**REQUEST FOR PROPOSAL (RFP)**

<table>
<thead>
<tr>
<th>RFP #:</th>
<th>SRN_1-00059</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services Requested:</td>
<td>Seeking for consultant for Proposals for Strategic Planning</td>
</tr>
<tr>
<td>Contract Type:</td>
<td>Deliverable Based</td>
</tr>
<tr>
<td>Issuance Date:</td>
<td>10/10/2023</td>
</tr>
<tr>
<td>Closing Date:</td>
<td>11/14/2023 (5PM- Eastern Standard Time)</td>
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<tr>
<td>Deadline for Responses (Date of Receipt):</td>
<td>11/03/2023 (5PM- Eastern Standard Time)</td>
</tr>
<tr>
<td>Last Receipt Date for Questions:</td>
<td>10/31/2023 (5PM- Eastern Standard Time)</td>
</tr>
<tr>
<td>Anticipated Award Date:</td>
<td>12/10/2023</td>
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**RFP Contents and Attachments**

- 1. Introduction
- 2. Scope of Work & Background
- 3. Instruction to Bidders
  - Annexes
    - Attachment A - Budget
Corus Procurement Ethics

Corus International and its family of organizations are committed to a transparent and ethical procurement process aiming to achieve the best value for money, fairness, integrity, and doing business in compliance with the US government regulations, the beneficiaries, donors, and partners' interests.

Corus does not allow accepting any monetary transaction, gratuity, or compensation of any type from current or potential vendors or suppliers in exchange for or as a reward for a business. Therefore, all potential vendors and suppliers taking part in this solicitation must not offer fraud, bribery, or kickback to an employee or staff of Corus. Any vendor or supplier violating these standards will be automatically disqualified for doing business with Corus in the future.

A comprehensive list of Corus's ethical standards as well as information on how to report any violation pertaining to this solicitation (Corus's Integrity and Ethics Reporting Hotline) is found here: [https://corusinternational.org/ethics-and-policies-corus-international](https://corusinternational.org/ethics-and-policies-corus-international).

Corus International is an ensemble of organizations working together in the world’s most fragile settings to deliver holistic, lasting solutions needed to overcome the interconnected challenges of poverty, climate change, and access to quality health care and education. In 2021 the Corus family came together for the first time to craft a shared strategy that reflects each entity’s value proposition and specific contributions to the shared goal of having a holistic impact and to effect change in a way that goes beyond traditional development programming.

This inaugural strategic direction for Corus frames our work for the years 2021 – 2025. As we enter into the third year of operationalization, we are preparing a plan and approach to help us review, revise and adjust our strategy for the new realities we may face in the future.

1. **INTRODUCTION:**

Corus International combines over 150 years of experience of our non-profit and for-profit subsidiary organizations – IMA World Health, Lutheran World Relief, CGA Technologies, Ground Up Investing, and Farmers Market Brands. Together, the organizations take a systematic approach to grow rural economies, eliminate extreme poverty, ensure access to quality healthcare, and respond to urgent humanitarian needs in fragile settings.

Corus leads an ensemble of social impact organizations working together in the world’s most fragile settings to deliver the holistic, lasting solutions needed to overcome the interconnected challenges of poverty, health care access and climate change. Corus is a new model in the international space, creating a consortium of specialized non-profit and for-profit entities for greater impact. Our annual budgets have ranged between $110-130 million a year. Additional growth is expected.
SCOPE OF WORK

Timeline and Reporting:
Title or proposed position/work: Consultant for Proposals for Strategic Planning
Location: Remote with some in-person time possible in Baltimore and/or Washington, DC
Reporting to: TBD
Anticipated Start Date: November 2023
Anticipated End Date: March/April 2024
Individual/Firm: Either Individual or Firm
Contract type – Deliverables

The primary focus of a consultant will be to conduct a review of Corus’ current strategy (2021-2025) to understand the successes and challenges; develop a plan and guidance for Corus staff to facilitate our own internal strategic direction refresh for 2025 and beyond; and provide insight and resources to identify key mindsets and skills for future success. The key focus of Corus’ strategic plan is to help clarify and communicate our value proposition as an international development actor. The strategic direction refresh should continue to reflect our values (agile, disruptive, inclusive and interconnected) and be able to respond to the complex and constant changes this world is experiencing, more rapidly everyday. Our future direction should enable us to continuously and iteratively leverage our strengths to find the best ways for improved impact.

