



**REQUEST FOR PROPOSAL (RFP) FOR THE PROCUREMENT OF
CONSULTANCY SERVICES FOR THE PREPARATION OF A SPATIAL
DEVELOPMENT MASTER PLAN FOR LIMURU COUNTRY CLUB, FOR
THE PLAN PERIOD 2026 - 2050**

TENDER NO. LCC/RFP/MASTERPLAN/001/2026

TOR & RFP RELEASE DATE:	Monday, 2nd February 2026, 08^{00hrs}
RFP SUBMISSION DATE:	Friday, 27th February 2026, 12^{00hrs}

This document, comprising the sections and information below, is issued by the
procuring and contracting entity

Limuru Country Club

P.O. Box 10 Limuru 00217 Kenya

Section A:	TERMS OF REFERENCE FOR PERFORMING THE ASSIGNMENT
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A. TERMS OF REFERENCE (TOR)

1. BACKGROUND

Limuru Country Club (LCC), founded in 1945 and located approximately 30 km from Nairobi, is among Kenya's premier Country Clubs. Set in an expansive single parcel of land within the verdant Limuru Highlands (L.R. No. 15421, measuring approximately 197 acres or 79.68 hectares) and sitting at an altitude of 2,100 metres above sea level, the Club offers members and guests a unique blend of sport, leisure, and social experiences anchored around its renowned 18-hole championship golf course.

Beyond golf, the Club provides a full country-club lifestyle with tennis, squash, bowls, cricket, swimming, and family activities, previously complemented by dining, lounge and other social amenities. With its rich heritage, climate and scenic setting, Limuru Country Club remains a benchmark of country-club living in Kenya, now entering a new chapter of redevelopment.

As part of its long-term vision, LCC aspires to be a premier Country Club that is conducive for families, offering world-class facilities, a vibrant social environment, and a welcoming atmosphere for members of all ages.

In pursuit of this vision, the Club has identified the need to sustainably modernize its facilities and amenities to meet the needs of its growing and diverse membership while paying homage to its heritage and unique setting. The Club seeks to engage qualified professional services to develop a comprehensive **Spatial Development Master Plan** to guide facility growth, transformation and enhance operational improvements over the next 25 years (2026 – 2050).

In line with the Club's ambitions for sustainable and profitable growth over the plan period, a key component of the master plan is expected to be the production of a well-researched and evidence-based **Business Case (BC)**. The BC will justify the plan; it will explain why such Spatial Development Master Planning exercise should be undertaken; demonstrate how it will achieve business goals and objectives (such as enhancing revenue-generating opportunities and improving operational efficiency and service delivery), all aligned with the Club's vision, mission, and strategic objectives.

Key components of the BC should include a refinement of the LCC problem statement, proposed solutions, financial analysis, risk assessment, alongside a realistic time schedule / plan for implementation, that outlines the rationale, costs, and benefits of the development plan. The BC will outline sustainable strategies for future investments and provide a full picture of how any future strategies, projects and developments will enhance membership experience and be of long-term benefit to stakeholders of Limuru Country Club and the wider community in which the Club exists.

2. SCOPE OF WORK: The assignment will be delivered in four main phases:

2.1. Phase 1: Survey Information:

- 2.1.1. Preparation of adequate cadastral / topographical / geospatial survey information that covers the entire premises of Limuru Country Club. The expected outputs are a survey report and drawings that will inform future Club development in the plan period and beyond.
- 2.1.2. Produce a comprehensive site and facility georeferenced record of all existing buildings, infrastructure (both above and below ground), golf course (all features), and wooded areas.

2.2. Phase 2 -Strategic Analysis:

- 2.2.1. Carry out a review of the Club's strategic assets, directions, plans, policies and existing development plans.
- 2.2.2. Conduct a market analysis and benchmarking with comparable local and international clubs.
- 2.2.3. Carry out member and stakeholder needs' assessment for the purpose of modernization of existing facilities while respecting the Club's heritage and historical character.
- 2.2.4. Identify and propose development opportunities and constraints.
- 2.2.5. Prepare a preliminary financial feasibility analysis.

