

**CANADIAN AIDS SOCIETY  
STRATEGIC PLAN  
Request for Proposals  
August 25, 2009**

**OBJECTIVE OF THIS RFP**

The Purpose of this RFP is to solicit proposals from vendors qualified to prepare an agency strategic plan for the Canadian AIDS Society (CAS). The ideal vendor will have experience in not for profit and community based agency strategic planning at a national level. They will have expertise in engaging diverse stakeholders. They will be excellent communicators and write clearly and concisely.

**TIMEFRAME AND CONSULTATION**

This project is to be completed in nine months, and includes in its timeframe the 6<sup>th</sup> Canadian HIV/AIDS Skills Building Symposium, a gathering with over 800 participants from the community-based movement, offering our best and most opportune time to consult with the community. Additional opportunities for consultation may be available in various regions. Please consult with the RFP contact for additional information. A final draft must be presented to the Board of Directors 5 weeks prior to the June 2010 Annual General Meeting.

**BACKGROUND**

The Canadian AIDS Society is a national coalition of community-based HIV/AIDS organizations in Canada. It has been representing the perspectives of community-based HIV/AIDS organizations at the national level for over twenty years. From the early days of responding to the AIDS epidemic in the gay community, CAS and its members have seen significant changes in responding to AIDS in Canada.

With the dawn of treatment and improved therapies extending the lives of people living with HIV/AIDS, focus has shifted from treatment and prevention to include care and support. This opens up a number of issues which CAS has championed over the years – such as income security, alternative therapies, cultural response to HIV/AIDS and youth engagement.

Moreover, our membership has changed and expanded as the response to HIV/AIDS in Canada has grown. There are numerous indirect influences that impact CAS and its actions, many of which include informal networks that have gained great influence through the efforts and priorities of CAS. As CAS has grown from a small network of sixteen organizations, with a volunteer board in 1986 to a nationally funded organization with paid staff, multiple advisory groups, coalitions and a policy board, there have been many shifts in needs within the

community. The number of needs being addressed has only increased over time, as none of the problems related to the transmission of HIV and living with this disease has been resolved.

The Canadian AIDS Society has always felt it important to act from a strategic level, guided by many strategic plans. Most recently, in 2005, CAS embarked on a strategic planning process by consulting a broad and diverse group of stakeholders to identify its strategic directions for the following 3-5 years. The results of these consultations produced an extensive array of feedback, insight, suggestions and critical comments that led to the creation of the following six strategic directions

- Strengthening Awareness I: The Need for Increased Public Awareness, Prevention and Communication
- Strengthening Awareness II: Advocacy and Public Policy
- Strengthening Leadership I: Partnership and Collaboration
- Strengthening Leadership II: Addressing the Complexity of the Relationship between the Social Determinants of Health and HIV/AIDS
- Strengthening Leadership III: The Greater Involvement of People Living with AIDS Principles and the PLWHIV/AIDS Forum
- Strengthening Infrastructure: Addressing the lack of resources for community based organizations

A more detailed history and organizational profile can be found on our website: [www.cdn aids.ca](http://www.cdn aids.ca)

## **CANADIAN AIDS SOCIETY MISSION AND PRINCIPLES**

Registered as a charity since 1988, the Canadian AIDS Society is a national coalition of over 120 community-based AIDS organizations from across Canada. The Canadian AIDS Society is dedicated to strengthening the response to HIV/AIDS across all sectors of society, and to enriching the lives of people and communities living with HIV/AIDS.

The mission of CAS is to advocate on behalf of people and communities affected by HIV/AIDS, to facilitate the development of programs, services and resources for our member groups and to provide a national framework for community-based participation in Canada's response to AIDS.

## **Community Action Principles of the Canadian AIDS Society**

The Canadian AIDS Society and all member organizations agree to abide by the following principles:

### **Empowerment**

People living with HIV/AIDS can achieve their aims by ensuring that they are directly involved in the decisions that affect their lives, and in the organizations that serve their needs.

### **Community Support**

Supporting those communities most affected by HIV/AIDS in their efforts to mobilize around common issues and advocate social change.

### **Self-Help**

Recognizing the importance of self-help and mutual assistance, natural support networks of people living with HIV/AIDS, friends, family and the health and social or community workers concerned.

### **Holistic Approach**

Adopting a holistic approach encompassing the physical, emotional, mental and spiritual aspects of the self; as well as an approach characterized by respect for human dignity that recognizes the validity of various sources of knowledge.

### **Underlying Issues**

Recognizing HIV/AIDS not simply as a health issue, but also as an issue needing a vision of social change aimed at overcoming social inequalities and addressing their underlying causes: injustice, ignorance, poverty, violence, racism, sexism, homophobia and heterosexism.

