

JRF-P-2020-015

JRF Three-Year Strategic Plan

Questions & Answers

1. Is the process of conducting the situational analysis separate from the PESTLE analysis process? And what are the components of the situational analysis you are seeking?

It is a whole process that includes both PESTEL and situational, where the consultant shall identify the elements of the situational.

2. How many interviews with staff members and management are expected? Will they be all in Amman? And, can they be conducted online?

As much as needed, and according to the consultant's approach, yet internal interviews are needed and should be identified within the plan.

Locations: JRF HQ (AMMAN) and Queen Rania Family & Child Center (QR FCC) at Jabal Al-Nasser.

3. Has there been any previous market research conducted to analyze JRF's products/services Portfolio?

Yes, some researches and analysis have been conducted for programs/projects services, where the consultant could be provided with once the initiation stage is started.

As for products market research still in progress.

4. Is there an estimated number of the foundation's stakeholders that the consultant needs to consider? Do we need to contact them all or will a sample suffice? And, if so, how big would that sample be?

Main donors/partners to be contacted; UNHCR, UNICEF, Ministry of Social Development, Embassy of Netherlands, and the International Labor Organization (ILO).

5. How many one on one meetings with key partners and donors are needed?

Five.

6. Deliverables include: Workshops to develop the strategy milestones and how to operationalize the strategic plan, which will be subject for review and comments by JRF management. How many workshops are needed? Is the consultant expected to cover their costs?

Number of workshops should be decided by the consultant in the proposal and according to the consultant's approach. JRF will bear the cost.

7. One of the deliverables is a three-year strategy with a detailed implementation plan, how does this differ from the detailed master plan that outlines the list of initiatives required for executing the strategy?

They are the same, what we need is a master plan that covers the activity base (tasks) and milestones with a timeline in addition to a narrative report that will cover the whole strategy and themes.

8. For the strategic plan dashboard are you currently using a special software for that purpose?
PowerBI, yet we are open to consider any suggested system by the consultant.

9. The TOR asks the consultant to cascade the corporate level strategy map and balanced scorecard into the departmental level, how many departments are we talking about?

We have seven divisions, where some divisions include up to four departments/functions.

10. Do you expect field visits? And, if so where to and how many?

Yes, to below locations;

1. QRFCC – Jabal Al Nasser
2. Al-Karma Kitchen – Jabal Al Nasser (same location as QRFCC)
3. JRD Production Center – Jabal Al-Natheef

11. The RFP requires an inception report to be delivered (RFP/deliverables/ page 5)?

The consultant's proposal shall elaborate his/her understanding to the TOR / RFP requirements & tasks. The proposal will comprehend the whole methodology, approach, tools to be used, and work plan that showcase his/her understanding & adherence to the RFP tasks, requirements and deliverables. Hence, JRF can find a guarantee of adherence and clear interpretation of the RFP from the submitted proposal . So, can this inception report be compensated by a presentation that will be conducted in the kick-off / launch meeting? In which it will provide an annotated outline of the logical framework & instructions for the project implementation (I.e.: project objectives & phasing, the methodology, processes/ procedures to be applied, the instruments or tools to be used, the list of possible workshops & meetings, the timeline schedule for the project, project monitoring & reporting...etc)

Yes, it is fine to be included within the Kick-off presentation/launch meeting.

12. Can the detailed strategic plan be delivered only in English language? While the executive summary in both languages (bilingual)?

(I.e.: the project deliverables involve situational analysis - PESTEL analysis. Also, using appropriate & best –practiced tools, and in-depth analyses will involve substantial time and require utilizing the optimal time that can benefit the project outcomes)

We are seeking to have the Three-Year Strategy Narrative Report in both languages in addition to the summary.

13. Can the consultant propose his / her strategic approach & methodology that might not necessarily adopt balance scorecard tool or showcase it as narrated in RFP deliverables? Yet the approach / methodology will measure performance & provide the feedback that keeps the strategic plan on target - on a strategic level (progress against business goal & outcome), and on a tactical level (progress against planned activity)?

Yes, as long as the approach covers the strategy base level and the activity base level.

14. Can you please identify the key external stakeholders that the consultant would interact with? partners, donors, customers? Any governmental bodies?

UNHCR, UNICEF, Ministry of Social Development, Embassy of Netherlands, and the International Labor Organization (ILO).