REPUBLIC OF KENYA

REQUEST FOR EXPRESSION OF INTEREST (REOI)

RECRUITMENT OF AN INDIVIDUAL CONSULTANT FOR DEVELOPMENT OF A STRATEGIC PLAN TENDER REF.NO.KVRB/CONS/01/2025-2026

The Valuers Registration Board (the Board) is a statutory body established under the Valuers Act, Chapter 532 of the Laws of Kenya. Its primary mandate is to regulate the practice of valuation in the country, ensuring adherence to professional and ethical standards. The Board oversees the registration of valuers, issues practicing licenses, and enforces compliance with the law to safeguard public interest.

As the valuation industry continues to grow and diversify, the Board must adapt to changing stakeholder needs and position itself as a key player in the sector's development. In this context, the Board seeks to develop a comprehensive five-year strategic plan. This initiative aims to articulate its vision for the future, establish new revenue-generation mechanisms, and enhance the Board's capacity as a regulatory authority.

The board therefore seeks consultancy services to assist in development the strategic plan. The consulting services ("the Services") include review of the Board's existing policies, previous strategic plans, legislative frameworks, and operational procedures to establish the current status and identify gaps. It also involves an analysis of the external environment, including sector-specific policies, national development goals such as Vision 2030, relevant global standards and best practices, and the Constitution of Kenya, to ensure alignment with the broader governance and development agenda. The assignment is expected to take a period of three months from the date of signing the contract.

The detailed Terms of Reference (TOR) for the assignment can be downloaded free of charge from the following websites: **https://vrb.or.ke**; Public Procurement information Portal (PPIP) at https://**treasury.go.ke**.

The Valuers Registration Board now invites eligible individual consultant ("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.

The short-listing criteria.
The consultant must possess the following qualifications and expertise:

A minimum of a master's degree in strategic management, Finance, Business Administration, Public Administration, Economics, or a related field.

Professional experience

a) At least 7 years of experience in strategic planning, organizational development, or related consultancy assignments with a minimum of four completed strategic plans.
b) Proven track record of developing strategic plans for public sector or private sector organizations, in Kenya or similar contexts.

c) Demonstrated experience in conducting stakeholder engagement and consultations, including working with Boards, senior management, and external stakeholders.

Sector-specific expertise and technical competencies

a) Familiarity with the valuation sector, regulatory frameworks, and professional practice in Kenya is highly desirable.
b) Knowledge of Kenya's national development frameworks, including Vision 2030, BETA, Strategic Development Goals, the Constitution of Kenya, and sectoral policies.
c) Strong analytical and problem-solving skills, including proficiency in tools for strategic analysis such as SWOT, PESTEL, and risk assessments.
d) Excellent research and report-writing skills, with the ability to produce high-quality, well-structured, and actionable strategic documents.
e) Strong facilitation and communication skills, with the ability to lead stakeholder workshops and consultations effectively.
f) Provide Trading License and professional references and contacts. Include complete address (Physical, postal, telephone, facsimile and e-mail)

The attention of interested Consultants is drawn to the provisions of the Public Procurement and Assets Disposal Act ,2015 and regulations 2020.

A Consultant will be selected in accordance with the **Individual Consultants Selection** method set out in the above Procurement Act and Regulations.

Further information can be obtained at the address below during office hours 0800hrs to 1700hrs.

Eligible consultants to submit their Expression of Interest accompanied with detailed CVs and copies of relevant documents and testimonials must be delivered in a sealed envelope clearly marked with contract reference number and title of the consultancy to the address below (in person, or by mail, or by e-mail) on or before 8th May, 2026 at 1100hrs East African Time.

