

**PLRCAP  
REQUEST FOR PROPOSALS**

**EXPERT TRAINERS/MENTORS  
IN**

**STRATEGIC PLANNING**



**AN INITIATIVE OF**



**Hosted by**

**PLRCAP  
REQUEST FOR PROPOSALS**

**EXPERT TRAINERS/MENTORS  
IN  
COMMUNICATION AND BRANDING**



**AN INITIATIVE OF**



**Hosted by**



**July 26, 2021**

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Dear Sir/Madam,

You are invited to submit a proposal for PLRCAP an initiative of the INGO Forum Nigeria, a hosted project of iMMAP with the requirements mentioned herein. The purpose of this request for proposal (RFP) is to identify suitable provider(s) **for CSO strategic planning** to a selected group of local and national NGOs (L/NNGOs) working in humanitarian contexts in Nigeria in the context of an initiative to grow their organizational sustainability.

PLRCAP is a project borne of a desire to advance the localization agenda in Nigeria. We employ an integrated learning approach to help build the sustainability of local and national responders. Building on best practices from the humanitarian, development and private sectors, including social entrepreneurs, we equip NNGOs with specific technical knowledge, and create mentorship and partnership opportunities.

PLRCAP is an initiative of the INGO Forum of Nigeria, (NIF). NIF is an interagency network of international NGOs, established in 2014 to facilitate the coordination and cooperation of humanitarian aid and development between INGOs and among INGOs and external stakeholders including the Government of Nigeria, Nigerian civil society, UN agencies, diplomatic actors, and donors.

NIF is hosted by iMMAP, an international non-governmental organization (INGO) that provides targeted Information Management (IM) support to partners responding to complex humanitarian and development challenges.

All contractual matters will be handled as per iMMAP rules and procedures. The work being contracted for will be managed by the PLRCAP secretariat. **All bids must be submitted by 18:00 Nigeria time, Monday the 16 August 2021.** We will notify all bidders as regards the success or failure of their bids.

We thank you for your effort, and interest in PLRCAP in advance.

## 1.0 INTRODUCTION

### 1.1 Background

Promoting Local Response, Capacity and Partnership (PLRCAP) Initiative builds the organizational sustainability of Nigerian local and national NGOs working in humanitarian contexts through tailored training and mentorship. See the attached project brochure for full PLRCAP information.

In conjunction with expert facilitators, PLRCAP seeks to develop and deliver content that will help address NNGO challenges and create a culture of strategic leadership, effective resource generation and organizational efficiency to build long-term sustainability.

Over the course of 2021 and 2022, PLRCAP will

- deliver an integrated training and mentorship program covering the key building blocks of NNGO management and organizational sustainability to a selected group of 15 L/NNGOs and 3 L/NNGO networks working in the Northeast and Northwest of the country their twinning partners and interested stakeholders.
- continue to work with current PLRCAP participating L/NNGOs providing one on one mentorship in the areas of strategic planning, resource mobilization and monitoring and reporting on institutional growth.

Training and mentoring sessions are delivered for the most part virtually. For the 2021-2022 participating L/NNGOs Each of the 9 training courses are to be covered through two to three 90 to 120 minute sessions as agreed with the expert facilitators. Courses are to be delivered to the PLRCAP participating organizations and their partners, as well as within selected NGO civil society networks. Expert facilitators are also expected to deliver their courses as recordings to be used online for the general public. Final course materials are to be made publicly available on the PLRCAP resource site.

Following the courses, participants can elect to have follow up mentorship sessions with the course experts, enabling the direct application of learning to organizational challenges and objectives. Mentorship session hours are to be agreed between the mentor and the PLRCAP team.

Course topics, key content and estimated dates are as follows:

<b>Courses</b>	<b>Key content</b>	<b>Month envisioned</b>
<b><i>Course 1: Introduction to the program and CEO Leadership Seminar (In-person)</i></b>	Intro to sustainability and the program  Critical leadership and management skills  Self-assessment and organizational change	September
<b><i>Course 2: Building a Dynamic</i></b>	Mission, vision, values, objectives.	September/October

