



Request

For Quotation

Operating Model – Country Office Strengthening Consultancy

Main Facts Table	
RFQ reference	FY26-202
RFQ launch date	31/10/2025
Contract Manager	Lawrence Ncube
Deadline for submission of offers	14/11/2025

Submission of offers to procurement@plan-international.org

Please include the RFQ reference number above in all correspondence

Background Information on Plan International

Plan International is an independent development and humanitarian organisation that advances children's rights and equality for girls.

We believe in the power and potential of every child. But this is often suppressed by poverty, violence, exclusion and discrimination. And it's girls who are most affected. Working together with children, young people, our supporters and partners, we strive for a just world, tackling the root causes of the challenges facing girls and all vulnerable children.

We support children's rights from birth until they reach adulthood. And we enable children to prepare for – and respond to – crises and adversity. We drive changes in practice and policy at local, national and global levels using our reach, experience and knowledge.

We have been building powerful partnerships for children for over 85 years, and are now active in more than 75 countries.

Read more about Plan International's Global Strategy: **Girls Standing Strong** at <https://plan-international.org/strategy>

1. Requirements

Plan are seeking a consultant to support the Operating Model (OM Team in translating OM principles into actionable people-focused strategies that strengthen Country Offices (Cos) for high-impact, adaptive performance.

The Primary focus will be to lead the people-related dimensions of Operating Model (OM) realisation, ensuring seamless integration with other functional areas and alignment with evolving organisational priorities.

While many of the workstreams and objectives outlined in this document reflect initiatives planned or already underway, the consultancy's focus will be to bring thought leadership and strategic coherence. This includes mobilising collective efforts within and beyond the People & Culture department to ensure that solutions are fit for purpose, support the OM journey, and are implemented effectively across all phases of transformation.

Key Strategic Workstreams:

1. Define High-Performing COs

- Lead a collaborative process to define what strong CO performance looks like.
- Translate this into clear KPIs and required capabilities, particularly leadership and culture, for sustainable impact.
- Define a process to assess COs against defined criteria as above, to include a time bound implementation plan to address gaps

2. Culture Integration

- Define the desired organisational culture through an iterative process that connects values and feminist leadership principles to the operating model and

strategic objectives. This approach will ensure that the culture actively supports the principles of the operating model while reinforcing the organisation's broader strategic direction.

- Define a plan to embed the evolving culture into OM rollout phases, aligned with the OMRG resolutions and work plans.
- Develop and roll out tools to connect culture with values, and ensure values reflect emerging priorities.
- Align systems, practices, and behaviours with the defined cultural aspirations, ensuring that talent, L&D, and performance frameworks reinforce values, aligned leadership principles, and the operating model.

3. Leadership Capability Development

- Define and coordinate implementation of leadership competencies for empowered COs, focusing on country office leadership teams and key specialist roles.
- Ensure alignment with OM principles of decentralisation within parameters, performance, and accountability.
- Develop a comprehensive roadmap to measure and monitor progress in the implementation of leadership competencies. This includes embedding these competencies across key talent processes - such as recruitment, performance management, and development - to ensure consistent reinforcement and alignment with the organisation's cultural and strategic goals. The roadmap will outline clear milestones, feedback mechanisms, and evaluation criteria to track impact and guide continuous improvement.

4. Integration & Coordination

- Act as the strategic integrator across P&C and OM teams.
- Define, manage, and implement robust monitoring mechanisms to oversee the delivery of all People & Culture initiatives aligned with the Operating Model. This includes establishing clear governance structures and systems to track progress against key milestones, ensuring that all efforts remain aligned with broader organisational priorities throughout the transformation journey

5. Change Management Strategy

- Design and coordinate a structured change journey to deliver outcomes within defined timelines.
- Ensure stakeholder engagement and communication are central to the approach.

Consultant Profile:

- Proven experience in strategy and operating model implementation
- Expertise in change and delivery management, organisational development, talent, and culture transformation

- Strong field-facing experience with Cos and operational units
- Strategic thinker with execution capability and stakeholder engagement skills

2. List of documents to be submitted with the RFQ

RFQ must be inclusive of the following documents:

Please note Plan International are unable to accept submissions which are accessible by an online link, for example SharePoint, Dropbox etc. Please submit the documents as email attachments.

Document	Form
Supplier Questionnaire (Inclusive) of Health & Safety Policy, ISO Accreditation and any other requested policies as outlines in the questionnaire). All suppliers should complete this form unless they have already completed a similar form within the last three years.	Annex (A) – All companies to complete. Individuals need only complete applicable areas, the areas that are not applicable mark as N/A
Detailed proposal in response to the ToR including proposed scope, methodology, workplan and timelines	
Company profile / Team Structure	
Detailed Financial proposal in GBP, including rates, expenses etc.	
CV's of consultant(s)	
Examples of previous work	

3. Submission of offers

Offers must be received before the deadline specified in the “Request for Quotations”

The offer must be sent via email to procurement@plan-international.org with the subject line the “**RFQ FY26-202 – OM Country Office Strengthening**”

4. Evaluation of offers

Shortlisted suppliers may be invited to discuss their proposals in more detail at Plan’s discretion.

Plan International, at its sole discretion, will select the successful RFQ.

Plan international shall be free to:

- Accept the whole, or part only, of any submission
- Accept none of the proposals
- Republish this Request for Quotations

Plan International reserves the right to keep confidential the circumstances that have been considered for the selection of the offers.

Part of the evaluation process may include a presentation from the supplier and a site visit by Plan International staff, to offices.

Women-owned businesses and companies actively engaged or advancing gender equality and women empowerment in the workplace are especially encouraged to apply.

Value for money is very important to Plan International, as every additional £ saved is money that we can use on our humanitarian and development work throughout the world.

Plan International may award multiple contracts and all contracts will be non-exclusive.

5. Contract Payment terms

Please note that, if successful, Plan International's standard terms of payment are **30 days** after the end of the month of receipt of invoice, or after acceptance of the Goods/Services/Works, if later.

6. Plan International's Ethical & Environmental Statement

The supplier should establish environmental standards and good practices that follow the principles of ISO 14001 Environmental Management Systems, and in particular to ensure compliance with environmental legislation

7. Clarifications

The onus is on the invited companies to ensure that its offer is complete and meets Plan International's requirements. Failure to comply may lead to the offer being rejected. Please therefore ensure that you read this document carefully and answer fully all questions asked.

If you have any queries in relation to your submission, or to any requirements of this RFQ, please email:

procurement@plan-international.org

Thank you for your proposal.