Key Activities and Deliverables:

   - Assessment/analysis of current strategic direction and priorities through appreciative inquiry, including:
     - A qualitative review done through a listening tour or survey of a sample number of staff to analyse successes and challenges of current strategy (content & process)
       - Consolidate feedback
       - Identify trends in feedback collected
       - **Key deliverable #1: Summary of findings**
     - A landscape review and comparison of Corus’ strategy to peer organizations.
       - **Key deliverable #2: Landscape Review Report**

2. **Develop a plan and framework (a playbook)** for guiding Corus leadership to lead staff in the next phase of a strategic direction for 2025 – 2028. Including:
   - Training leadership in agile strategic planning methodologies, tools, approaches.
     - **Key deliverable #3: Playbook with:**
       - Tools, Guides and key areas of inquiry, Participatory Methodologies
     - **Key Deliverable/Output #4:**
       - Trainings for Leadership in using the playbook and implementing strategic planning processes, tools, methodologies, etc.

3. **Suggest and coach leadership team on approaches for:**
   - **measurement, learning and adjusting** strategic plan in a short-cycle, iterative manner in which plans and priorities are constantly put to the test;
   - **integration and collaboration:** how to keep the whole picture in mind, identify gaps, and suggest ways to improve alignment bringing people closer together for improved collaboration.
### TIMELINE and PAYMENT SCHEDULE

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Activity</th>
<th>Payment Schedule</th>
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<tbody>
<tr>
<td>November 2023</td>
<td>Sign contract with Corus</td>
<td></td>
</tr>
<tr>
<td>November-December 2023</td>
<td>Finalize approach, workplan and schedule of activities in consultation with Corus point of contact.</td>
<td>With acceptance of plan - Initial 30% of fee</td>
</tr>
<tr>
<td>January - March 2024</td>
<td>Launch activities</td>
<td></td>
</tr>
<tr>
<td>(date TBD)</td>
<td>Key deliverable #1: Summary of findings</td>
<td></td>
</tr>
<tr>
<td>(date TBD)</td>
<td>Key deliverable #2: Landscape review</td>
<td>With acceptance of deliverables 1 and 2 - 20% of fee</td>
</tr>
<tr>
<td>(date TBD)</td>
<td>Key deliverable #3: Playbook</td>
<td>With acceptance of deliverable 3 - 20% of fee</td>
</tr>
<tr>
<td>March/April 2024</td>
<td>Complete activities</td>
<td>Final review and acceptance of remaining activities/deliverables for remaining 30% payment of fees.</td>
</tr>
<tr>
<td></td>
<td>Deliverable #4: Trainings</td>
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**Objective:** To support Corus International’s strategic direction refresh.

**Requirements/ Experience/ Approach:**

- Experience working in or with the INGO sector.
- Ability to support future foresight and trends forecasting and modeling.
- Able to demonstrate skills and experience and train staff on participatory – yet streamlined and efficient approaches, methods and tools for strategic planning and thinking.
- Ability to suggest, share, train staff on ways to integrate agile management principles for tracking progress and relevancy of strategy.
- Understanding of, and experience with principles of transformational change.

**Working/Delivery Conditions and other specifications:**

Highlight any specific working conditions, travel, duty station, if travel and M&E are included as part of the consultancy or specific deliverable conditions for commodities.

Corus may request consultant/s to spend some in-person time working with leadership in our Baltimore, MD or Washington, DC offices – as time, budget and logistics allow. Reimbursable expenses must be pre-approved by Shelly Talcott before costs are incurred.
**3- INSTRUCTIONS TO BIDDERS**

**RFP:** This RFP constitutes an invitation to prospective Bidder(s) (“Bidder”) to submit proposals (“Proposal”) for the services described herein. It consists of (1) Cover Page, (2) Overview, (3) Scope of Work (4) Instructions for Bidder(s).

An open period for submitting questions will begin on the issuance date of the RFP. All questions MUST be submitted to the RFP contact email address procurement@corusinternational.org and Bethany Craig bcraig@corusinternational.org with subject line: RFP- SRN_1-00059- Seeking for consultant for Proposals for Strategic Planning to the designated email address no later than close of business on 11/14/2023 (5PM- Eastern Standard Time). Questions will be compiled, and responses sent to all Bidders by 11/03/2023 (5PM – Eastern Standard Time).

All Proposals must be in the English language, signed and dated by an authorized employee of the Bidder. In addition to required documents requested, proposals can include additional items such, i.e., templates, brochures, media, etc.