<i>Strategic Planning Culture</i>	<p>Analysis of external dynamics and internal dynamics trends</p> <p>Determining strategic options and choosing the best direction</p> <p>Effective action planning, follow up and learning</p>	
<b>Course 3: Resource Mobilization</b>	Effective resource mobilization strategies and tools, including developing revenue generating activities.	October
<b>Course 4: Effective Governance</b>	<p>Governance and accountability</p> <p>Composition, roll and responsibilities of governance.</p> <p>Building high quality boards.</p>	November
<b>Course 5: Human Resource and Financial Management</b>	<p>Key components of finance and human resource management</p> <p>Challenges most often faced by NGOs in these contexts and tips for how to overcome them.</p>	November
<b>Course 6: Communication and Branding</b>	<p>Effective internal and external stakeholder communication</p> <p>Organizational branding and effective use of social media, with little resources and time.</p> <p>Basic website creation and management</p>	January
<b>Course 7: Project Management and Accountability</b>	<p>Key elements of the project management life cycle from project development to implementation to monitoring, evaluation, assessment and learning, data collection, community engagement and accountability</p> <p>Proposal and grant writing</p>	January/February
<b>Course 8: Effective Partnerships and Networks</b>	<p>Identification and mapping of stakeholder relations,</p> <p>Building and managing programmatic coalitions,</p>	February/March

	international/national cooperation, and effective linkages to communities.	
<b>Course 9: Closing Seminar - Going Forward, Handling Change and Ensuring Growth (In-person)</b>	Review of the learning journey sharing lessons learned, meeting in person with each other, partners and stakeholders and emphasizing key tips for leadership and organizational growth going forward.	<b>April</b>

For the 2019/2020 participating L/NNGOs additional mentorship support will be provided based on needs expressed during a self-assessment and action planning workshops, carried out by each organization. Mentorship is to launch the organizations on growth plans, and solidify learning accrued during PLRCAP 2019/2020.

The final objective of the program is that NNGOs and their networks have a deeper understanding of organizational sustainability and how to address their own challenges in this regard. In addition, that they have built their organizational strengthening skills and knowledge and have used these skills and knowledge to improve their organization.

It is expected at the end of the program that CSOs will have:

- An impactful mission and vision and the beginning of a strategic planning culture.
- Improved resource mobilization skills and strategic thinking.
- Enhanced, leadership, governance and accountability.
- Improved human resource and financial management.
- Increased project development and management systems and functions.
- Improved visibility.
- Enhanced access to resources, partners and networks to fuel further growth.

**PLRCAP initiative is looking for experts, with experience in the not for profit sector or with an expertise in small or medium enterprises/ startups, to lead and develop a specialized strategic planning courses, which respond to the specific needs of L/NNGOs working in humanitarian contexts. Specific topics to be covered include, the role and purpose of strategic planning, including building a strategic planning culture; how to build a strategic plan, including impactful mission, vision and objectives, effective external and internal analysis, choice of strategic direction, planning, resourcing and action planning; and effective monitoring, evaluation, accountability and learning.**

**Mentorship is sought both for the participants of 2021/2022, as well as the participants of the 2019/2020.**

### **Specific tasks include:**

1. Develop with the PLRCAP team an effective approach to help build understanding and skills of participating organizations in the area of strategic planning, to be delivered in 2 to 4 sessions, to three separate audiences – NNGOs, networks and as a virtual course.
2. Prepare all course materials and lead virtual training sessions for the PLRCAP participants and their partners, as well as run a series of live virtual sessions which can be shared within the selected Nigerian CSO networks, for members
3. With the support of the PLRCAP team produce final course materials and recordings which can be made publicly available on the PLRCAP website.
4. Following the sessions, carry out three to four mentorship sessions per organization on a one-on-one basis, up to a maximum of 8 organizations, unless otherwise agreed. Each mentorship session is to be a minimum of 30 minutes.
5. Provide ongoing strategic planning mentorship to the existing participating organizations, 2019 - 2020.
6. Submit at the end of the mentorship, a final report for each organization mentored, detailing progress made and concrete achievements.
7. Attend as requested the in-person opening and closing sessions with participants. The project will finance facilitator's transportation and accommodation costs according to iMMAP policy.

### **1.2 Deliverables**

1. Preparation of course content and teaching methodology, as per the needs and challenges of the course participants.
2. Agreed final course materials and recordings available for public distribution.
3. Courses delivered virtually to the participants and the networks in interactive learning sessions.
4. Provision of one on one and group mentorship sessions, in follow up to the course trainings, number of sessions based on demand and as agreed with the PLRCAP team and the expert.
5. A final report per mentee organization sharing key outcomes of the mentoring process and lessons learned.

