



MERCY CORPS

Request for Proposal - **A Partnership to deliver a Management Training for Women in Development**

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I. Mercy Corps Overview

Mercy Corps is a global team of humanitarians, working together on the front lines of today's biggest crises to create a future of possibility, where everyone can prosper.

Our mission: to alleviate suffering, poverty and oppression by helping people build secure, productive and just communities.

In more than 40 countries around the world, our nearly 6,000 team members work side by side with people living through poverty, disaster, violent conflict and the acute impacts of climate change. We're committed to creating global change through local impact — 85 percent of our team members are from the countries where they work.

We bring a comprehensive approach to every challenge, addressing problems from multiple angles. Thanks to support from our extended global community, we've provided \$4 billion in lifesaving assistance to meet the urgent needs of more than 220 million people over nearly 40 years. In addition to emergency aid, we partner with local governments, forward-thinking corporations, social entrepreneurs and people living in fragile communities to develop bold solutions that make lasting change possible.

Through our impact, influence and innovations, in 2020 we:

- Reached nearly 37 million people in more than 40 countries.
- Raised \$60.5 million for our COVID-19 Resilience Fund and have reached 15.1 million people so far through our response.
- Provided 1.8 million people with emergency cash assistance.
- Our work in the Democratic Republic of the Congo alone reached more than 4.9 million people
- Secured \$490 million in revenue from institutional and private funders in 2019.
- Piloted the use of 3D printing to support children with disabilities in Jordan's Za'atari refugee camp.
- Sponsored the Global Fragility Act, together with a coalition of 70 grassroots organizations, which created the first-ever U.S. government strategy to tackle alarming levels of global violence around the world. The act was signed into law in December 2019 after receiving bipartisan support in Congress.
- Launched FInX with a \$10M contribution from Ripple and Rippleworks with the goal to accelerate global financial inclusion by advancing innovative, responsible distributed ledgers, digital assets, cryptocurrencies and other digital financial solutions that help people join the global economy and lift themselves out of poverty.

See more details about our impact in 2020: <http://www.mercycorps.org>

II. Project Background and Context

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 the senior leadership positions in most of our 40 country programs.

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. We have also dedicated significant resources over the past decade to design and offer a growing number of intensive leadership development courses and other learning opportunities to our team members each year. While promoting female leadership development has been an explicit goal within our leadership programs and GDI work, there is a clear need for more dedicated focus on supporting our incredibly talented female leaders to grow in the organization and to step into more of Mercy Corps' senior leadership roles, specifically within our country programs. The time is right to invest in prospective female leaders to increase their influence and impact at Mercy Corps, which will help us embody our core value of gender equity at Mercy Corps and increase the impact of our work.

To this end, Mercy Corps is seeking to design and pilot a 1 to 3-month online Women's Management Program that complements, but does not duplicate, our existing leadership programs. We are looking for a curriculum that very specifically addresses the barriers female managers face and supports them to advance to senior positions at Mercy Corps.

Mercy Corps conducted a needs assessment, including a survey of 300 team members and in-depth interviews with ten female and two male leaders in our country programs, in October 2021 to learn more about the barriers to career growth that female team members face. It illuminated several key organizational and individual growth opportunities we are committed to advancing. In the assessment (which will be shared with the selected applicant), female leaders expressed that their top growth priorities are to:

- Gain key skills and experiences that will help them manage and lead others
- Develop and strengthen their professional networks
- Learn from peers
- Gain confidence as leaders, particularly in male-dominated professional environments

As background, and to help respondents understand Mercy Corps' current array of learning programs, the following documents will be available upon completion of a Non-Disclosure Agreement (attached).

- Overview of Mercy Corps' existing leadership development programs

III. Desired Services & Scope of Work

Objectives

Mercy Corp is seeking to implement a Women's Management Program that complements existing leadership programs, specifically focused on helping female managers move into more senior leadership positions. The program should be geared towards a global female audience, providing opportunities for participants to reflect on, and discuss, gender dynamics and how local culture and customs may influence how they will apply what they learn. While we anticipate the pilot will be rolled out in English, we'd like to build in options to access materials, mentoring/coaching or other resources in French, Spanish and Arabic.

We would like to partner with a learning institute to deliver this program. 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. Please feel free to propose different approaches that include different levels of engagement that we can pick and choose from, or phase in over time. Mercy Corps would like to be able to use any Mercy Corps-specific content and resources produced in this training, to enable us to take the program in-house for future cohorts and potentially duplicate it regionally entirely in French, Spanish, and/or Arabic in the future.

