



Request for Proposal: Human Resources Assessment and Staff Engagement

About us

The International Center for Research on Women (ICRW) is a global research institute with headquarters in Washington, D.C., and regional offices in Asia (New Delhi, India) and Africa (Nairobi, Kenya and Kampala, Uganda).

Our research evidence identifies the social contributions of women, girls and marginalized people in the United States and across the world, as well as the obstacles preventing them from realizing their full potential. ICRW translates these insights into a path of action that honors the human rights of women, girls and others marginalized by systemic injustice, ensuring gender equity and creating conditions in which they all can thrive.

ICRW comprises social scientists, economists, analysts, all of whom are experts in gender. We are thought-leaders driven by a passion to alleviate poverty and promoting justice in the world. Research shows that when quality of life improves, families are healthier and economies are stronger.

Web pages for offices and practices:

- ICRW (main) - <https://www.icrw.org/>
- ICRW Asia Regional Office - <https://www.icrw.org/asia/>
- ICRW Africa Regional Office - <https://www.icrw.org/icrw-africa-regional-office/>
- ICRW Advisors - <https://www.icrw.org/icrw-advisors/>

Mission

Anchored in the principle of human dignity, ICRW advances gender equity, inclusion and the alleviation of poverty worldwide. To this end, ICRW works with non-profit, government and private sector partners to conduct research, develop and guide strategy and build capacity to promote evidence-based policies, programs and practices.



Scope of Work

Beginning in October 2018, ICRW staff initiated a consultative process to improve overall organizational health. Following on the outcomes of these consultative meetings, we initiated a transformation program called Institutional Intersectional Initiatives (or I-cubed). As a part of this program, together with staff, working on a voluntarily basis, we identified the areas of high priority which required in depth assessment and/or modification. As a result, we currently have 10 working groups as follows:

- Vision and Branding
- Leveraging staff globally
- Integration of operations into program management
- Donor cultivation
- HR
- Quality
- Management training
- Office culture
- Scenario planning
- Innovation sprint

Each working group is meant to address a different component within our business model requiring staff input for alignment and/or efficiency and buy-into. The working groups are intended to complete their work by the end of our fiscal year (e.g., September 30, 2019).

We are issuing this RFP in an effort to couple our internal efforts with an **objective external assessment on the effect of the process on general staff morale and engagement.**

Specifically, ICRW is seeking a consultant to:

- **Conduct interviews and focus group discussions:** conduct between 10 – 15, one-to-one interviews with key personnel and board members and to conduct between four to six focus group discussion with staff in the DC and New Delhi offices to assess the impact the I-3 efforts have had on staff culture and morale and/or to identify potential gaps that need to be addressed future efforts;
- **Provide conclusions and recommendations:** based upon the result of the focus group discussions provide conclusions in terms of the impact of the current transformation program and make recommendations to assist with staff morale improvement along with increased staff engagement.
- **Support development of the staff engagement Survey:** together with senior management, develop an anonymous staff engagement survey to assess organizational culture and any barriers to engagement globally. The survey will be issued to the staff in November and will **NOT** be part of the external consultant engagement (e.g., the survey will be administrated and managed by ICRW's HR department).

The selected consultant will work with staff located in ICRW's Washington, DC and in New Delhi, India offices.

In order to conduct the scope work, ICRW is applying for an Organizational Effectiveness Grant from one of our long-time donors. With that in mind we have the following requirements:

- **Budget:** as a not for profit, we are seeking a reasonably priced proposal from the potential consultant. We recommend the consultant provide a budget to conduct the work based on face-to-face interactions with DC office and remotely with the New Delhi office; and to include as an option a visit to New Delhi to increase the effectiveness of the interviews.
- **Timeline:** We hope to kick-off the effort during the second half of September and to conduct the interviews and focus discussions during the week of October 14, 2019
- **Value-add insights and experience with nonprofits working in international development:** We are seeking a consultant who is familiar with the nonprofit sector and more specifically understands the evolving international development environment.

Proposal components

- **About you/your firm:** please provide background on your experience, specific scope or work to be included as well as your approach to staff engagement and culture assessments;
- **Proposed workplan including timeline:** please *provide a detailed schedule and narrative* around your proposed approach, along with *a proposed workplan and timeline* for the work.
- **Financial proposal:** Submit a budget to deliver the consulting services as outlined above – budgeting face-to-face interactions in DC and remotely for interactions with the New Delhi office. And to provide a separate budget for the option of a visit to New Delhi.

Timeline

- **Deadline for questions:** Tuesday, August 13, 2019 by 5pm ET
- **Proposal deadline:** Tuesday, August 13, 2019 by 12:00 am ET
- **Final selection by ICRW:** Friday, August 16, 2019
- **Begin work:** Monday, September 16, 2019 (dependent upon approval and award of OE grant)
- **Completion of work:** Conclusions and recommendations should be submitted to ICRW by Friday, November 15, 2019. Support for the development of the engagement survey should be scheduled for the end of November 2019.

Questions & Proposal Submission

Questions should be sent to Pamela Van de Walle at pvandewalle@icrw.org

Proposals should be sent to: <http://icrw.applicantstack.com/x/detail/a25z2g1a3ve5>