## **2.0 ADMINISTRATIVE INFORMATION**

### **2.1 Expected Time Period for Contract**

Contract is to commence in September and run till submission of final deliverables, as per the training and mentorship schedule of the program. Specific dates of courses and mentorship sessions to be agreed between the experts and the PLRCAP team, as per the course calendar outline above.

### **2.2 RFP Coordinator**

Written questions must be directed, via email, to Jemima Adejo ([jadejo@ingoforum.ng](mailto:jadejo@ingoforum.ng))



**2.3 Proposer Inquiries**

iMMAP will consider written proposer inquiries regarding RFP requirements or Scope of Services before the date specified in the Calendar of Events. iMMAP reserves the right to modify the RFP should a change be identified that is in the best interest of iMMAP.

To be considered, written inquiries and requests for clarification of the content of this RFP must be received via e-mail at [jadejo@ingoforum.ng](mailto:jadejo@ingoforum.ng) by 6 p.m. WAT on **9 August 2021** as specified in the Calendar of Events. Any and all questions directed to the RFP Coordinator will be deemed to require an official response. Official responses to each of the questions presented by the proposers will be sent via email to all proposers by the date specified in the calendar of events.

Only **the RFP coordinator** has the authority to officially respond to a proposer’s questions on behalf of iMMAP. Any communications from any other individuals are not binding to iMMAP.

**2.4 Calendar of Events**

<u>Event</u>	<u>Date</u>
Release RFP	<b>August 2, 2021</b>
Deadline for receiving proposer inquiries	<b>August 9, 2021</b>
Responses to proposer inquiries due	<b>August 11, 2021</b>
Proposal submission deadline	<b>August 16, 2021, 18:00 Nigeria time</b>
Announce award of "Successful Proposer"	<b>September 2021</b>
Execute contract	<b>September</b>

NOTE: iMMAP reserves the right to amend and/or change this calendar of events/schedule of RFP activities as it deems necessary.

**3.0 RFP Addenda**

iMMAP reserves the right to change the calendar of events or revise any part of the RFP by issuing an addendum to the RFP at any time.

**3.1 Proposal Rejection**

Issuance of this RFP in no way constitutes a commitment by iMMAP to award a contract. iMMAP reserves the right to accept or reject, in whole or part, all proposals submitted and/or cancel this announcement.

**3.2 Withdrawal and Re-submission of Proposal**

A proposer may withdraw a proposal that has been submitted at any time up to the date and time the

proposal is due. To accomplish this, a written request signed by the authorized representative of the proposer must be submitted to the RFP Coordinator.

### **3.3 Subcontracting Information**

Subcontracting is not authorized

### **3.4 Proprietary Information**

All information, including data, documents and the like gathered during this consultancy remains the property of the NGO and/or PLRCAP. The consultancy is held to standard duties of confidentiality and duties of care.

### **3.5 Cost of Preparing Proposals**

iMMAP is not liable for any costs incurred by prospective proposers prior to issuance of or entering into a contract. Costs associated with developing the proposal and any other expenses incurred by the proposer in responding to this RFP are entirely the responsibility of the proposer and shall not be reimbursed in any manner by iMMAP.

### **3.6 Errors and Omissions in Proposal**

iMMAP will not be liable for any errors in proposals and reserves the right to make corrections or amendments due to minor errors identified in proposals. iMMAP, at its option, has the right to request clarification or additional information from the proposer.

## **4.0 RESPONSE INSTRUCTIONS**

### **4.1 Proposal Submission**

Proposal submission must be received at the following address:

[plrcap@ingoforum.ng](mailto:plrcap@ingoforum.ng)

**THE SUBJECT MATTER LINE MUST REFER TO: "SUBMISSION AS REGARDS RFP FOR STRATEGIC PLANNING"**

The proposals shall be received on or before **16 August 2021, at 18:00 Nigeria time** as specified in the aforementioned Calendar of Events.

It is solely the responsibility of each proposer to assure that their proposal is received prior to the

deadline for submission. **Proposals received after the submission deadline will not be considered.**

#### **4.2 Certification Statement**

The proposer must **sign and submit the Certification Statement** shown in ANNEX II.