### **Accountability**

Recognizing the need for organizations to be accountable to the communities in which they are rooted.

### **Greater Involvement of People Living With or Affected by HIV/AIDS**

CAS accepts and endorses the Principles of Greater Involvement of People Living With or Affected by HIV/AIDS (GIPA) as stated by the UNAIDS working definition.

## **Harm Reduction**

The principles of harm reduction as they pertain to HIV prevention.

### **REQUESTED SERVICES**

We are looking for a consultant to help us create a strategic plan to guide us through the next three years.

We hope to involve a broad and diverse group of internal stakeholders: CAS Board members, staff, volunteers, member agencies, people living with HIV/AIDS; and external stakeholders: funders, national partners in an analysis of the current planning directions and their execution, in visioning for the future, and in prioritization of direction activities.

We are looking for an evaluation that will highlight current strengths relative to our current strategic plan (2005-2010) as well as identify and prioritize directions we should focus on over the next three years. Some of the specific areas that we would like to include are:

1. Enhancement of CAS' leadership role within the HIV/AIDS movement in Canada and internationally.
2. Greater involvement of people living with HIV/AIDS.
3. Advocacy and public policy analysis.
4. Diversification of government and private sector funding.
5. Strengthening of partnerships and collaboration.

### **DELIVERABLES**

The following deliverables are to be provided by the vendor. Additional deliverables may be identified during the initial meetings between the vendor and CAS.

1. A three year strategic plan addressing the topics listed above and any others identified in the process of stakeholder discussions
2. A two year implementation plan
3. Presentation to Board and staff
4. Communications plan

### **RFP OFFICIAL CONTACT**

Name: Monique Doolittle-Romas, Executive Director

Address: Canadian AIDS Society  
190 O'Connor Street, Suite 800

Ottawa, ON K2P 2R3

Telephone: 613- 230-5157

e-mail: [moniquedr@cdnaids.ca](mailto:moniquedr@cdnaids.ca)

## PROPOSAL SUBMISSION

The following provides specific instructions for submitting your proposal:

Due Date	Proposals must be received by the Canadian AIDS Society no later than September 21, 2009, at 5:00pm EST. Late proposals will not be accepted. All proposals and accompanying documentation will become the property of the Canadian AIDS Society and will not be returned.
Number of Copies	A total of four (4) copies of the proposal. The Canadian AIDS Society will not accept facsimile.
Address for Submission	Canadian AIDS Society 190 O'Connor St, Suite 800 Ottawa, ON K2P 2R3 Attn: Sarah Tremblay, Executive Assistant

## EVALUATION

The Strategic Planning Committee Co-Chairs along with Committee members will evaluate the submitted proposals.

The Canadian AIDS Society reserves the right to require finalist vendors make a presentation to the CAS Strategic Planning Committee.

## PROPOSAL INSTRUCTIONS

The proposal must include the following information:

1. Cover letter – including vendor name, address and contact information
2. Proposal Fees
  - a. Consultation sessions
  - b. Preparation, production and delivery of reports
  - c. Travel and other re-imbursables
3. Names and brief relevant bio of individuals who will be performing the work under this contract.
4. Ability of individuals who will be performing the work to participate in Canadian AIDS Society Strategic Planning Committee meetings.

5. Timeline for the proposed work and work plan.
  - a. Please provide brief descriptions of all tasks and milestones.
6. Three (3) references for comparable work performed.
7. Deliverables. In narrative form, please describe the work you propose and why you think your approach with advance CAS objectives.

#### **FEE SCHEDULE**

The proposal must contain a fee schedule that includes estimated hours, rates, and overall price. Costs should be broken down so that we can see actual costs for components of the work.

The cost of this proposal should not exceed \$17,000.

#### **RFP AMENDMENTS**

The Canadian AIDS Society reserves the right to change the schedule or issue amendments to the RFP at any time. The Canadian AIDS Society also reserves the right to cancel or reissue the RFP.

#### **VENDOR'S COST TO DEVELOP PROPOSAL**

Costs for developing proposals in response to the RFP are entirely the obligation of the vendor and shall not be chargeable in any manner to the Canadian AIDS Society.

#### **WITHDRAWAL OF PROPOSALS**

Proposals may be withdrawn at any time prior to the submission time specified in this RFP, provided notification is received in writing. Proposals cannot be changed after the time designated for receipt.

#### **REJECTION OF PROPOSALS – WAIVER**

The Canadian AIDS Society reserves the right to reject any or all proposals.