

Addendum

Talent Strategy Design & Delivery

Addendum Date: April 6, 2026
Client: Community Forests International
Budget: \$150,000 – \$280,000 CAD (inclusive of categories below)
Timeline: ~24 Months

Submission: **April 23**, 2026 (17:00 Eastern Time UTC -5)

Thank you.

We would like to express our sincere gratitude to all the firms that submitted questions. The depth of your inquiries reflects a genuine desire to understand our organization's nuances and strategic needs, which we appreciate.

Our goal with this addendum is to provide a level playing field where every applicant operates with the same information and understanding of our objectives and criteria. We have therefore anonymized and categorized all queries and provided responses below.

To note, many of you also suggested a brief meeting to fully understand our strategic needs. While we agree that is always the best way to comprehend and find alignment, the sheer volume of interested firms unfortunately means we are not able to meet individually with all prospective applicants—and therefore in the interest of fairness can't offer a meeting with any individual firm.

We hope that our responses below provide additional clarity and we look forward to reviewing all final submissions, noting that the due date has also been extended to April 23, 2026 (17:00 ET).

Thank you,

- Community Forests Team



I. Organizational Context & Governance

Clarifying Question	Response & Strategic Context
Who is driving this initiative—the Board or the Founders?	This process is driven by the co-founders (Executive Director and Program Director are also the primary points of contact for the engagement) and senior staff. While the Board approves the process and will conduct the transition toward Indigenous governance, they are currently in a light review mode for this RFP. The Board's primary personnel responsibility remains the hiring/firing of the Executive Director. Board members are directly involved in recruiting and selecting new Board members and will be more actively involved once the actual assignment commences.
How are the founders thinking about their own evolution?	The founders currently manage day-to-day admin/operations alongside strategic leadership. The 24-month goal is to hand over more operational duties to new and existing staff, allowing founders to focus on the next big leap enabled by our hard won 48-month funding stability currently in place.
How do you manage the tension between accountability and relative organizational flatness?	We have recruited and cultivated a self-managed team. We view our relative lack of hierarchy as complementary to accountability, as the practice of self-management creates a culture of clarity and clear communication. We seek a structure that supports this existing combination of independence and high-performance rather than creating rigid hierarchy.
Where are you in the decolonization/Indigenous governance journey?	Our focus has shifted toward collaborating with Indigenous organizations so they can leverage our capacity for their own strategic aims. While this has been successful at the staff and operational level, there is no single pre-existing protocol. The next phase of this work requires a leap at the Board level to incorporate Indigenous governance approaches and continue the recruitment of Indigenous Board members and advisors.
What baseline documentation is available?	Board manuals, HR Handbooks, detailed JDs for all 40+ roles, transparent pay bands, and custom market compensation data (e.g., Birches Group LLC) are already in place. We rate our current document completeness a 6/10 and seek a partner to help us move to 10/10 ahead of our next growth phase.



II. Scope & Deliverables

Clarifying Question	Response & Strategic Context
Are priority roles (HR, Social Enterprise) already defined?	Yes, but they require validation in Phase 1. We request recommendations on the sequencing of hires based on your firm's track record or reputable research to ensure we avoid bottlenecks.
Does Phase 2 include the design of frameworks or just policy drafting?	It includes both. We need to update existing policies and proactively develop missing ones to support growth rather than reacting to it.
Do you prefer Board-ready or practical tools?	Practical working tools are the priority. While concise, polished documents are helpful for onboarding, our Board avoids requesting anything superfluous. We need documents that describe and guide our working realities in clear, concise ways to aid information management and onboarding.
Is executive coaching included in the scope? Employer of Record?	During the Integration phase, we prefer individual executive coaching for new hires (group/peer coaching is currently managed effectively in-house). No Employer of Record services are required. The budget covers the full strategy and the full-cycle recruitment of two (2) priority roles.

III. The Validation Gate & Timeline

Clarifying Question	Response & Strategic Context
Who is the decision-maker at the Validation Gate?	Founders & senior staff are the primary decision-makers. The Context Validation Report will be shared with the Board and senior staff for feedback, and we may consult external Indigenous advisors.
What are the specific criteria for "genuine understanding"?	Success is defined by your ability to mirror our working realities back to us in your own words and the degree to which your future state roadmap is compelling and actionable for the current staff.
Is there flexibility in the 2-month Phase 1 timeline?	Yes. We prioritize high-quality results over administrative deadlines. Phase 1 is fundamental to the project's success, and we are open to adjusting timelines to ensure depth.



