



REQUEST FOR PROPOSALS

Strategic Planning Consultant

CEED Concordia

Location: Montréal, QC Canada

Application Deadline: September 12, at 11:59 pm

BACKGROUND

CEED is a non-profit organization operating in Montreal, Canada and Gulu, Uganda. We are an organization dedicated to positive change by supporting youth in our communities through experiential learning opportunities and cross-cultural collaboration. CEED offers Concordia and Ugandan students an opportunity to contribute to sustainable community projects in northern Uganda for 3-month internships during the summer semester. We are working to inspire youth to be positive change agents in their communities and to shape future leaders for a better tomorrow. Our current vision, mission and values can be found in “Appendix A” below.

CEED is composed of two parties: CEED Concordia, located in Montreal and CEED Uganda, located in Gulu. Each party is made up of its own board of directors which sit in their respective countries, coupled with its own staff and interns. Both parties have roles and responsibilities outlined in the Memorandum of Understanding since 2017 (can be sent upon request). All major decisions are developed in collaboration with both parties, with supervision and support from the respective Boards. CEED Concordia acts as the primary funding body of the organization, supported by voluntary student fee-levy at Concordia University. An organization chart of both parties can be found in “Appendix B”.

TIMELINE

- September 12, 2020: Proposal deadline. Proposals to be submitted via email to Hawa Keita at director@ceedconcordia.org.
- September 21-25: Interviews
- September 28: Consultant selected & advised
- January 31, 2021: Consultant’s report due



PURPOSE

CEED Concordia is seeking proposals from qualified consultants and/or consulting firms to assist in the development of a five-year comprehensive strategic plan that will focus on the organization's values, services and vision for the future.

CEED Concordia has not previously developed a strategic plan for the organization. The successful candidate, in consultation with the CEED Concordia Board and our key stakeholders, will draw on the aforementioned documents as a base to prepare a comprehensive plan which would map out the strategic direction for CEED Concordia for the next five years. Our stakeholders include the Board of Directors, staff, Concordia students, Faculty Members, CEED Uganda, CEED Alumni and community partners.

Proposals must be received no later than **September 12, 2020 at 11:59 p.m.** to Hawa Keita, at director@ceedconcordia.org. Please quote "RFP Strategic Plan" in the subject line.

DELIVERABLES

The consultant shall, at minimum, accomplish the following:

1. Design and execute a strategic visioning and comprehensive planning process including consultation with CEED Concordia Board of Directors, staff, members, former interns, and key community partners
2. Develop an actionable five-year strategic plan
3. Develop recommendations regarding the plan's implementation and support structure

Research

It is anticipated that the aforementioned tasks (1. Strategic visioning, 2. Strategic plan and 3. Implementation plan) will be accomplished through a combination of activities, such as:

- Focus groups, interviews, and/or any other method that will be useful in receiving stakeholder and community input
- Facilitated group meetings with partners to create consensus regarding a strategic plan (including goals, objectives, strategies, and tactics)
- Review and present available related data and stakeholder strategic plans as well as any relevant research and best practices.



ANTICIPATED PROCESS FOR STRATEGIC PLAN DEVELOPMENT

CEED Concordia seeks the consultant's recommendations regarding the best process to develop an actionable strategic plan to be conducted in two stages.

Stage 1: Vision, key strategic direction and goals

This stage includes consensus building among the key informants to:

a) Confirm that the current vision, mission & values are:

- Still relevant
- Clearly stated
- Compelling
- Timely
- Describes a clear and present need
- Motivates people to act

b) Identify key strategic directions & goals after consultation with clients, inclusive of Board of Directors, staff, members, former interns, and key community partners.

This stage should produce the substantive documentation and solutions needed for informing the strategic planning process.

Stage 2: Write the strategic plan

Utilizing information from the first stage, this stage will include the development of an actionable strategic plan that will serve as the overall blueprint for CEED Concordia's action plans for the next five years. This plan should include:

1. An Executive Summary of the main findings, including key recommendations numbered and priority ranked
2. A comprehensive, detailed plan that identifies:
 - Vision & Mission
 - Key Strategic Directions
 - Goals & Objectives
 - Strategies
 - Tactics
 - Stakeholders and their roles
 - Measures
 - Outcomes
 - Risk identification and actionable mitigation strategies
 - Recommendations for implementation



Supplementary information should include:

- Initial communications strategies (What are the key messages? Who are the targets for those messages? How are the messages delivered? Who delivers the messages?)
- Key values and guiding principles to assist direction and decision making
- A detailed strategic planning process model complete with key milestones and timelines
- Performance measurement tools during the implementation phase
- Strategic areas of focus and service priorities for the next 5 years
- Services and programs (both current and new) that will support goals, including potential external partnerships
- A review of the current status of CEED Concordia's organization, including existing plans, policies, financial status, long-term goals and other relevant, related research deemed necessary
- Copies of any communication items such as newsletters, publications, media releases, public meeting agendas, website updates etc