2.3. Phase 3: Master Planning

- 2.3.1. Prepare a comprehensive land use utilization plan that optimizes land and facility use across the Club's entire land parcel.
- 2.3.2. Demonstrate facility and amenity programming.
- 2.3.3. Create new amenities to attract and retain younger and more diverse members, with a focus on family-friendly offerings. These may be such as are desirable for family and youth recreation (pool, spa, gym, tennis/squash/padel courts, indoor/outdoor games)
- 2.3.4. Show the enhanced possibilities available for golfing activities and facilities.
- 2.3.5. Examine and show the possibilities for golf course irrigation from existing adjacent water courses adjacent the course and or for storm and other water storage potentials within the course that can be integrated into current irrigation infrastructure.
- 2.3.6. Show the enhanced possibilities available for gymkhana and other social non-golfing activities and facilities.
- 2.3.7. Show possibilities for other Club functions and requirements such as:
 - 2.3.7.1. Dining and hospitality (restaurants, F&B hubs)
 - 2.3.7.2. Vehicule parking expansion and Non-motorised transport (NMT) routes and stations.
 - 2.3.7.3. Pedestrian and vehicular mobility planning, across the entire land parcel.
 - 2.3.7.4. Cottages and accommodation facilities to broaden the Club's appeal and enhance revenue generation.
 - 2.3.7.5. Identify pockets of presently unutilised land for use as event spaces, by Club members and lettable to groups external to the Club.

- 2.3.8. Prepare a phasing and implementation strategy.
- 2.3.9. Show existing and future infrastructure and utility plans for all infrastructure services and amenities.
- 2.3.10. Demonstrate an environmentally sound and efficient framework for operational and financial sustainability over the plan period, including cost modelling and revenue projections.

2.4. Phase 4: Conceptual Design

- 2.4.1. Demonstrate land use and architectural vision and guiding principles.
- 2.4.2. Space planning and functional layouts.
- 2.4.3. Preliminary concept designs for priority projects.
- 2.4.4. 3D visualizations and renderings.
- 2.4.5. Preliminary cost estimates for respective proposed ideas and projects.
- 2.4.6. Prepare an implementation roadmap, complete with a business plan, project timelines and, an identification of revenue generating priorities.

3. DELIVERABLES AT CONCLUSION OF THE SPATIAL DEVELOPMENT MASTER PLANNING EXERCISE

- 3.1. Full survey information – drawings and reports.
- 3.2. Inception report complete with a preliminary Business Case statement
- 3.3. Strategic market analysis report
- 3.4. Conceptual design package
- 3.5. Cost estimates and phasing plan
- 3.6. Final Spatial Development Plan Report (including all drawings, visuals, and implementation strategy)
- 3.7. Final Business Case Statement

4. TIMELINE FOR PERFORMING THE ASSIGNMENT

- 4.1. The duration over which this assignment will be performed is crucial; time is of the essence.
- 4.2. The successful bidder, based on their respective proposed methodology and workplan for performing the assignment, shall be required to propose an efficient process and duration over which they will carry out the assignment to completion of all deliverables.
- 4.3. The timing of the preparation and submission of interim reports will be at the Consultants' discretion and should be clearly identifiable in the submitted workplan; the timing of submission of these interim reports shall be clearly indicated in the proposed workplan.

B. REQUEST FOR PROPOSAL (RFP) REQUIREMENTS

1. REQUIRED EXPERTISE:

- 1.1. The consultancy team shall include, at minimum, the following professionals and specialists:
 - 1.1.1. Architect OR Landscape Architect (one of, as lead consultant profession)
 - 1.1.2. Landscape Architect OR Architect (other of, based on 1.1.1 above)
 - 1.1.3. Quantity Surveyor
 - 1.1.4. Civil / Infrastructure Planning Engineer
 - 1.1.5. Building Services Engineer
 - 1.1.6. Environmental Specialist
 - 1.1.7. Physical Planner
 - 1.1.8. Geospatial Surveyor
 - 1.1.9. Golf, Sports & Leisure Facility Planning, Design & Management Expert
 - 1.1.10. Real Estate Financial Consultant
- 1.2. The Lead Consultant Firm (shall only appear in one bid document). The firm shall be a registered business with at least 10 years of professional experience since incorporation
 - 1.2.1. A Landscape Architecture and or an Architectural firm, with demonstrable land use planning experience in clubs, hospitality, and leisure facility development and or master planning.
 - 1.2.2. The procuring entity shall contract the lead consultant firm. Other consultants / specialist shall be sub-consultants of the lead consultant. Evidence of the intention to sign a sub-consultancy agreement between the lead consultant and respective specialist disciplines must be provided.

2. THE RFP PROPOSAL:

- 2.1. The **Technical Proposal**, to be submitted in a separate sealed envelope, shall include:
 - 2.1.1. Company profile and legal documents.
 - 2.1.2. Team structure and CVs of key personnel.
 - 2.1.3. Relevant project experience (max. 5 examples).
 - 2.1.4. Detailed approach, methodology and work plan for carrying out the assignment. Each of these documents must be submitted in minimum size of sheet A3.
 - 2.1.5. The workplan must clearly indicate the respective *effort-months (man / person-months)* or part thereof, per phase (see Scope of Work section above, phase 1 -4) per consultant / specialist. The role of each consultant must be clearly identifiable, alongside their duration of task performance, alongside / in conjunction with other members of the consortia.

