



مؤسسة نهر الأردن  
Jordan River Foundation

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## REQUEST FOR PROPOSAL

### Development of a Three-Year Strategic Plan

**RFP #: JRF-P-2020-015 - Development of a Three-Year Strategic Plan**

**Issue Date: July 08, 2020**

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This is the official document of Jordan River Foundation providing a Request for Proposal (RFP) to procure the services of a consultant/firm who meets JRF requirements for developing a 2021- 2023 strategic plan.

Issuance of this RFP in no way obligates Jordan River Foundation to award a contract, or commit it to pay for costs incurred in the preparation and submission of the proposal. Furthermore, Jordan River Foundation reserves the right to reject any and all offers or to cancel the solicitation without prior notice, if such an action is considered to be in the best interest of the Foundation.

The timeline for the activities under this RFP is:

Description	Date
Distribute documents to offeror(s)	8 JUL 2020
Deadline for questions and clarifications	12 JUL 2020
Deadline for offeror(s) to submit proposals	28 JUL 2020
Anticipated Start Date: <i>(Start date is subject to change)</i>	16 AUG 2020 till 29 OCT 2020
Anticipated Period of Performance:	11 weeks



## Confidentiality

All material and information submitted by Jordan River Foundation must be treated as confidential and not used for any other purpose than the response to this RFP. Information submitted by any service provider/consultant will be considered and treated as confidential by Jordan River Foundation and any consultants acting on behalf of Jordan River Foundation.

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## 1. INTRODUCTION

Jordan River Foundation (hereinafter referred to as “JRF”) is seeking proposals from interested, qualified, and experienced firms or individuals to provide consulting services for the development of a three-year strategic plan for JRF. Tasks included in the scope of work in this RFP represent the minimum requirements to undertake the assignment. Additional tasks, as a result of good understanding of key issues may be included in the consultant’s proposal.

JRF is aware that there are a variety of perspectives, models, and approaches available to develop a strategic plan; therefore, the successful consultant/firm should be able to discern which model or model(s) will best enable JRF to define, develop, and complete its organizational and programmatic goals.

The selection of the service provider will be based on factors such as: previous working experience and history in performing the aforementioned service, technical approach and methodology, comprehensiveness of the proposal, proposed fees, CVs of experts, in addition to the work plan.

Shortlisted consultants/firms might be asked to present their proposals to JRF’s Technical Committee. Accordingly, JRF shall determine the most responsive and responsible consultant/firm providing the best service at the most reasonable cost, and based on the evaluation criteria set below.

The service provider must be free from actual conflicts of interest not only at the time of selection, but throughout the term of the contract as well.

## 2. BACKGROUND

The Jordan River Foundation (JRF) is a Jordanian non-profit, non-governmental organization established in 1995 and Chaired by Her Majesty Queen Rania Al Abdullah. JRF works in communities adopting a multi-stakeholder approach that encourages community ownership and proactive involvement of all stakeholders; be it community members, Community Based Organizations (CBOs), local government, youth and women, striving to explore solutions to create sustainable and resilient communities.

JRF celebrates its 25th anniversary this year, marking over two decades of social, economic and cultural interventions that have enhanced the lives of hundreds of thousands throughout the Kingdom. JRF has two main programs - Community Empowerment (CEP) and Child Safety (CSP) programs; in addition to an established Training & Consultancy Division that transfers all the tested models and best practices from both programs and the Handicrafts Design Project, JRF’s leading women empowerment project. JRF operates across Jordan (North, Middle, and South), through 8 JRF centers, offices, and showrooms. JRF employs 309 qualified staff with the expertise to successfully manage its operations. JRF is governed by a Board of Trustees that is chaired by Her Majesty Queen Rania Al Abdullah.



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## **Our Vision**

A Jordan where solutions are home-grown, where the opportunity to prosper is for all, and where the well-being of our children shapes our future.

## **Our Mission**

To engage Jordanians to realize their full economic potential and overcome social challenges especially child abuse.

## **Our Approach**

Since inception, the Foundation has initiated numerous socio-economic projects for women, children and people who are in need of help which aim to provide employment opportunities that in turn enhance their livelihoods. In tandem, these projects also work towards to enhancing the targeted population knowledge and skills in the production of traditional handicrafts, and in entrepreneurial skills.

By integrating and serving community development needs, the Foundation is now recognized nationally, regionally and internationally as an agent for positive change.

### **3. ELIGIBILITY**

The requested services shall be provided by a professional provider, hereinafter referred to as “offeror” or ‘service provider”. “Offer” and/or “Proposal” means the package of documents the offeror submits in response to this RFP.

If the offeror is a firm, it must be a legally registered entity

For individual consultants, the consultant must have at least 15years of experience in business management, 10 years are in strategic planning and management consulting.

