

Request for Proposals

MIS Modernization Strategy

Successor Technical Research & Strategy Partner

Background & Overview

The [National WIC Association](#) (NWA) is seeking a consultant or consulting team to provide technical research, engineering, human-centered design, strategy, evaluation, and implementation support for the WIC Management Information System (MIS) Modernization Strategy.

This Request for Proposal will support continuity of an active, multi-year project. The selected consultant will join an established project team, rapidly become familiar with existing research and project artifacts, complete work already underway, and lead or support remaining technical research, strategy, prototyping, technical assistance, and implementation activities through the end of the cooperative agreement.

The selected consultant will work closely with NWA, Nava Public Benefit Corporation (Nava), and the USDA Food and Nutrition Administration (FNA), and other project stakeholders. The consultant should be prepared to build on- not unnecessarily duplicate- existing discovery, research, assessments, models, strategies, and stakeholder engagement.

NWA Overview

NWA is the nonprofit voice of WIC, the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC). WIC is a government program that provides nutrition education, breastfeeding support, referrals to health care and social services, and nutritious foods for qualifying parents, pregnant people, and young children. Through our work, we support more than 12,000 WIC Agencies and the 6.8 million mothers, babies, and young children enrolled in the program. NWA provides education and support to WIC staff and drives program innovation and advocacy.

WIC MIS Modernization Strategy

In September 2024, [NWA received \\$14.9 million](#) from the U.S. Department of Agriculture's (USDA) Food and Nutrition Services (FNS), now Food and Nutrition Administration (FNA), via a competitively awarded, one-time, four-year cooperative agreement from USDA FNA to develop and support implementation of a comprehensive strategy for modernizing WIC MIS.

The MIS is the backbone of WIC’s administrative, assessment, and reporting functions. The system is responsible for collecting and managing a wide array of data, covering nearly all aspects of the program. Components of MIS include appointment scheduling, eligibility checks, nutrition assessments, and benefit issuance. The MIS Project Strategy team will develop a strategy to enable modernized MIS, helping WIC Agencies operate more efficiently and sustainably while better serving participants and staff.

The project has four overarching objectives:

- (1) assess the current landscape of the WIC MIS
- (2) develop a transitional plan for improvements to the current MIS
- (3) develop a future State WIC MIS Strategy that includes both a product strategy and market strategy
- (4) assist USDA in implementation of the MIS Strategy.

Transition Context and Existing Work

The selected consultant will inherit a substantial body of completed and in-progress work. NWA will provide access, as appropriate, to existing project materials, research, documentation, data, designs, and other artifacts needed to perform the work within the scope.

Examples of existing work that should be treated as inputs include:

- Current State Discovery Plan
- Staff Development Plan
- MIS Capability Model
- Future State MIS Strategy Sketch
- WIC State Agency MIS Capability Assessments
- Existing discovery research, research repositories, and prior drafts of future-state planning materials

Some successor work begins from drafts or work in progress rather than from a blank slate. The consultant will be expected to assess the maturity of inherited artifacts during onboarding, identify gaps, and propose an efficient completion plan for NWA approval.

Scope of Work

The selected consultant will collaborate with the MIS Strategy Project team to conduct and synthesize user and technical research; develop and test concepts; produce strategy and implementation deliverables; create technical assistance resources; and support implementation activities.

Core Responsibilities

- Within two weeks, onboard to the existing project, including review of research, prior deliverables, decisions, open questions, and stakeholder feedback to date

- Conduct qualitative, user, market, and technical research needed to complete the remaining project objectives
- Provide engineering and technical architecture expertise sufficient to assess feasibility, interoperability, APIs, data exchange, governance, implementation constraints, and modernization options
- Develop, prototype, test, and refine concepts with WIC stakeholders and other relevant users
- Synthesize research into actionable recommendations for NWA and USDA FNA
- Develop accessible technical assistance and implementation resources for State, Tribal, Territorial, and local WIC agencies and other stakeholders
- Support pilots, implementation planning, learning activities, and technical assistance as directed by the project team
- Participate in project meetings and working sessions and in regular touchpoints with USDA FNA, including preparation for leadership or stakeholder briefings as needed
- Coordinate closely with NWA and Nava so that workstreams, research, technical decisions, and deliverables are integrated rather than duplicative
- Maintain organized, current project documentation and transfer working materials to NWA-designated platforms throughout the engagement

Required Deliverables

Deliverable components and timelines are subject to change per FNA specifications as they may evolve over the project period.