The address (es) referred to above is:

The Registrar,
Valuers Registration Board
P. O. Box 30089-00100
Ardhi House,1St Ngong Avenue, Nairobi,
3rd Floor - Room 313,
Nairobi, Kenya.
Email: Secretariat@vrb.or.ke

www.https://vrb.or.ke

TERMS OF REFERENCE FOR THE STRATEGIC PLAN DEVELOPMENT 2026-2030 FOR THE VALUERS REGISTRATION BOARD

1. Background and context

The Valuers Registration Board (the Board) is a statutory body established under the Valuers Act, Chapter 532 of the Laws of Kenya. Its primary mandate is to regulate the practice of valuation in the country, ensuring adherence to professional and ethical standards. The Board oversees the registration of valuers, issues practicing licenses, and enforces compliance with the law to safeguard public interest.

Over the years, The Board has played a critical role in fostering professionalism and accountability within the valuation sector, which is essential for economic activities such as real estate, insurance, financial sector, and property management. Despite its pivotal role, the Board faces challenges that hinder its effectiveness and sustainability. These include limited revenue streams, an evolving policy and regulatory environment, and the absence of a fully operational secretariat to manage its day-to-day activities.

As the valuation industry continues to grow and diversify, the Board must adapt to changing stakeholder needs and position itself as a key player in the sector's development. In this context, the Board seeks to develop a comprehensive five-year strategic plan. This initiative aims to articulate its vision for the future, establish new revenue-generation mechanisms, and enhance the Board's capacity as a regulatory authority.

The strategic plan will also align the Board's goals with Kenya's national development agenda, including (a) Vision 2030, b) The Bottom-Up Economic Transformation Agenda (BETA); c) The Medium-Term Plan IV (2023-2027); d) United Nations 2030 Agenda for Sustainable Development goals (SDGs) and other relevant legislative and policy frameworks while benchmarking with international best practices. Through this process, the Board aims to strengthen its institutional capacity, enhance service delivery, and position itself as a leader in the valuation and other sectors that interphase with the practice. The development of this strategic plan is a critical step towards ensuring the Board's sustainability, relevance, and ability to meet emerging opportunities and challenges in practice.

In addition, the Strategic Plan shall incorporate lessons learned from the previous planning documents as well as feedback from key stakeholders and partners to ensure its relevance, effectiveness and sustainability.

2. Scope and objective of the assignment

The assignment entails developing a comprehensive five-year strategic plan for the Board, covering the period from 2026 to 2030. The strategic plan will serve as a roadmap to guide the Board in achieving its vision of being an effective regulatory authority, with enhanced operational efficiency, sustainability, and relevance.

The consultant will work closely with the Board's management, and key stakeholders to identify strategic priorities, propose actionable interventions, and establish clear mechanisms for implementation and monitoring.

The scope of the assignment includes a review of the Board's existing policies, previous strategic plans, legislative frameworks, and operational procedures to establish the current status and identify gaps. It also involves an analysis of the external environment, including sector-specific policies, national development goals such as Vision 2030, relevant global standards and best practices, and the Constitution of Kenya, to ensure alignment with the broader governance and development agenda.

The consultant will engage in extensive consultations with the Board, staff, registered valuers, and other stakeholders to gather input on the Board's future direction, revenue generation opportunities, and structural reforms required to operationalize a fully functional secretariat.

The objective of the assignment is to deliver a strategic plan that provides a clear vision and mission for the Board, defines strategic objectives and priorities, and identifies actionable steps for revenue growth and institutional strengthening. It will include a robust implementation framework, risk analysis, and monitoring mechanisms to ensure accountability and measure progress. The plan will also propose strategies to enhance compliance with the legislative and regulatory framework and address emerging challenges in the valuation sector.

Ultimately, the strategic plan will position the Board as a resilient, dynamic, and sustainable institution, capable of responding to stakeholder needs and contributing to Kenya's socio-economic development.

3. Specific objectives

The development of the five-year strategic plan for the Valuers Registration Board seeks to provide a focused and actionable framework that will guide the Board in achieving its mandate and addressing emerging opportunities and challenges.

The strategic plan will align with Kenya's national development priorities, enhance the Board's institutional capacity, and position it as a key player in the valuation sector.