Based on the findings of our recent needs assessment (which will be shared with selected training partner(s)), the key learning objectives for the training will likely include:

- 1. Management – tools for leading dynamic teams
- 2. Networking – how to build positive relationships to enhance your influence in the organization
- 3. Personal Presence – public speaking and finding your voice as a female leader
- 4. Strategic Thinking - rational thought process (critical thinking) to solve complex problems
- 5. Gender Dynamics - navigating through implicit bias and microaggressions in the workplace

Preliminary Program Design Parameters

We are looking for a training partner to deliver an online learning experience that is practical, very interactive, and easily accessible to women around the globe. While we expect to be inspired by and rely heavily on a curriculum proposed by our training partner, our broad design parameters include:

- Online delivery format and curriculum for the pilot (due to Covid) – with foundation to potentially build out in-person regional trainings in the future
- First cohort of approximately 30 women from across our global team to participate in the course; participants will be selected by Mercy Corps through a competitive application process in January 2022
- 1 – 3 month training duration (February - April 2022), including approximately 20-30 hours of training/coaching time for participants (curriculum adaptation and evaluation timeline outside of this 1-3 month timeline) – all work completed by June 15, 2022
- Delivered in English for the pilot, including to non-native speakers of English; materials, potential coaching/mentoring and other resources available in English, French, Spanish, Arabic
- Accessible to participants across multiple time zones, from Latin America to Asia, with varying bandwidth quality for online learning
- Possible combination of webinars, online resources, coaching/mentoring, peer and small group work, individual leadership assessment and/or 360-degree evaluation experience

- Continuous/long-term monitoring system to ascertain the outcomes of the training for the organization and its impact on participants
- Recommended replication methodology for regional and multiple language roll-out in the future
- Budget of \$40,000 for consultant services

We envision three phases for this work:

1. **Phase 1 - Curriculum Refinement and Adaptation:** (1 month - starting January 2022)
2. **Phase 2 - Training Delivery** (1-3 months)
3. **Phase 3 - Evaluation and Handover** (1 month)

The Curriculum Refinement and Adaptation phase will be collaborative, combining a review of the existing needs assessment and input from Mercy Corps' Learning and Leadership Development Team to adapt the partner's established curriculum. The Training Delivery and Evaluation/Handover phases include a training of trainers (as necessary) and will be overseen by the consultant, with input from the Mercy Corps team. Mercy Corps will be responsible for the application and participant selection process for the program.

Activities

1. Phase 1: Curriculum Refinement and Adaptation

- Review assessment and adapt partner's training curriculum to our context
- Design robust monitoring and evaluation system: to collect, track and measure data against key performance indicators to inform the efficiency, effectiveness and impact of the training

2. Phase 2: Training Delivery

- Delivery of defined curriculum with participants, to potentially include webinars, individual coaching/mentoring, small group discussions, interactive online activities, etc.
- Cohort building activities
- Knowledge sharing

3. Evaluation and Handover

- Complete impact evaluation
- Share facilitators' guide
- Train Mercy Corps team to take training forward with new cohorts

Deliverables

- Adapted training curriculum
- Training materials
- Training delivery to approximately 30 team members
- Facilitators' guide, replication recommendations, and training of Learning and Leadership Development team to carry the work forward with new cohorts

(Note: Applicants are encouraged to suggest additional / different deliverables based on their technical approach.)

Characteristics of the Consulting Firm:

- Experts in delivering executive leadership and management programmes. Experience in delivering tailored curriculum for female managers is preferred. Experience in partnership, not just the outside 'expert', working to build ownership with internal stakeholders and leadership.
- Available across multiple time zones, eager to work with a diverse and global group of stakeholders, and able to contribute equally diverse talent and perspective.
- A strong point of view and internal practice towards furthering your own and your clients' commitments towards Diversity, Equity and Inclusion.

IV. Evaluation of Proposals

Proposals will be scored using the following technical criteria. Points for each question will range from 0- 25 the maximum technical score is 100 points. Proposals should address each evaluation criteria.