IV. Recruitment & Talent Strategy

Clarifying Question	Response & Strategic Context
Where has recruitment let you down in the past?	Historically, we have found better candidates ourselves than external firms have. We have seen a low rate of success in candidate identification and retention from previous search firm engagements.
Where will candidates be sourced and how many?	Primarily within Canada. We consider remote staff globally if they have sufficient time zone overlap (within 4 hours of AST UTC -4). Physical presence in the Maritimes is required for ~60% of the team. We aim to immediately recruit at least 2 new senior roles to cover tasks currently held or managed by founders (and up to 6 over the next 24 months), and 2-3 new board members.
Are you open to alternatives to retention guarantees?	Yes. We are open to any innovative recruitment strategy or fee structure that helps us reach our intended outcomes.
Would you consider an "interim stabilization" model?	While we appreciate the creative suggestion, it feels strange to our culture to have someone on the team who is not fully a core member. We are a high-retention organization and prefer to find people who will be long-term team members. However, we remain open to any strategy that you can demonstrate will best reach our goals.

V. Logistics, Geography & Partnerships

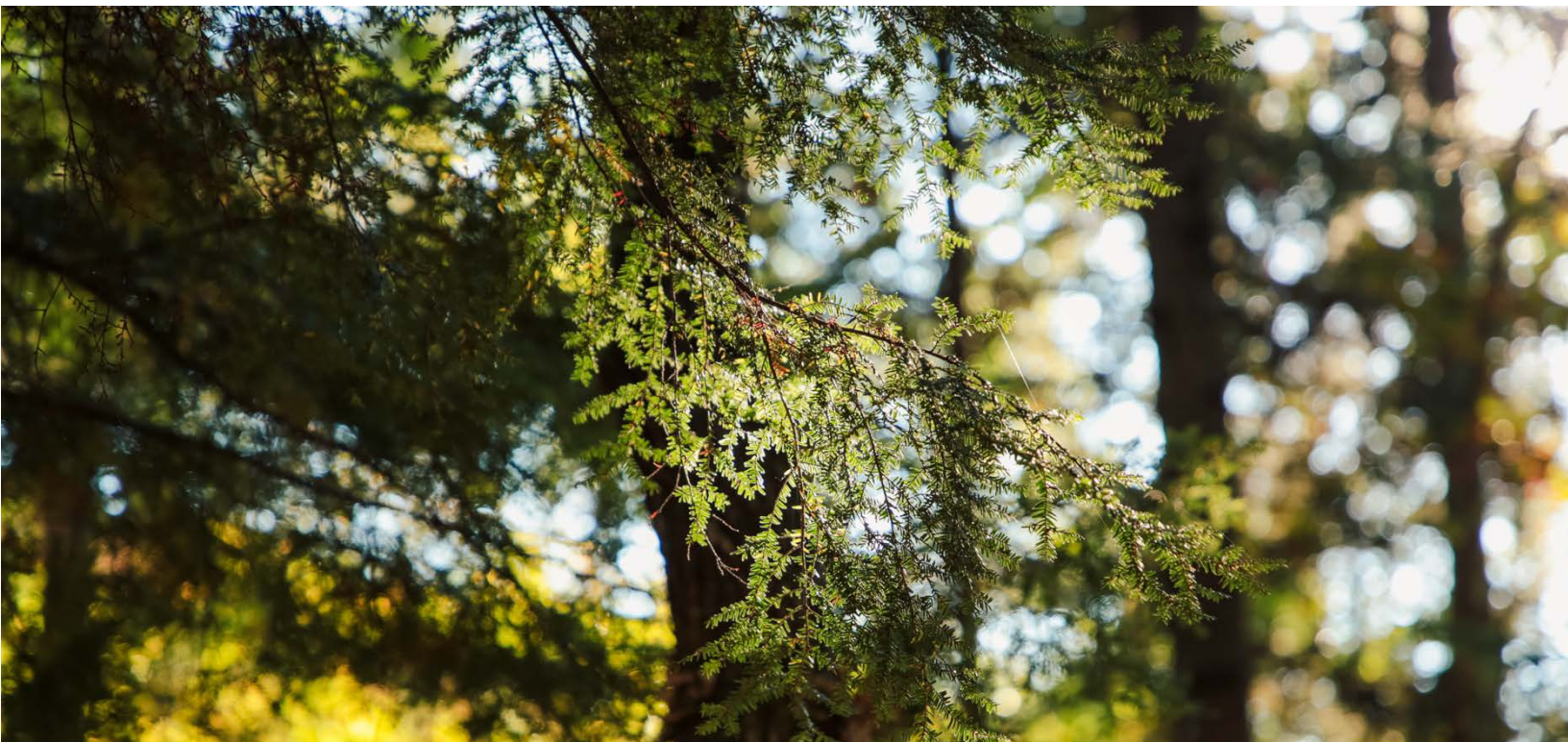
Clarifying Question	Response & Strategic Context
What is the preference for engagement (remote vs. in-person)?	Structured remote engagement is preferred and most practical. In-person group meetings are difficult to schedule. No physical travel is required, though you may recommend it if it is strategic.
How does the Zanzibar entity factor in?	The Canada and Zanzibar organizations are independent legal entities. While the consultant will interview the Zanzibar-based leadership for context, the Canada team is the primary client and focus. Communication and materials in English is adequate.
Will you consider joint bids or single-phase proposals?	Joint bids are welcome. However, we will not consider proposals that cover only a single phase (e.g., Phase 3 only) or offshore/outsourcing models.