### **4. SCOPE OF WORK**

The service provider will closely engage with JRF prior to commencement of the assignment and will ensure a participatory approach is adopted throughout the mission. JRF will provide the offeror with the required documentation, guidance and reports to facilitate the assignment. The service provider must undertake the following:

- Analyze and review the current situation of JRF including current strategy, governance, existing programs, communication and evaluation mechanisms;



- Analyze and review JRF's vision, mission, purpose, core values, competencies and new directions in coordination with the anticipated three-year strategy plan;
- Conduct a PESTLE Analysis to assess the factors that can influence the strategic direction of JRF
- Conduct a situational analysis of JRF to identify and assess the strengths, weaknesses, opportunities, and threats to the mission/purpose of the foundation;
- Conduct interviews with staff members and management to assess the organization's present capabilities;
- Analyze JRF's products/services Portfolio;
- Evaluation and needs analysis of the foundation's stakeholders (beneficiaries, customers, donors, partners, suppliers, etc...);
- Conduct one on one meetings with key partners and donors to analyze their strategic direction;
- Evaluation of the association's competitive market including industry trends;
- Recommend required changes to improve effectiveness of processes and organizational structure;
- Prepare presentations, supplements and material needed for the briefing sessions with JRF management during the process of developing the three-year strategy plan;
- Developing a three-year strategy and detailed strategic plan that articulates JRF's vision/mission and includes the strategic objectives, strategic initiatives and key activities that will guide the organization for the next three years.
- Provide Key Performance Indicators at the strategic, tactical, and operational levels;

## **5. DELIVERABLES**

The consultant must provide the below deliverables:

- Inception report of the work to be undertaken: The consultant will prepare an inception report which will enumerate the consultant's understanding of the terms of reference (ToR), as well as a methodology and an action plan. This report will be presented to JRF management at an inception meeting. This is to ensure that the consultant and JRF management have an agreement on the road map.
- Workshops to develop the strategy milestones and how to operationalize the strategic plan, which will be subject for review and comments by JRF management.



- Identify and prioritize strategic themes & issues and develop key strategic objectives to reach the target position and related to financial growth, beneficiaries/customers/partners & donors acquisition and retention, process improvement, human capital and people improvement.
- Final three-year strategy with a detailed implementation plan after incorporating additions and comments provided by JRF management (English and Arabic).
- An executive summary of JRF Three-Year Strategy (English & Arabic).
- Develop a detailed master plan that outlines the list of initiatives required for executing the strategy
- Corporate level strategy map and corporate balanced scorecard
- A strategic plan dashboard for tracking and evaluating plan success, and monitor the achievement of strategic objectives
- Develop a Key Performance Indicators (KPIs) Catalogue for the strategic objectives, The Catalogue should contain the detailed descriptions of the KPIs: Definition, method of measurement. Sources of data, strength and quality assessment of KPI, frequency...etc.
- Cascaded corporate level strategy map and balanced scorecard into the departmental level
- A presentation to the Board, including but not limited to a presentation of the final version of the strategic plan developed through this project.
- Conduct a workshop with JRF's department heads and key staff to introduce and train on the developed strategy map, balanced scorecards, and master execution plan

## **6. TECHNICAL PROPOSAL**

The offeror's technical proposal must include the following:

### **6.1 Consultant(s) Qualifications**

The proposal must describe the consultant's qualifications to conduct the RFP scope of work activities, including his/her expertise, knowledge, and experience. Experience should include examples of conducting similar or related work. The proposal should provide the name, title, address, telephone number and email address for each person engaged in the activity scope. Further, if a consultancy group or partnership of consultants is proposed to conduct the RFP scope of work, the proposal must indicate which activities each consultant will conduct, as well as information about their level of expertise, knowledge and experience to conduct those specific activities.

### **6.2 Scope of proposal**

- The proposal must demonstrate an understanding of the project objectives and desired results.



- The proposal must illustrate an approach to the scope of work that will likely lead to the successful development of an actionable strategic plan.
- The proposal must illustrate the consultant's ability to successfully execute the proposed approach.
- The proposal must include an appropriate process to interact with JRF stakeholders.

### 6.3 Work Plan

- The proposal must 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 detailed timeline for the activities at each stage,
  - Milestones and deliverables tied to those activities, and

### 6.4 Previous Work Experience

To the maximum extent possible, the proposal shall include at least two examples of written work for similar developed strategy plans and/or operation manuals.

## 7. COST PROPOSAL **(Must be submitted separate from technical proposal).**

### 7.1 Cost Overview

- 7.1.1. The offeror is requested to detail how rates are applied.
- 7.1.2. Items not included in the budget but forming part of the service for the satisfactory completion of the project, shall be deemed to be free issue to Jordan River Foundation.
- 7.1.3. Offeror's proposal should be valid for a 90-day period from the response deadline date. Prices must therefore anticipate and include any price adjustments, which may be in the pipeline quoted for.
- 7.1.4. The offeror shall clearly state any assumptions made which have a material effect on the prices submitted.
- 7.1.5. A detailed budget for each stage, along with a proposed payment schedule tied to project milestones and/or deliverables.