1. **Future State Discovery Plan — completion/refinement**
Review the existing 16-page draft; address outstanding NWA/FNA feedback and project needs; maintain or update the research plan as required for future-state work.
2. **Discovery Research & Reports — completion and additional research**
Complete and refine outstanding discovery research and reports and conduct additional qualitative and technical research needed to support subsequent strategy, technical assistance, and implementation deliverables.
3. **Transitional Plan Recommendations — completion**
Complete technical and research contributions to transitional recommendations, including feasible near-term improvements and sequencing considerations.
4. **Transitional Plan Technical Assistance Resources**
Develop and test practical technical assistance resources that help relevant stakeholders understand and act on transitional recommendations.
5. **API Standards & Governance Recommendations**
Develop recommendations for API standards, interoperability, governance, stewardship, and related implementation considerations appropriate to the WIC MIS ecosystem.

6. **Landscape & Capability Assessments Update Plan**
Create a sustainable approach for keeping landscape and capability information current over time, including roles, methods, cadence, and data stewardship. Update the capability assessments according to the established plan.
7. **Comprehensive WIC MIS Strategy**
Develop a comprehensive WIC MIS Strategy, including a product and market strategy, that integrates research on the WIC technology landscape, technical recommendations, transition planning, stakeholder needs, and implementation considerations.
8. **Product and Market Strategy Technical Assistance Materials**
Develop dissemination, learning, and technical assistance materials that support stakeholder understanding and use of the product and market strategies.
9. **Implementation & Management Plan**
Develop a practical implementation and management plan describing sequencing, dependencies, governance, roles, risks, learning loops, and other elements necessary to operationalize the strategy.
10. **Updated MIS Landscape Assessment**
Update the MIS landscape assessment at the appropriate point in the project to reflect material changes and inform implementation.
11. **Technical Assistance & Implementation Support**
Develop and deliver technical assistance resources and support implementation activities, including pilots, concepts/prototypes, dissemination, feedback collection, and iterative improvement.

Collaboration, Governance & Ways of Working

- Work as an integrated member of the MIS Strategy Project team and coordinate dependencies with NWA, Nava, USDA FNA, and other partners.
- Use human-centered design and participatory research practices appropriate to WIC participants, frontline staff, agency leaders, technical staff, vendors, and other stakeholders.
- Use agile and iterative approaches where appropriate, sharing work early enough for meaningful review rather than only at final delivery.
- Proactively identify risks, dependencies, decisions needed, and changes in assumptions.
- Provide clear written documentation of research methods, findings, technical recommendations, decisions, and open questions.
- Follow NWA requirements for Artificial Intelligence, accessibility, privacy, security, data handling, and federal award compliance.
- Manage and execute the work in accordance with the FNA-approved Project Plan and timeline, including established timelines, milestones, deliverables, and dependencies.

Intellectual Property & Knowledge Transfer

NWA expects project work products developed under the resulting agreement to be available for NWA's continued use and for use by contractors and partners working on NWA's behalf. Contract terms will address ownership of developed intellectual property and appropriate rights to any pre-existing consultant tools, frameworks, code, or other intellectual property incorporated into project deliverables.

The selected consultant must maintain project materials in NWA-approved systems and support orderly knowledge transfer and closeout so that project work can continue without avoidable dependency on proprietary consultant systems.

Period of Performance & Budget Range

The consultant services will commence in October 2026 and conclude on September 30, 2028.

The total compensation is not to exceed \$847,260.00

Geographic Eligibility Requirement

To ensure compliance with programmatic, legal, and operational requirements, the National WIC Association will accept proposals only from individuals and entities **based in the United States**.

Eligibility Criteria

- Proposers must be legally registered and operating in the United States.
- Key project personnel must reside and perform work within the U.S.

Proposals submitted by individuals or organizations located outside the United States, or whose principal operations occur outside the U.S., will not be considered.

Minimum & Preferred Qualifications

Minimum Qualifications

- WIC experience is required, with a minimum of 5 years.
- Demonstrated experience conducting qualitative/user research and translating findings into actionable product, service, policy, or technology recommendations.
- Demonstrated engineering or technical architecture expertise relevant to complex government or public-benefit technology ecosystems.

- Experience developing strategy and implementation recommendations for complex, multi-stakeholder programs.
- Experience producing clear, accessible deliverables for technical and non-technical audiences.
- Capacity to begin work promptly and sustain an interdisciplinary team through September 30, 2028.
- Ability to collaborate effectively with multiple organizations and work within an established project structure.