Final Word

After reviewing all the questions carefully and repeatedly we notice a couple of patterns of perhaps misunderstanding or concern that deserve further clarity. It's important for all prospective firms to understand that Community Forests International has reached a very privileged position of stability. Thanks to the persistent hard work of our team, we have secured fully resourced operational plans and funding partnerships through the next 48 months until 2030. So don't worry, this isn't a rescue mission, it's a strategic investment to multiply our positive presence in the world even further.

Regarding the validation gate, we understand that might come across as oppositional but that's really not our intention. The reality is we know from experience no matter how great our recruitment process is we will never achieve 100% retention of all new staff—and it's the same for the consulting firms we select. We want to see our own working reality reflected in your Phase 1 Context Validation Report and will do everything we can on our side to make that happen—but if we don't recognize ourselves in your analysis, we cannot trust your recommendations for our future. We're rooting for you!





Community Forests International
 10 School Lane
 Sackville, New Brunswick
 Canada, E4L 3J9

Appendix A – Community Forests Organizational Chart

Community Forests International: FT 15 / PT 2

Community Forests Pemba: FT 21 / PT 4

Community Forests International							
		Community Forests Pemba Board of Directors	Community Forests International Board of Directors				
		Zanzibar	Community Forests International Executive Director	Canada			
		Community Forests Pemba Executive Director	Community Forests International Program Director	Community Forests International Financial & Data Controller			
Community Forests Pemba Operations Director	Community Forests Pemba Senior Financial Manager	Community Forests International Intl. Partnership Manager	Community Forests International ZanAdapt Project Coordinator	Community Forests International Canada Forest Program Director	Community Forests International Grants & Operations Manager		
	Community Forests Pemba Monitoring & Evaluation Officer	Community Forests Pemba Zone Operations Managers	Community Forests Pemba Administrative Officer	Community Forests International Forest Program Manager	Community Forests International Forest Diversity Manager	Community Forests International Communications Manager	
	Community Forests Pemba Agroforestry Officers	Community Forests Pemba Enterprise Officers	Community Forests Pemba Appropriate Technology Officers	Community Forests International Forest Technicians	Community Forests International Nature Based Solutions Coordinator	Community Forests International Development Coordinator	Community Forests International Project Administrator
	Community Forests Pemba Communication Officers	Community Forests Pemba Gender Equality Officers	Community Forests Pemba Mangrove Forest Officers				
		Community Forests Pemba Drivers	Community Forests Pemba Guards				

info@forestsinternational.org
www.forestsinternational.org
 Charitable Registration No. 841459423RR0001