- Adherence to the RFP Requirements: Did the bidder conform to all requirements and product or service specifications in the RFQ or RFP? (0-10)
- Technical Criteria: Includes the bidder's understanding of the service or procurement required, bidders' management plan, supplier's qualifications and bidders' overall resources. Does the supplier have the right qualifications (registration, insurance, experience)? (0-30)
- Management Criteria: Includes the bidder's experience on similar projects, bidder's performance on similar projects, bidder's available facilities and resources for the project and the bidder's plan for management and control of the project. (0-35)
- Cost Criteria: Is the cost within any predetermined price range, such as cost estimates from a market analysis? In most cases cost is evaluated using value for money unless otherwise directed by donor requirements. (0-25)

V. Proposal Format & Requirements

In order to secure information in a form, which will ensure that your proposal will be properly evaluated, you are asked to submit your proposal in the format listed below. Standard proposal formats are acceptable and should have a maximum of 15 pages. Please be sure to include the following information::

1. Name, address, telephone number and email address for principal contact.
2. A brief outline of your organization and services offered, including:
 - Full legal name, jurisdiction of organization or incorporation and address of the company
 - Full legal name and country of citizenry of company's President and/or Chief Executive Officer, and all other officers and senior managers of the company
 - Year business was established
3. Name and professional qualifications of personnel who would provide the services.
4. Names, addresses, phone numbers and email addresses of at least two clients of similar industry and scope of operations as Mercy Corps that can be contacted as references.
5. Clear outline of the proposed approach for the three phases and all activities of this program..
6. Detailed work plan with clear timelines for completing each phase and a roles/responsibility matrix.
6. Budget with unit costs per service/consultant/day/level of effort.

CONTACT FOR BID INQUIRIES

All inquiries concerning this solicitation shall be addressed to the following Designated Contacts:

- Mark Spencer | Global Procurement | m Spencer@mercy Corps.org

Please email an electronic version of your response (via e-mail), including all supporting documentation, and direct questions about the RFP to each of the designated contacts.

All questions should be submitted in writing (via email) citing the particular bid section and paragraph number. Bidders should note that all clarifications and exceptions are to be resolved prior to the submission of a bid.

Only questions received during the Question and Answer period (as outlined in the RFP Calendar) will be addressed. No telephone questions will be answered. Official answers to the questions will be posted on Mercy Corps website at www.mercy Corps.org/tenders

RFP CALENDAR/TIMELINE

- RFP publishedNovember 8th, 2021
- Questions and Answers periodNov 8th to 18th 2021
- RFP responses dueNov 29th, 2021
- Vendor meetings week ofTBD
- Vendor selected and notifiedTBD

VI.Other Terms & Conditions

WITHDRAWAL OF RFP

Proposals may be withdrawn before the RFP submittal deadline by submitting a written request to the Contact Person. Re-submittal before the RFP submittal deadline can be made; however, they may not be re-submitted after the deadline.

RFP COSTS

All costs incurred in the preparation and presentation of proposals to the RFP shall be completely absorbed by the responding party to the RFP. All documents submitted as part of the RFP will become property of the Mercy Corps. Requests for specific material to be returned will be considered. Any material submitted that is confidential must be clearly marked as such.

AWARD BASIS

At the option of the Mercy Corps, finalists for the Agent designation may be selected for a final round of negotiations; however, applicants are encouraged to present their best offers with their initial submission. Mercy Corps reserves the right to accept or reject any and all proposals, to waive any irregularities in any proposal process, and to make an award of contract in any manner in which Mercy Corps, acting in the sole and exclusive exercise of its discretion, deems to be in Mercy Corps best interest.

CONTRACTUAL DEVELOPMENT

Once an applicant is approved as the exclusive Agent, the successful respondent will enter into a contract with the Mercy Corps. Contract discussion and negotiation will follow the award selection. Bidders must be amenable to inclusion, in a contract, of any information provided whether herein or in response to this RFP, or developed subsequently during the selection process.

CONTRACT TERMS

Firms that are selected as the exclusive Agent are eligible to enter into a service contract. Mercy Corps may terminate the contract upon written notice to the Agent of not less than thirty (30) days.

EQUAL OPPORTUNITY

Mercy Corps emphasizes that all respondents will receive full consideration without regard to race, color, religion, sex, national origin, sex, disability, age or sexual orientation. Minority and women-owned firms are especially encouraged to respond to this RFP.

LIMITATIONS

Mercy Corps, reserves the right to reject any and all Proposals and to waive any informality in the solicitation process. Total proposal length excluding cover letter, details of professionals who will provide services, and contact information of client references, should not exceed 12 pages.