#### **4.3 Proposal Format**

The proposer should submit a proposal as specified in ANNEX I which shall include enough information to satisfy evaluators that the proposer has the appropriate experience and qualifications to perform the scope of services as described herein. *No financial information should be provided in the technical proposal.*

The Proposer should submit the **financial proposal separately and as per the suggested model in section D of ANNEX I**. Price should be presented both as an hourly rate (in US dollars) as well as a lump sum for each task (including envisioned number of hours).

Proposer should respond to all requested areas. Critically the Proposer should set out his/her experience in working with CSOs /SMEs in Nigeria or in similar contexts, their understanding of the objectives PLRCAP is seeking to achieve and lay out their plan to ensure that these objectives are met. The Proposer should further highlight their lessons learned in working with CSOs or SMEs, including commonly faced challenges and the solutions the Proposer was able to bring, including any long-term impact achieved. The Proposer should further highlight all relevant teaching/training, mentorship experience.

### **5.0 EVALUATION AND SELECTION**

#### **5.1 Evaluation Team**

The evaluation of proposals will be accomplished by an evaluation team, to be designated by iMMAP, which will determine the proposal most advantageous to iMMAP.

#### **5.2 Administrative and Mandatory Screening**

All proposals will be reviewed to determine compliance with administrative and mandatory requirements as specified in the RFP. Proposals found not to be in compliance will be rejected from further consideration. Risk mitigation procedures should also be provided. iMMAP takes meeting duty-of-care obligations and compliance with the principles of 'do no harm' very seriously.

#### **5.3 Evaluation and Review**

The purpose of the RFP process is to secure the contractor most capable of providing the services

specified in this document. Selection of the contractor will be made solely on the basis of the most responsive proposal submitted by a qualified proposer that satisfies all services and products described in this RFP. iMMAP reserves the right to award a contract based upon initial offers received. Proposals submitted should follow the format in ANNEX II.

The criteria for the evaluation process will be weighted as follows:

70\_\_\_% technical

30\_\_\_% financial

100% total

Minimum technical score: 70% of 70 points = 49 points

a) Overall Response (10 points)

- Adherence to Terms of Reference and tender requirements, including completeness and quality of the proposal.

b) Personal qualifications and experience (25 points)

- Years of relevant experience working with CSOs or similar type of organizations.
- Subject matter expertise.
- Training/mentorship experience.

c) Proposed methodology and approach (35 points)

- Understanding of PLRCAP objectives and purpose
- Understanding Nigerian CSO needs and challenges and opportunities for growth and development
- Proposed teaching and mentoring methodology.
- Compliance with TOR requirements and timing.

#### **5.4 Announcement of Contractor**

The RFP Coordinator will notify the successful proposer and proceed to negotiate terms for final contract. Unsuccessful proposers will be notified by email accordingly.

## ANNEX I

### Format of Proposal

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You are encouraged to follow this format.

Proposals must be attached in an e-mail to following e-mail address: [plrcap@ingoforum.ng](mailto:plrcap@ingoforum.ng) no later than **August 16, 2021, at 18:00 Nigeria time.**

Proposer is requested to include a half page value statement indicating why they are most suitable to carry out the assignment.

Name of Proposing Organization/Individual:	
Country of Registration/Nationality:	
Type of Legal entity ( <i>if an individual, specify</i> ):	
Name of Contact Person for this Proposal:	
Identification Document Type/Number (e.g., international passports, drivers' licenses, or national IDs.)	
Address:	
Phone:	
E-mail:	

#### ***Section A: Expertise and Capability of Proposer***

##### ***1.1. Executive Summary***

This section should serve to introduce the purpose and scope of the proposal. It should include administrative information including, at a minimum, response date, proposer contact name and phone number, and the stipulation that the proposal is valid for a time period of days from the date of submission. This section should also include a summary of the proposer's qualifications and ability to meet iMMAP's overall requirements.

##### ***1.2 Organizational architecture, Corporate Qualifications and Management Support***

- The proposer should give a brief description of themselves and/or their company, including a brief history, corporate structure and organization, and number of years in business.
- The proposer should provide detailed information regarding its ability to perform the work requested in this RFP. The proposer should discuss its resources that will be available to work on this project in order to meet time restraints and desired performance levels. The proposer should describe the qualifications and experience of the key personnel who will be assigned to this project.