The specific objectives of this assignment are as follows:

1. To review and align the Board's vision, mission, and strategic objectives with its overall mandate, Kenya's national development goals, (a) Vision 2030, b) The Bottom-Up Economic Transformation Agenda (BETA); c) The Medium-Term Plan IV (2023-2027); d) United Nations 2030 Agenda for Sustainable Development goals (SDGs) while benchmarking with global standards and best practices.
2. To identify and propose new revenue-generation streams to ensure the Board's financial sustainability.
3. To evaluate the current legislative, policy, and regulatory frameworks and recommend measures for improved compliance and alignment with the Board's goals.

4. To define strategic priorities and develop actionable plans for being an effective regulatory authority.
5. To engage stakeholders, including the Board, staff, registered valuers and external partners, in identifying key opportunities, challenges, and strategic directions.
6. Review the Valuers Act (CAP 532) and the proposed Valuers Bill and advise the changes/amendments that need to be considered to support the operationalization of the strategic plan.
7. Propose other changes that can be achieved through executive action
8. To identify emerging risks in the valuation sector and propose mitigation strategies to address them effectively.
9. To develop a robust monitoring and evaluation framework to assess the implementation and impact of the strategic plan.
10. To draft and present a comprehensive strategic plan document for validation, approval, and subsequent implementation.

4. Deliverables

a) Inception report.
b) Situational and Stakeholder Analysis Report: Summary of inputs gathered from consultations and interviews with stakeholders.
c) Strategic analysis report: Findings from SWOT, PESTEL, and other analyses.
d) Draft strategic plan: Comprehensive draft document for review and validation.
e) Validation report incorporating stakeholder's feedback on the draft strategic plan.
f) Final strategic plan: (Hard and soft copies) Approved document, complete with strategic priorities, legislative changes, action plans, monitoring and evaluation framework, and implementation roadmap.

Executive Summary and Presentation Annexes

These annexes are mandatory and shall be included in the final validated Strategic Plan:

i. Results Framework / Results Matrix
ii. Costed Implementation Plan
iii. Monitoring, Evaluation and Learning (MEL) Framework
iv. Risk Register
v. Alignment Matrix (linking Valuers' Registration Board strategy) to Vision 2030, MTP IV, BETA, and SDGs)

5. Qualifications of the consultant

The consultant engaged for the development of the Valuers Registration Board five-year strategic plan must possess the following qualifications and expertise to ensure the successful delivery of the assignment:

5.1 Educational background

A minimum of a master's degree in strategic management, Finance, Business Administration, Public Administration, Economics, or a related field.

5.2 *Professional experience*

a) At least 7 years of experience in strategic planning, organizational development, or related consultancy assignments with a minimum of four completed strategic plans.

b) Proven track record of developing strategic plans for public sector or private sector organizations, in Kenya or similar contexts.

c) Demonstrated experience in conducting stakeholder engagement and consultations, including working with Boards, senior management, and external stakeholders.

5.3 *Sector-specific expertise and technical competencies*

a) Familiarity with the valuation sector, regulatory frameworks, and professional practice in Kenya is highly desirable.

b) Knowledge of Kenya's national development frameworks, including Vision 2030, BETA, Strategic Development Goals, the Constitution of Kenya, and sectoral policies.

c) Strong analytical and problem-solving skills, including proficiency in tools for strategic analysis such as SWOT, PESTEL, and risk assessments.

d) Excellent research and report-writing skills, with the ability to produce high-quality, well-structured, and actionable strategic documents.

e) Strong facilitation and communication skills, with the ability to lead stakeholder workshops and consultations effectively.

f) Provide Trading License and professional references and contacts. Include complete address (Physical, postal, telephone, facsimile and e-mail)