**PLEASE SUBMIT PROPOSALS, INCLUDING EXPECTED DAILY/HOURLY RATE AND NUMBER OF HOURS PROPOSED.**

The proposal must include:

- An overview of the consultant’s ability to meet the proposed deliverables, noting any suggested additions/approaches (max 1 page).
- A cost proposal indicating the consultant’s daily rate and estimated LOE and timeline for deliverable completion.
- Consultant’s CV (max 2 pages).

Bidders are solely responsible to ensure the timely receipt of their proposals. Proposals received after the date and time required will, generally, not be considered unless no other proposals are received.

Prospective Bidders are under no obligation to prepare or submit proposals in response to this RFP and do so solely at their own risk and expense. Corus will not reimburse any costs incurred related to this RFP.

Proposals may not be altered or corrected after the Date of Receipt, except when Corus at its sole discretion, may permit correction of arithmetic errors, transposition errors, or other clerical or minor mistakes, in cases in which Corus deems that both the mistake and the intended proposal can be established conclusively on the face of the proposal.

Proposals must be valid for at least **NINTY (90) days** from the Date of Receipt.

In evaluating the proposals, Corus will seek the **best value for money.** Specifically, proposals will be evaluated on the basis of the following:
4- TECHNICAL AND FINANCIAL PROPOSAL EVALUATION:

4.1. Technical

<table>
<thead>
<tr>
<th>Evaluation Category</th>
<th>Rating - Points</th>
</tr>
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<tbody>
<tr>
<td>Past Experience of Consultant/Firm</td>
<td>10</td>
</tr>
<tr>
<td>Overview of Consultant’s ability to meet deliverables</td>
<td>30</td>
</tr>
<tr>
<td>Cost Proposal</td>
<td>30</td>
</tr>
<tr>
<td>Writing, Communication, Facilitation Skills</td>
<td>10</td>
</tr>
<tr>
<td>Value for Money</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
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Quality of project approach, proposed strategy and required resources.
Technical Experience—Past experience, preferably experience in the international development sector.
Qualifications- Business licenses, credentials, etc.

4.2. FINANCIAL

Rates for proposed approach to tasks in scope of work at Monthly flat rate for services rendered.

If at any time prior to award Corus deems there to be a need for a significant modification to the terms and conditions of this RFP, Corus will issue such a modification as a written RFP amendment to all competing Bidders. No oral statement of any person shall in any manner be deemed to modify or otherwise affect any RFP term or condition, and no Bidder shall rely on any such statement.

Corus may request additional information to clarify or substantiate information provided in the proposal or may request revisions to the proposed approach or personnel. After selection, Corus will negotiate the award cost with the selected bidder. A contract will be awarded after the selected Bidder undergoes a pre-award survey to assess the selected Bidder’s management capacity and financial capability and after references have been checked.

Corus is not bound to accept the lowest bid or any proposal and reserves the right to accept any proposal in whole or in part and to reject any or all proposals.

Corus shall not be legally bound by any award notice issued for this RFP until a contract is duly signed and executed with the winning Bidder.

**Bidders should provide the following:**

Past Performance references from three previous customers for supply of similar goods/services as included in this RFP. Contact details should be included.

Financial Proposal shall be stated in US Dollars.

Prior to submission of any protest, all parties shall use their best efforts to resolve concerns raised by an interested party at the contracting officer level through open and frank discussions.
The following procedures are established to resolve protests effectively:

(1) Protests shall be concise and logically presented to facilitate review by Corus. Failure to substantially comply with any of the requirements may be grounds for dismissal of the protest.

(2) Protests shall include the following information:

   (i) Name, address, and fax and telephone numbers of the protester.

   (ii) Solicitation number.

   (iii) Detailed statement of the legal and factual grounds for the protest, to include a description of resulting prejudice to the protester.

   (iv) Copies of relevant documents.

   (v) Request for a ruling by Corus.

   (vi) Statement as to the form of relief requested.

   (vii) All information establishing that the protester is an interested party for the purpose of filing a protest.

   (viii) All information establishing the timeliness of the protest.

(3) All protests will be addressed to the contracting officer or other official designated to receive protests.

Protests based on alleged apparent improprieties in a solicitation shall be filed before bid opening or the closing date for receipt of proposals. In all other cases, protests shall be filed no later than 5 days after the basis of protest is known or should have been known, whichever is earlier.