- 2.2. The **Financial Proposal**, to be submitted in a separate sealed envelope, and which will remain sealed until all technical proposals have been evaluated, shall include:
 - 2.2.1. A proposed consortium professional fee, as a lump sum, will be derived from the detailed methodology and work plan for performing the assignment. It must be sufficiently detailed and broken down to clearly show the time inputs of each consultant and the respective consultant's / specialists professional fee, from which the lump sum fee will have been aggregated.

3. PROCUREMENT AND CONTRACTUAL FRAMEWORK

- 3.1. The procurement of the professional services required for this assignment is founded upon a *Quality and Cost Based Selection (QCBS)* method that will determine the successful bidder by evaluating both their technical proposal (quality) and financial proposal (cost). A weighted, two-step system will be used, with 75% weight on technical capability / quality and 25% on price. The highest combined score will be judged the most responsive bid, and the bidder will be invited to negotiate a contract with Limuru Country Club.
- 3.2. The performance of the assignment and the administration of matters pertaining to the engagements between Limuru Country Club and the successful bidder will be based upon the Laws of Kenya.
- 3.3. The Lead consultant will submit a proposal containing detailed conditions and terms of service / engagement. This section will form the basis for a negotiated contract between the procuring entity and the firm.
- 3.4. Within 28 days of receipt of the RFP submission, and upon completion of the evaluation process, Limuru Country Club will enter into contractual negotiations for appointment with the best evaluated bidder.
- 3.5. The consultant will report to Limuru Country Club's Development Oversight Committee (DOC), which will, on behalf of the Board, provide strategic direction and approve key deliverables.
- 3.6. Limuru Country Club is an equal opportunity procuring entity.
- 3.7. No form of canvassing will be allowed.

4. EVALUATION FRAMEWORK

- 4.1. RFP submissions will be evaluated in line with the below mandatory and scoring evaluation criteria:
 - 4.1.1. **Mandatory requirements – pass or fail. Only submission that pass this stage will progress to the next stage of evaluation.**
 - 4.1.2. **Consortium capability and experience in related projects** (max. 15 points)
 - 4.1.3. **Consortium composition, qualifications and experience** (max. 30 points)
 - 4.1.4. **Adequacy and clarity of methodology for carrying out the assignment** (max. 15 points)
 - 4.1.5. **Adequacy and clarity of work plan for carrying out the assignment** (max. 15 points)
 - 4.1.6. **Financial proposal adequacy and responsiveness to TOR & Work Plan** (max. 20 points)
 - 4.1.7. **Financial proposal competitiveness** (max. 5 points)

5. SUBMISSION & CLARIFICATIONS FORMAT

- 5.1. The mandatory submission requirement is:
 - 5.1.1. **1no. bound hard copy document** addressed to: **The General Manager, Limuru Country Club**, delivered to Limuru Country Club, **AND**
 - 5.1.2. A **digital submission pdf file** named *LCC Master Plan RFP – Name of Consortium Lead* sent to the email address <stephen.Mugo@limurucountryclub.co.ke>
 - 5.2. The submission deadline is: **27th February 2026, 12 noon**.
 - 5.3. Requests for clarification or queries on the RFP may be sought, in writing **ONLY**, addressed to: The General Manager, Limuru Country Club, email address <stephen.Mugo@limurucountryclub.co.ke>.
 - 5.3.1. The final date for receipt of queries on the Terms of Reference and RFP will be **9th February 2026, 17^{00hrs}**.
 - 5.3.2. Responses to requested clarifications or queries will be communicated to via email by **16th February 2026, 17^{00hrs}**.
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C. MANDATORY EVALUATION CRITERIA

1. QUALIFICATION REQUIREMENTS

- 1.1. Mandatory documents and information evaluation checklist. Only bidders who provide ALL the mandatory requirements will be proceed to the technical evaluation criteria and scoring stage.

NO.	ITEM	EVALUATION	
		PASS	FAIL
a)	Company profiles for all members of the consortium.		
b)	Certified copy of respective Certificate of Incorporation / Business Registration, alongside current statutory Forms CR-12 or CR-13, not older than 3 months, for the lead consultant firm.		
c)	Certificate of Registration and current practicing licenses for all key experts of the project team issued by the statutory regulator, as applicable.		
d)	Current membership of a recognized and relevant professional Business Membership Organization, as applicable.		
e)	Professional indemnity insurance cover of at least ten (10) million Kenya shillings for the lead firm of the consortium		
f)	Valid Tax Compliance Certificate from Kenya Revenue Authority for the lead consultant firm.		
g)	Audited financial statements for the last three years (2024, 2023, 2022) for the lead consultant firm		
h)	Letter of intent to execute a Joint Venture (JV) Agreement and or form a consortium, signed by all members.		
i)	Submission of signed format for the declaration of staff availability for team leaders of each of the ten (10) members of the required consortium.		