6. Reporting Requirement and Time Schedule for Deliverable for 2026-2030 strategic plan (Expected Output)

No	Expected Output	Activities	Timeline	Responsible	Copies (hard or soft)
1.	Inception Report, stakeholder engagement	Detailing the consultant's understanding, methodology, work plan, budget and timeline	One Week	Consultant /Registrar/CEO, Members of Board/staff	
2.	Situational and Stakeholder Analysis Report	review and consultation process, SWOT, PESTEL, Baseline findings	Two Weeks	Consultant /Registrar/CEO, Members of Board/staff other relevant players	

3.	Draft Strategic Plan Document Review Workshop	Draft of Strategic Plan, Internal Review of draft Strategic Plan	Two Weeks	Consultant /Registrar/CEO, Members of Board/staff relevant players	
4.	Preparation for final Strategic Plan document	Preparation for final Strategic Plan with inputs from workshops	One Week	Consultant	
5.	Validation Report	Summary of stakeholder feedback and discussions. Feedback incorporated	One Week	Consultant /Registrar/CEO, Members of Board/staff /relevant players	
6.	Presentation of Final Strategic Plan document	Approved and fully formatted plan document with annexes.	One Week	Consultant /Registrar/CEO, Members of Board/staff	
7.	Launch of the Final Strategic Plan document	Approved plan launched and documented hard, soft, and digital copies	One Week	Consultant or /Registrar/CEO, Members of Board/staff /all relevant players	
8.	Transfer of knowledge and training program Report	Training of stakeholders	One Week	Consultant /Registrar/CEO, Members of Board/staff	

7. Timelines

The assignment is expected to take three (3) months from the date of contract signing.

No.	expected output	Time period	Consultant remarks
1.	Planning and inception report	One week	
2.	Data Collection and Situational Analysis Report	Two weeks	
3.	Draft Strategic Plan and Internal Review	Two weeks	
4.	Validation and Finalization	Three weeks	

5.	Transfer of knowledge and training program	one week	

8. Deliverable Format

i. All documents shall be in Microsoft Word and PDF formats.

ii. The Final Strategic Plan must be professionally formatted and ready for printing.

10. Payment Terms and Schedule

Payments shall be milestone-based and linked to approved deliverables, as stipulated in the contract.

a) 20% payment upon approval of Inception Report.

b) 30% payment upon submission and approval of Draft Strategic Plan.

c) 30% payment upon successful completion of Validation Workshop and Validation Report.

d) 20% payment upon submission and approval of the Final Strategic Plan.

9. Institutional Arrangements the Institute will:

i. Provide access to previous strategic plans, Board's existing policies, legislative frameworks, performance reports, policies, operational procedures and relevant institutional data;

ii. Facilitate access to staff, Board members, and key stakeholders and relevant contacts for consultations;

iii. Support logistics for stakeholder consultations and validation workshops (where applicable)

10. Reporting and Supervision

The Consultant shall work under the overall supervision of the Registrar, Valuers registration Board. Oversight shall be provided through a Strategic Plan Steering Committee comprising representatives from the board.

All communications shall be addressed to:

The Registrar,
Valuers Registration Board
P. O. Box 30089-00100
Ardhi House, 1St Ngong Avenue, Nairobi,
3rd Floor - Room 313,
Nairobi, Kenya.
Email: Secretariat@vrb.or.ke

11. Ethical Considerations, Confidentiality and Data Protection Act, 2019

The Consultant shall adhere to the Public Procurement and Asset Disposal Act, 2015 and the regulations thereof, observe integrity and transparency standards, declare any conflict of interest, and comply with the Data Protection Act, 2019. All data and information accessed during the assignment shall be treated as confidential and used solely for purposes of this assignment.

12. Ownership of Documents

Intellectual property rights of all materials, data, and outputs arising from this assignment shall remain exclusively a property of Valuers Registration Board.

13. Force Majeure and Termination

The contract shall include provisions on force majeure and termination in accordance with Government of Kenya regulations.

14. Evaluation and Selection Criteria

The selection process will be competitive and transparent, guided by the Public Procurement and Asset Disposal Act (2015).

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