



**A Partnership to Deliver a Management Training for Women in Development RFP
Questions and Answers Document – November 2021**

Q. Recommended replication methodology for regional and multi-language roll-out in the future: Do we have an approximate no. of women that Mercy Corps is considering to put through this journey in the future? (guestimate to see what fits best)

A. We would like to roll out this program for a total of 35- 50 women per year.

Q. Women remain underrepresented in top leadership positions globally, across nearly all professional sectors. At Mercy Corps, women make up less than 40% of our global team, with a lower percentage holding senior leadership positions in most of our 40 country programs: Does Mercy Corps commit to increasing the No of female Senior Leadership in the country programs by a %? if yes, pls let us know the %.

A. It is our goal to improve this margin across the agency, particularly at country level. Hence different countries have different targets depending on their current margins.

Q. Is Mercy Corps looking at licensing the content of this program?

A. While our preference is to be able to continue to use their content, we welcome other creative solutions for sustainability

Q. The last page says the total proposal length should not exceed 12 pages. Does this include attachments and embedded links to samples?

A. RFP states that the proposal should have a maximum of 15 pages. This does not include attachments and the links but don't assume that the review panel will review beyond what is in the 15 pages.

Q. The budget for consultant services is \$40,000. Is that the budget for the total project?

A. Yes, that is the total budget available for this partnership.

Q. We understand that the training material and resources in other languages will not be part of the pilot. Only a provision/way to access the material in other languages should be available/suggested. Please confirm.

- A. Correct. We are also interested in ideas of how this content can be delivered in other languages in the future.

Q. One of the points explains the combination of possible components, such as webinars, online resources, coaching/mentoring, peer and small group work, individual leadership assessment and/or 360-degree evaluation experience as part of the entire program. Considering the pandemic situation, please clarify if the following should also only be remote?

- a) Coaching/mentoring
- b) Peer and small group work

- A. Lean towards remote - if people are actually in person there is the opportunity to adapt.

Q. Based on the following statement, “We are particularly interested in collaborating with institutions with existing leadership and management programs, which can be adapted to suit our specific context and needs.” What is Mercy Corps’ take if the partner does not have readily available (off-the-shelf) leadership and management programs considering only 1 month is given for adaptation?

- A. We are expecting content that is pretty much ready to go, not being developed from scratch. We look forward to adjusting the materials to meet the needs of Mercy Corps in partnership with the coach but this isn’t a design from start to finish.

Q. What Leadership, 360-Eval experience, or Assessment work (if any) have the 30 Female Managers already taken?

- A. There will be a mixed experience. Some will have done within their country management system. Others will not have done anything. Additionally, Mercy Corps has an annual performance review system for staff that includes a 360 review from peers and team members

Q. The RFP states the program will be rolled-out between Feb- April. Will all the women be at the same level (all middle managers?)

- A. Yes - there will be variation but this is being targeted at mid to senior level female managers.

Q. The RFP states that there needs to be a long-term monitoring system. Please explain in more detail and is this also included in the price?

A, Yes, we anticipate having a process that allows us to track the impact of the program on participants and potentially on the program. We welcome suggestions on metrics as well as how this could be done pre and post including during the learning process.

Q. The RFP states that Mercy Corps has conducted additional Diversity, Equity, and Inclusion training. How many hours of training and what skills/concepts were covered?

- A. The RFP mentions that “Mercy Corps is committed to supporting and promoting greater diversity in leadership across the organization, and have expanded our Gender, Diversity and Inclusion focus significantly over the past five years to support this work globally”. This does not imply that team members have completed a training on Diversity, Equity, and Inclusion. We are therefore interested in designing this program to include a content to equip women with the skills to better understand and navigate through gender dynamics in the workplace.
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Q. We would like to understand whether Mercy has access to any learning management system for delivering the program.

As Mercy’s requirement is to have a training delivery including possible webinars, group discussions and online activities; we would like to understand the features available in the delivery platform so these can be leveraged while providing a holistic learning solution.

Hence, we would like to know if we can get a feature list or sandbox access to Mercy’s learning management system.

- A. Our Talent development system, which primarily houses a wide range of asynchronous online courses, is an LMS. Access to this system is limited to Mercy Corps team members with an active job record in the HCM system. We are currently exploring options to replace this system with an LMS that can provide access to content to users both within and outside of Mercy Corps.

We also utilize MS365, including MS Teams and MS Sharepoint, for online training delivery.

Q. Who is the target audience for Train-The-Trainer (TTT) and how many people will need to attend?

- A. This training will be delivered to key members of the Mercy Corps Strategy and Learning team. We anticipate 1-3 persons.

Q. We would like to know if Mercy has any WCAG (Web Content Accessibility Guidelines) compatibility requirements for this program.

- A. Our primary concerns regarding accessibility are that the course materials or asynchronous content can be translated to Arabic, Spanish, and French. Formatting of the course should be optimized to support Right to Left formatting of Arabic. An example of our asynchronous course(s) can be viewed [here](#).

Q. Assuming that the learning content will be delivered from Mercy's Learning Management System, we would like to know if there is any requirement for mobile phone support for the learning content.

- A. Our users do not typically ask for content on their mobile devices. Compatibility with a mobile platform is nice to have, but not required.

That said, if using our existing LMS, asynchronous content should be delivered in SCORM 1.2 or newer version. Please ensure that the content is developed using a tool that can support Arabic. For example, *Articulate Storyline* supports Arabic, while *Articulate Rise* does not.

Q. We would like to know if Mercy's Learning Management System has any authoring tools which can be leveraged for content creation, interactions, and delivery.

- A. Our current LMS does have a basic authoring tool. As this tool is online only and limited to team members with an active HCM record, it may be inadequate for this training. For more interactive online trainings involving partners external to Mercy Corps, we typically utilize MS365 - MS Teams and MS Sharepoint.