Preferred Qualifications

- Experience with WIC Management Information Systems (MIS), eligibility/benefits systems, enterprise modernization, interoperability, APIs, or data governance.
- Experience with product and market strategy in public-sector or public-benefit technology environments.
- Experience designing and delivering technical assistance, pilots, prototypes, or implementation support.
- Experience working on federally funded cooperative agreements or grants.
- Experience with other nutrition, public health, health and human services, benefits, or social service programs.

Also include reference information for three former or current clients (within the past 3 years) who have engaged in work similar to the services described.

Proposal Requirements

Proposals must be submitted in PDF format by **5:00 PM ET on September 4, 2026**. Proposals and questions should be submitted to the Center for Innovative Practices in WIC (CIP-WIC) at cipwic@nwica.org.

Proposals should not exceed 10 pages, excluding resumes and the optional work-sample appendix. NWA will reject late, incomplete, or ineligible proposals.

The proposal must include the following sections in the order below:

Statement of Interest

The statement of interest should summarize your interest, availability, organizational capacity, and understanding of the successor/continuity nature of this engagement.

Background & Qualifications

Identify the proposed team, roles, level of effort, relevant qualifications, and the individual responsible for overall delivery. Describe any subcontractors.

Relevant Experience

Describe comparable work involving technical research, human-centered design, engineering/architecture, strategy, government technology, public benefits, or implementation. A minimum of 5 years of WIC experience is required.

Transition & Onboarding Approach

Describe how you would rapidly absorb an existing body of research and technical work, assess inherited artifacts, identify gaps, preserve continuity, and begin productive work without duplicating completed efforts.

Technical & Research Approach

Describe your approach to qualitative and technical research, synthesis, product/market strategy, concept development/testing, interoperability/API/governance questions, and integration of technical and user perspectives.

Deliverable & Implementation Approach

Describe how you would sequence and manage the required deliverables, incorporate stakeholder review, support pilots/implementation, and produce usable technical assistance resources.

Collaboration & Project Management

Describe how you will coordinate with NWA, Nava, USDA FNA, State WIC Agencies, and other key stakeholders; manage dependencies; communicate status and risks; and maintain project documentation.

Timeline & Staffing Plan

Provide a high-level work plan through September 30, 2028, including anticipated staffing levels, major phases, and any known capacity constraints.

Portfolio of Work

Provide links to or an optional appendix containing a representative portfolio of work. Strong portfolios may include qualitative or technical research, technology strategy, product/market strategy, architecture or interoperability recommendations, implementation plans, prototypes, or technical assistance materials. Clearly identify the role the proposed team played in each example.

Selection Criteria & Process

NWA will use a standardized scoring rubric to evaluate responsive proposals using the following criteria:

Criterion	Weight
Understanding of the project and transition/continuity needs	15%

Relevant organizational and team experience	15%
A minimum of 5 years of WIC experience	20%
Quality and feasibility of technical, research, and strategy approach	15%
Approach to collaboration, project management, and knowledge transfer	10%
Staffing, availability, timeline, and capacity	10%
Budget reasonableness and value	15%

The three highest-scoring responsive applicants will be invited to participate in an oral presentation. The oral presentation is intended to clarify and further demonstrate the submitted application. Finalists may not materially change their proposed scope, activities, staffing, budget, or other substantive elements during the presentation process.

Each finalist will be provided with the same standardized presentation guidance, required topics, and questions in advance. Each finalist will have 30 minutes to present, followed by a 15-minute Q&A period. Presentations will be evaluated using a standardized presentation scoring rubric. The presentation score will be added to the applicant's original application score and the contract will be awarded to the applicant with the highest combined score.

Procurement Process & Timeline

Milestone	Date
RFP released	Aug 21, 2026
Question & Answer Period	Aug 28, 2026
Proposals due	Sep 4, 2026
Finalists notified	Sep 18, 2026
Finalist presentations	Sep 25, 2026
Notice of selection	Oct 2, 2026
Anticipated contract start	Oct 30, 2026

Questions & Submission

Questions and proposals should be submitted to the Center for Innovative Practices in WIC (CIP-WIC) at cipwic@nwica.org. Questions will be answered within two business days via email. NWA will not hold meetings with applicants during the Q&A period. Questions received during the designated Q&A period may be answered in a manner that makes material clarifications available to all prospective proposers.

Contracting & Federal Award Requirements

The selected proposer will be required to execute an agreement with NWA. The agreement will establish the final scope, deliverables, schedule, budget, invoicing and reporting requirements,

intellectual property provisions, confidentiality/data requirements, applicable federal award requirements, terms and conditions, termination requirements, and other terms. NWA's selection of a proposer does not create a binding obligation until an agreement is fully executed.