D. TECHNICAL EVALUATION AND SCORING CRITERIA

1. CONSORTIUM PROFESSIONAL CAPABILITY: [Maximum points 15]

1.1. Overall Capability and Experience in Related Projects

Shall be evaluated based on the submission of adequate information to demonstrate their technical capability in terms of projects designed based on adequate evidential material. The information, which should be in brief summaries, must be clear, precise and adequately corroborated.

- 1.1.1. Master plans for land over 50 acres completed: [Max. 3 points]
- 1.1.2. Large scale landscape design project experience: [Max. 3 points]
- 1.1.3. Golf course design project experience: [Max. 3 points]
- 1.1.4. Leisure / Hospitality / Sports Facility design experience: [Max. 3 points]
- 1.1.5. Submission of client reference letters for equivalent projects: [Max. 3 points]

2. CONSORTIUM COMPOSITION, QUALIFICATION AND EXPERIENCE: [Maximum points 30]

2.1. Consortium Lead – Architect or Landscape Architect [Maximum points 3]

This position will entail both management, contract administration and co-ordination skills as well as technical skills. The Lead Consultant must possess a professional degree in Architecture or Landscape Architecture, with at least ten (10) years post-registration / qualification experience, five (5) of which should be in a senior position, for example, principal partner / director or equivalent.

2.2. Architect or Landscape Architect [Maximum points 3]

The position will entail both design aspects and management. The Architect or Landscape Architect must possess a professional degree in Architecture or Landscape Architecture and with at least ten (10) years post-qualification experience.

2.3. Quantity Surveyor [Maximum points 3]

The Quantity Surveyor must possess a degree in Building Economics or Quantity Surveying and be registered as a Quantity Surveyor by the Board of Registration of Architect and Quantity Surveyors and with at least seven (7) years post-qualification experience.

2.4. Civil / Infrastructure Planning Engineer [Maximum points 3]

The Engineer must possess a degree in civil / structural or equivalent engineering degree, and be registered as an engineer by the Engineers Board of Kenya and with at least seven (7) years post-qualification experience.

- 2.5. Building Services Engineer [Maximum points 3]
The Engineer must possess a mechanical or electrical or equivalent engineering degree, and be registered as an engineer by the Engineers Board of Kenya and with at least seven (7) years post-qualification experience.
- 2.6. Environmental Specialist [Maximum points 3]
The Environmental Specialist must possess a degree in environmental science, or a related field, with at least seven (7) years post-qualification work experience in a field relevant to the assignment.
- 2.7. Physical Planner [Maximum points 3]
The Physical Planner must possess a degree in Urban and Regional Planning, or the equivalent, be registered as a planner with the Physical Planners Registration Board with at least seven (7) years post-qualification experience.
- 2.8. Geospatial Surveyor [Maximum points 3]
The Surveyor must possess a degree in Surveying & Mapping, or the equivalent, be registered as a Surveyor with the Land Surveyors' Board of Kenya with at least seven (7) years post-qualification experience.
- 2.9. Golf, Sports & Leisure Facility Planning, Design & Management Expert [Maximum points 3]
The Expert must possess a relevant degree with at least ten (10) years post-qualification experience.
- 2.10. Real Estate Financial Consultant [Maximum points 3]
Must possess a degree in land economics, business, economics, finance, or a related field, with at least ten (10) years post-qualification work experience in a field relevant to the assignment.

3. FORMAT FOR THE DECLARATION OF STAFF AVAILABILITY FOR TEAM LEADERS AND FOR THE LEAD CONSULTANT FIRM CONTACT PERSON

*I, the undersigned, certify that should the consortium in which I am a team member be awarded the contract for the **CONSULTANCY SERVICES FOR THE PREPARATION OF A SPATIAL DEVELOPMENT MASTER PLAN FOR LIMURU COUNTRY CLUB**, that*

I shall be available for the Project as _____ (State position)

(Signature of staff member): _____ Date: _____

(Signature of the authorized representative of the firm): _____

Date: _____

Full name of staff member:

Full name of authorized representative:

FORMAT FOR THE ADDRESS & CONTACT DETAILS FOR THE CONTACT PERSON

I, the undersigned being the Authorized Representative of the Lead Consultant Firm, certify that the undersigned's details given below shall be our contact person for this RFP.

Name of Contact Person:

Physical Address or Post Office Box of Contact Person:

Telephone:

Email:

Name & Signature of the Authorized Representative of the firm:

Date: _____

END OF DOCUMENT