##### ***1.3 Adverse judgements or awards***

- The proposer should include reference to any adverse judgements or awards.

**1.4 General organizational capability**

- Outline general organizational or individual capability which is likely to affect performance (i.e. size of the organization, individual competencies, strength of project management support (e.g. project management controls), networking).
- Include a description of past and present relevant experience and relationships that have a direct relationship to the performance of the TOR.
- Explain any partnerships with local or other organizations relevant to the performance of the TOR.

**1.5 Quality assurance procedures, risks and mitigation measures**

- Describe the potential risks for the performance of the TOR that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks. Provide any relevant certificate(s) for accreditation of processes, policies, e.g. ISO.

**1.6 Relevance of specialized knowledge and experience on similar projects**

- Detail any specialized knowledge that may be applied to the performance of the TOR. Include similar experiences and training work/consultancies performed.
- Describe the experience of the organization in performing similar goods/services/works. Experience with other INGOs, UN organizations, major multilateral entities, or bilateral programmes is highly desirable.
- Provide at least 3 references:

Project	Client	Contract Value	Period of performance (from/to)	Role in relation to the task undertaken to goods/services/works	Reference Contact Details (Name, Phone, Email)
1-					
2-					
3-					

**1.7 Duty of care**

- Describe Duty of Care mechanisms that will be put in place with regards to the staff involved in the project proposal as well as the sources and information security.

**Section B: Proposed Work Plan and Approach (When applicable)**

**2.1 Approach and methodology**

- Clearly articulate the envisaged results and approach you would employ to achieve the goals
- Explain the organization’s understanding of needs for the goods/services/works including:
  - the key topics or areas you believe would be critical to cover in the envisaged training/mentorship.
  - the common challenges you have come across with similar organizations in these areas (CSOs or SMEs working in humanitarian contexts).
- What results or successes you believe could be achieved in your area at the end of the 9 months.
- Provide a description of the organization’s approach, methodology, and timeline for how it will achieve the TOR.
- Provide a Workplan for the intervention.

**Section C: Resource Plan, Key Personnel**

- If applicable, describe the availability of resources in terms of personnel and facilities required for the TOR. Describe the structure of the proposed team/personnel, and the work tasks (including supervisory) which would be assigned to each team member. A chart illustrating the organization of the team structure, should be submitted.

**Section D: Cost Information (to be submitted separately than the technical proposal)**

The financial proposal should be developed with the following in mind:

- Price breakdown should be presented both as an hourly rate (in US dollars) as well as a lump sum for each task (including envisioned number of hours) as per the table below

<b>Task</b>	<b>Estimated no of hours</b>	<b>Hourly rate</b>	<b>Total cost per task</b>	<b>Remarks (any further details)</b>
Preparation of course materials				
Facilitating course sessions				
Mentorship sessions				
(Any additional line items)				

TOTAL COST				

Please specify if these prices are negotiable and whether you would be willing to provide certain services at a discounted or pro-bono basis.



**ANNEX II  
CERTIFICATION STATEMENT**

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The undersigned hereby acknowledges she/he has read and understands all requirements and specifications of the Request for Proposals (RFP), including attachments.

**OFFICIAL CONTACT.** iMMAP requests that the Proposer designate one person to receive all documents and the method in which the documents are best delivered. Identify the Contact name and fill in the information below:

Date: \_\_\_\_\_ Official Contact Name: \_\_\_\_\_

A. E-mail Address: \_\_\_\_\_

B. Mail Address: \_\_\_\_\_

Proposer certifies that the above information is true and grants permission to iMMAP to contact the above named person or otherwise verify the information provided.

By its submission of this proposal and authorized signature below, Proposer certifies that:

- (1) The information contained in its response to this RFP is accurate;
- (2) Proposer complies with each of the mandatory requirements listed in the RFP and will meet or exceed the functional and technical requirements specified therein;
- (3) Proposer accepts the procedures, evaluation criteria, and all other administrative requirements set forth in this RFP.
- (4) Proposer's quote is valid for at least ninety days from the date of proposer's signature below;
- (5) Proposer understands that if selected as the successful proposer, the Proposer will have five (5) business days from the date of delivery of final contract in which to complete contract negotiations, if any, and execute the final contract document.

Authorized Signature: \_\_\_\_\_

Typed or Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company Name: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_