal requirements. The consultant shall ensure equivalent obligations for its personnel and approved subcontractors, promptly report and support the management of any data breach, and securely return or delete personal data at the end of the assignment. Any breach of this clause shall constitute a material breach of the consultancy agreement.

12. CONFIDENTIALITY

The consultant shall maintain strict confidentiality regarding all information, documents, financial information, stakeholder views, organisational data, and other materials obtained during the assignment.

All information and materials produced under the consultancy shall remain the property of ARBS unless otherwise agreed in writing.

13. EXPECTED OUTCOME

At the conclusion of the assignment, ARBS should have a clear, practical, measurable, and implementable strategic framework that enables the organisation to move from strategic stagnation towards sustainable growth and institutional maturity.

The strategic plan should therefore be regarded as an implementation and transformation roadmap, rather than a policy or planning document.

14. SUBMISSIONS OF PROPOSALS

Interested consultants/firms should submit their proposals electronically to:

Attention: The Chairperson
Organisation: ARBS
Email: info@arbs.co.ke
Deadline: 18th September 2026
Subject: RFP – ARBS Strategic Plan Support

Late submissions may not be considered.

15. RESERVATION OF RIGHTS

ARBS reserves the right to:

- Accept or reject any proposal;
- Cancel or amend the procurement process;
- Request clarification from any bidder;
- Conduct interviews or presentations with shortlisted consultants;
- Negotiate the scope and fees with the preferred consultant; and
- Not necessarily award the assignment to the lowest-priced proposal.

16. CONCLUSION

ARBS is seeking a strategic partner capable of bringing independent, objective, practical, and forward-looking advice to the organisation.

The successful consultant will be expected not only to review the implementation of ARBS's existing strategic plan but to also analyze the strategic and institutional gaps.

The assignment should culminate in a strategic plan that is owned by ARBS Council and stakeholders, supported by measurable targets, clear accountability, and a practical implementation and reporting mechanism.