## **8. RESPONSE PROCEDURES**

### **8.1 General observations and conditions of RFP**

The offeror should be aware of the following points when submitting their response to this RFP:

- 8.1.1. It is the offeror's responsibility to ensure that all the information necessary to permit the preparation of the response has been provided in sufficient detail and in sufficient time.
- 8.1.2. No claims as to lack of clarity of information concerning the services within the RFP documentation shall be accepted. It is the responsibility of the offeror to seek such clarity if it is required.
- 8.1.3. The offeror must ensure that they are fully aware of all information required in order to provide a complete response with accurate costs. It is the responsibility of the offeror to ensure that the requirements comprised within the RFP are clearly understood prior to the submission of their response.
- 8.1.4. The requirements and specification detail within are not to be altered in anyway by the offeror. If the offeror wishes to propose modifications (which the offeror may consider to provide a better way to achieve the proposal objectives) these will be considered as an alternative offer. The offeror must make alternative offers in a separate letter to accompany the response. Jordan River Foundation is under no obligation to accept alternative offers.
- 8.1.5. The offeror's response document must address in full all of the requirements for all services that will be provided during the term of the contract.
- 8.1.6. The offeror will accept full responsibility for actions arising from information misinterpreted or misunderstood by the offeror or for any errors or omissions thus caused.
- 8.1.7. A response may be rejected if the offeror does not furnish all the information required in this RFP.
- 8.1.8. The offeror is advised that nothing in this RFP or in any other communication made between Jordan River Foundation and any other party, or any part thereof, shall be taken as constituting a contract, agreement or representation between Jordan River Foundation and any other party (unless a formal award of contract is made by Jordan River Foundation).
- 8.1.9. Jordan River Foundation does not accept any responsibility for any pre-contract representations made by it or on its behalf, or for any estimates by the offeror of resources to



be employed in meeting Jordan River Foundation's requirements or for any other assumption the offeror may be drawn or will draw from any pre-contract discussions.

8.1.10. Jordan River Foundation accepts no liability to pay for any proposal or other preparatory work undertaken in connection with this RFP.

8.1.11. All offerors are advised that Jordan River Foundation is not committed to any course of action as a result of issuing this RFP and/or receiving responses from the offerors in respect of the RFP. In particular, it should be noted that Jordan River Foundation may reject any response, which does not conform to any instruction or specification in this RFP. It should also be noted that Jordan River Foundation will not accept responses after the closing date without prior formal agreement or may not accept any or all proposals if Jordan River Foundation so decides. Jordan River Foundation reserves the right to discuss or clarify the offer with the offeror at a later date. Jordan River Foundation also does not commit to accepting the lowest price of any response.

8.1.12. The proposal supplied by the offeror shall include all costs involved in the provision of the service specified in this RFP and the offeror may add no other costs after the response has been submitted.

## 8.2 Evaluation criteria

Jordan River Foundation is interested in obtaining a complete service to the requirements contained in the RFP. Proposals that meet the RFP instructions and requirements will be given a thorough and objective review.

Jordan River Foundation will evaluate proposals according to the following criteria:

Evaluation Criteria	Score
Quality of proposed plan, details & Creativity of implementation	50%
Compliance to requirements of the RFP	10%
Previous Work Experience	10%
Cost Reasonableness and Competitiveness	30%
<b>Total</b>	<b>100%</b>



*Only proposals that have passed the technical evaluation with a minimum technical score of 50 out of 70 will be carried forward to the cost evaluation.*

These will be the main award criteria; however, this will not preclude the offeror from placing emphasis on other subjects that also deem to be important.

### **8.3 RFP responses**

- 8.3.1. Offerors must confirm receipt of this document within 48 hours by email to [Procurement@jrf.org.jo](mailto:Procurement@jrf.org.jo).
- 8.3.2. Should the offeror wish to respond to this RFP, they are required to formally acknowledge receipt of this RFP document and also acknowledge acceptance of the conditions specified herein.
- 8.3.3. The response to this RFP must include two separate documents consisting of a Technical proposal and a Cost Proposal
- 8.3.4. Proposals, all documents and all correspondence relating to this RFP must be written in English.
- 8.3.5. Submissions should be delivered in the formats and to the address detailed below by no later than **12:00 on July 28, 2020**. Receipts will be provided on request.
- 8.3.6. The responses to the RFP document **MUST** be supplied **in paper form (BY HAND)**. Delivery details can be found below.

Paper submissions must be delivered through same form of registered service (courier is recommended) within sealed envelope(s) addressed to:

**Wisam Quteishat**  
**Procurement & Logistics Manager**  
**Jordan River Foundation**  
**Masoud Bin Sa'ad Street**  
**Al Rawnaq Area**  
**Amman, Jordan**  
**Tel: +962 6 593 3211**



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8.3.7. On the front of the envelope(s) below the address also write: “Request for Proposal, Response to RFP # JRF-P-2020-015, to be opened by addressee only”

8.3.8. Offeror must ensure that the courier service obtain signature for receipt of delivery.

END OF DOCUMENT