PROPOSAL

Consultant Qualifications:

The consultant will have knowledge and experience in:

- Successfully developing consensus-based strategic plans
- Collective impact or collaborative strategic initiatives
- Creating a neutral environment for, and soliciting input from, individuals from various sectors
- Collaborative & inclusive approaches to stakeholder engagement
- Research methodology, i.e. conducting primary and secondary research to gather data used to inform the strategic planning process
- Qualitative and quantitative (statistical) analysis
- Communications (written and verbal) and presentations
- Non-profit trends/issues (namely social justice and sustainability)
- Community or social innovation
- The international development sector
- Working within the Concordia University community (considered a strong asset)

Proposals must include the following:

CEED Concordia • 2110 Mackay Street V210, Montreal QC, H3G 2J1 • www.ceedconcordia.org



1. General Information

The consultant understands that the scope of work requested may be conducted by a single consultant, a consultant group, or by a partnership of consultants. The proposal should provide the name, title, address, telephone number, and email address for each person engaged in scope activities. Further, if a consultant group or partnership of consultants is proposed, the proposal should indicate who will serve as the “point” person for the purposes of this RFP and the engagement.

2. Work Plan

The proposal should contain a detailed description of the activities to be conducted by the consultant in order to complete the requested scope of work, including:

- The specific activities to be conducted at each stage
- A timeline for the activities at each stage
- Milestones and deliverables tied to those activities
- A detailed budget for each stage, along with a proposed payment schedule tied to project milestones and/or deliverables.

3. References

The proposal should include three references of individuals who can speak to their experience with the consultant in conducting projects of similar scope. Information regarding each reference should include the individual's name, address, telephone number, and email address.

4. Previous Work Produced

The proposal should include at least two examples of written works similar to the scope of work requested within this RFP (e.g., strategic plan).

Criteria for Evaluating Success of the Project

The Board of Directors will deem this a successful project when they are given a clear report which outlines the strategic directions, areas of improvement and a recommended action plan.

CEED Concordia • 2110 Mackay Street V210, Montreal QC, H3G 2J1 • www.ceedconcordia.org



Previous strategic and other plan materials will be provided to the consultant as background information upon request.

Confidentiality

This Request for Proposal, including any other material and information provided by CEED, contains CEED proprietary and confidential information that is provided to you for your exclusive use in evaluating and preparing your response. If at any time your company decides not to respond to the RFP, please destroy any copies of the document and confirm your non-participation either in writing or by email.

This document should not be duplicated except as necessary to prepare your response. This document should not be disclosed or distributed to any third party. All copies of this document except one file copy should be destroyed following submission of your response. The file copy should be held confidential and not used for any purpose other than bid evaluation, response preparation, and subsequent discussions with CEED, if any result. You should safeguard the confidentiality of this document and any copies with the same degree of care with which you safeguard your own confidential information. The service provider may not use the name, logo, or trademarks of CEED in connection with any advertising or publicity materials or activities without the prior written consent of the CEED. The obligation not to disclose any confidential information shall not be affected by bankruptcy, receivership, assignment, attachment or seizure procedures, whether initiated by or against the service provider, nor by the rejection of any agreement between CEED and the service provider, by a trustee of the vendor in bankruptcy, or by the vendor as a debtor-in-possession or the equivalent of any of the foregoing under local law.

Interested candidates should send their complete proposal with CV and the proposal by September 12, 2020 at 12:00 AM to: Hawa Keita at director@ceedconcordia.org



Appendix A - About CEED Concordia



MISSION

We foster community engagement through youth skills development and information sharing.



VISION

We see youth as change agents in their communities.



VALUES

Equality, Integrity, Social Justice and Sustainability.

Our projects in Gulu, Uganda address a broad range of needs and issues faced by youth in the region. As a post-conflict and high-poverty region, the needs of the community in Gulu are serious and varied. With almost 80% of the population under the age of 30, Uganda is the youngest country in the world. As such, any issues that affect youth automatically affect the majority of Uganda's population. CEED has therefore dedicated itself to focus on the particular challenges faced by youth in the region, building their capacity to transform themselves and their country.

CEED believes in community leadership and adapting to the needs of the community, rather than applying blanket solutions. As such, the way we approach our youth development programs in Gulu will differ from our approach at Concordia. In Gulu, we develop in-house projects that currently fall under the following categories; entrepreneurship, communications, video documentaries, environmental sustainability, and community events.

Our internships emphasize social, community, and personal development through experiential learning and cultural and skills exchange. At Concordia, our organization benefits the student body through meaningful skills-based internships, public events, academic courses, research opportunities, and employment opportunities.

Appendix B - Organizational Structure

THE STRUCTURE OF OUR PARTNERSHIP WITH CEED UGANDA

