Organizational Assessment Request for Proposals Clarification Questions and Answers
February 7, 2023

Q1. Is an extension of the proposal deadline possible?
R: The submission deadline has been extended to February 22\textsuperscript{nd}. We will be accepting proposals until midnight on the 22\textsuperscript{nd}.

Q2. Does IREX have a preference on the proposal's length and/or what type and size of font they prefer the proposal to be submitted in?
R: We do not have a preference regarding font type or size for this proposal. Regarding length, we are not looking for a lengthy proposal (i.e., 100 pgs.). The length of a bidder’s proposals is at their discretion, but we recommend direct and succinct language, and the occasional use of graphics to reduce length to a range of 30-50 pages total.

Q3. Is there a preferred format for the proposal (ppt, PDF, Word doc)?
R: The format of their proposal is at each bidder’s discretion. It is up to bidders to decide which format lends itself to best represent their experience, proposed approach, staffing and pricing.

Q4. Is there a set of evaluative criteria available to review, beyond the assessment elements and proposal deliverables?
R: Proposals will be evaluated based on the merits of the proposed approach, relevant experience, staffing, and competitive pricing.

Q5. Do you have a budget in mind for the assessment?
R: IREX has not set a budget ceiling at this time and will review bids on the merits of the proposed approach, staffing, relevant experience, and competitive pricing.

Q6. What is IREX’s current fiscal year budget and what percentage is from non-governmental sources?
R: We expect that in FY23, IREX will close with approximately $135 million in revenue. Approximately 8\% of our revenue is from non-governmental sources.
Q7. How many staff does IREX currently employ (full time employees, part time employees, and consultants)?

R: IREX currently employs 635 professionals around the world. Approximately 260 are in the US (largely the DC metropolitan area) and 340 are in our 25 offices in Europe/Eurasia, Asia, Africa, the Middle East, and Latin America. Including interns and consultants, we reach a total of 640+. We expect that number to reach upwards of 700 by early spring.

Q8. What led to the recent growth?

R. We believe that our recent growth is attributable to a mix of factors, among them our portfolio of offerings and the issues we tackle to respond to current global developments and needs. We have also been successful in securing resources for our portfolio and adjusting to the pandemic to provide IREX staff with the tools and resources to continue their work.

Q9. Where are you seeing challenges that are motivating the assessment? Are the challenges growth related or historic?

R. Like many development organizations in a post-pandemic world, IREX seeks to position itself to continue to thrive and deliver on its mission. We want to take stock and understand how we can optimize our chances of continued success.

Q10. What are the key questions you are trying to answer with the staff survey?

R. We seek to understand what we need to do to provide our global staff with the organizational resources, structures, and supports necessary for them to thrive, and by doing so prepare IREX for a promising future. This would include removing barriers and obstacles and giving staff a sense of belonging and alignment to enhance impact.

Q11. Have you performed organizational surveys or collected information about culture/sentiment in the past? If so, will these materials be available to the selected vendor?

R. Yes, IREX has conducted all staff sentiment/culture surveys in the past, as well as targeted surveys. Any relevant materials, including past survey findings, will be made available to the selected bidder.

Q12. Is English a common language, or should the survey be in multiple languages? If so, what are the languages required?

R. English is a common language at IREX. The survey need not be in multiple languages.
Q13. Who at IREX will be sponsoring this engagement? How much time/resourcing will they provide?

R. This engagement is sponsored by the Office of the President. Two members of the Executive Management Team will work closely with the selected bidder throughout the assessment with support from an additional staff member. The team will make themselves available to advance this engagement as needed and they will bring in additional resources for consultation, data gathering, and general support for the duration of this engagement.

Q14. Regarding the consultation with Senior Leadership to develop actions to implement recommendations, how many senior leaders are involved first-hand and would be working with the vendor?

R: Two members of the IREX Executive Management Team (EMT) will be working closely with the selected vendor. In addition, there will be at least one consultation with the Executive Management Team as a group and the Senior Management Team, also in a group setting.

Q15. The Request for Proposals requests an “expert external assessment of overall organizational alignment, leadership and management practices, structure, culture, and resilience.” Could you share IREX’s definition of resilience and organizational alignment?

R: In the context of this procurement, organizational resilience means the ability to respond to external or internal threats to our organization’s ability to deliver on our mission and our commitments, while safeguarding our financial health, our talent, and our assets. We also refer to our ability to adjust and adapt to evolving contexts, and even thrive as a result of change in and around us. Alignment refers to a structure, goals, resources, systems, and a culture that reinforce each other and enable us to reach our strategic objectives and deliver on our mission.

Q16. With regards to the benchmarking exercise, what are IREX’s expectations around the breadth and focus of this exercise? What are the key factors of most concern to IREX?

R. Key factors of most concern to IREX are employee morale and organizational alignment in the context of growth and a changing operating environment. We want to build an organization that is ready for the future. We expect to learn from what other organizations in our space are doing and use benchmarking findings to inform next steps.
Q17. Is IREX expecting organizations to provide a methodology for the potential follow-up support (including leadership coaching)? If so, are there other activities that are envisioned for this follow up support that we should address?

R: Yes, IREX expects bidders to suggest a methodology for the potential follow-up support. We do not envision any activities at this time but are receptive to proposed activities beyond leadership coaching.

Q18. How many offerings/service lines/products do you anticipate being reviewed as part of the assessment? And are there specific donors that you are anticipating their relevance being mapped to?

R: IREX has five primary programmatic practice areas and several cross-cutting elements, supported by four functional units. Each programmatic area has products that may present opportunities. Products that respond to needs emerging from current global developments in our areas of expertise will be worth extra attention, but we invite the selected bidder to conduct an initial review of our full product offering to assess which ones to explore further.

Q19. Will IREX’s independent subsidiary be included in the assessment?

R: The assessment subject of this procurement will not include our independent subsidiary.

Q20. Is a virtual team reasonable? If so, are there any expectations on in person meetings?

R: A virtual team is reasonable, however we would like to hold the launch meetings and any key presentations (to the Senior Management Team and Executive Management Team, for example) in person at our offices in downtown Washington, D.C.

Q21. Is international travel required for the engagement?

R: No, international travel will not be required.

Q22. What is the timing for the deadline on Wednesday, February 22 for proposal submissions?

R: To accommodate for a variety of time zones where bidders may be located, IREX will accept proposals received any time until midnight EST on February 22nd.

Q23. Are the oral briefings intended to be iterative in nature with the same audience to hone a final deliverable? Or is the intent to present the same material to different audiences?

R: We expect that the selected bidder will hold at least two briefings where they will solicit and presumably receive feedback they can integrate into final recommendations and deliverables. One of the briefings may consist of a more informational type of exchange
that will already reflect feedback and reflect final recommendations. Please note the third briefing may generate questions requiring some response or clarification, either at the briefing or in a follow-up setting with a smaller group.