**International Rescue Committee**

**Request for Proposal (RFP)**

**Planning, Budgeting & Forecasting Process and System Consulting Services**



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# Introduction

This Request for Proposal (RFP) is for consulting services to support the first phase of a multi-phase project to plan, analyze, design, configure and implement the business processes and supporting product(s) to prepare, manage, report and analyze financial plans, budgets and forecasts at the International Rescue Committee, hereinafter referred to as “the IRC”. It does not include any RFP for system selection, implementation services or for ongoing application support and management services.

# Organization Overview

## The International Rescue Committee

The IRC is a non-profit, humanitarian agency that provides global relief, rehabilitation, protection, resettlement services, and advocacy for refugees, displaced persons and victims of oppression and violent conflict. IRC leads the humanitarian field by implementing high impact, cost effective programs for people affected by crisis and by using our learning and experience to shape policy and practice.

Working in 45 countries, the IRC is a leader in humanitarian relief - bringing sustained support to regions torn apart by conflict and disaster. In addition to our work overseas, the IRC also has 29 U.S. resettlement offices that help newly arrived refugees by providing immediate services. The IRC advocates on behalf of the displaced by addressing the root causes of conflict and standing up for the world’s most vulnerable populations. The IRC's strategy centers on its ambition to continue to improve the scale and effectiveness of IRC programs worldwide with evidence of what works best to impact people’s lives in conflict and fragile settings.

## Business Context

The scope and scale of IRC’s services continues to grow, reflecting the increasing number of people who are displaced as a result of conflict, persecution and crisis globally. IRC programs (as measured by actual expenditure) have grown more than 7% over the most recent 3-year period. Total revenues were $980M in Fiscal Year 2021 and are expected to surpass $1 billion in Fiscal Year 2022.

IRC’s program office infrastructure is extensive and includes 29 offices in 17 U.S. states and 320 offices in 45 countries across Africa, Asia, Europe, Latin America, and the Middle East. IRC Inc. has 3 subsidiaries (IRC Deutschland gGmbh, IRC Hellas, IRC Sweden) and 2 affiliates (IRC-UK and IRC Belgium) and is in the process of opening a subsidiary office in South Korea.

IRC’s fiscal year runs from October to September. There is an annual budget cycle (completing in September) and two forecasts (after Q1 and Q2). Program offices and global functions (fundraising, finance and operations) participate in all three cycles. A top-line forecast (“latest estimate”) is prepared after Q3 by the financial planning and analysis team with topline inputs from some functions and business units.

# Project Background

## Problem and Opportunity Statement

IRC’s current planning, budgeting and forecasting business processes and tools have received limited review, redesign or upgrade in the last five years. There is cross-functional and leadership alignment on the need to upgrade the budgeting processes and tools at the IRC from the program office through to functions and global consolidated IRC. Following provides some, but not exhaustive, context by office or functional area of the current state approach and need for change.

* **Program Offices:** For program offices, the current process and tools (MS excel) are intensely manual, time intensive and prone to errors. This is true for offices that are managing many multi-million-dollar project portfolios from a range of donors. As a result, operating budgets cannot be relied on consistently for an accurate picture of a program office financial position, variance analysis or decision making. Of note, the non-US offices have started implementing Microsoft D365 (ERP; subset of modules) and this will continue in regional / country waves through to Fiscal Year 2024. There is currently no connection between the HR database (Workday) and the D365 implementation and international program offices largely rely on local payroll systems to manage workforce data. Given the volume of projects and number of offices, this is where we foresee significant opportunity to reduce time and effort while increasing quality of the processes.
* **Program Headquarter and Global Functions:** Headquarter or global functions (excluding fundraising) are primarily cost centers, therefore much of the budget and forecast processes are focused on expense. While these offices are benefitting from having visibility on their actual expenditure versus budget via Power BI, their respective budgeting and forecasting process is managed within excel templates. The primary cost driver for these functions (or departments) is staffing; the dependency on people data being managed from the HR database (Workday) to excel workbooks is therefore creating inefficiencies in the financial processes.
* **Private Fundraising:** Our private fundraising teams manage their revenue planning on a cash basis (e.g., contracts based on payment schedules) with the CRM (Salesforce). For financial forecasting, the finance team currently manages the conversion of Salesforce revenues to financial for restricted funding somewhat manually. Expenses are managed in the same way as other HQ or global functions, noted above. While the CRM implementation is out of scope, the integration of budgeting and forecasting processes for private funding revenue and investments are in scope for this project.
* **FP&A / IRC Leadership:** With the current calendar and associated planning process, there is significant overlap with the forecast cycles and the start of the following year budget process. For example, while the Q1 forecast is in review with leadership and the Board level finance committee, the guidance and templates for the Q2 forecast need to be released and the approach to the next fiscal year’s budget needs to be defined. Moreover, as current forecast processes are largely managed in excel, the financial planning & analysis team cannot easily provide leadership with a review of financial risk and opportunity outside of the defined processes.

## RFP Objective

The objective of Phase 1 and the scope of work for services solicited by this RFP program will define the vision, strategy, and approach for planning, budgeting and forecasting at the IRC and deliver a corresponding business case and roadmap to upgrade the business processes, skills, and system solutions to deliver on the vision.

The IRC continues to grow to meet the needs of our clients and recently launched Strategy100, an ambitious long-term global strategic plan to serve as a north star for the organization. In parallel, the IT department has initiated a refresh of the technology and data strategy at the IRC to meet the organization’s strategic ambitions. Because of this, we are intentionally focusing on the requirements gathering, visioning and project planning of this program, described as Phase 1; this will allow us to evaluate the outcome of the IT strategy and align the appropriate sequence and resource allocation for this project.

The winning partner will enter into a Master Service Agreement (MSA). For further scope details, please see the accompanying appendices.

The services being sought in the RFP will enable the organization to develop a vision and corresponding roadmap for upgrading planning, budgeting and forecasting at the IRC that:

* *Meet the requirements of a $1 billion global humanitarian organization* with a complex mix of funding sources (unrestricted and restricted contributions; private and public grants and contracts including indirect cost recovery) and uses (program delivery, business development, local and global operations), while also meeting the requirements of all revenue generating and cost driving functions, offices and budget owners, including:
* 29 resettlement office networks across the US managing $300 million in projects
* 45 country programs with 320 offices, managing $600 million in projects
* IRC Inc. has 3 subsidiaries (IRC Deutschland gGmbh, IRC Hellas, IRC Sweden) and 2 affiliates (IRC-UK and IRC Belgium) and is in the process of opening a subsidiary office in South Korea
* *Envisions the integration of related processes and tools towards a more efficient and sustainable planning cycle*, and that also:
* considers current and developing changes to technology ecosystem and financial policy framework;
* accounts for needed skills requirements and corresponding training.
* increases quality and relevance of budgets and corresponding analysis for all budget owners, types and areas; and,
* enables effective decision making for all budget owners, types and areas.
* *Leverages technology to obtain input and engagement from as many voices as possible*, while also:
* leveraging content from previous requirements gathering exercises; and,
* engaging stakeholders in a way that reinforces cross functional engagement.

## Key Deliverables

The expected deliverables to be provided include:

1. **An assessment of current budgeting and forecasting processes and associated reporting infrastructure.** Activities will include:
   * Documenting and synthesizing current state issues or weaknesses as well as good practices that should be documented and sustained or built upon.
   * Identifying (low resource intensive) opportunities to reduce pain points or harmonize processes in the short or medium term, with a focus on program offices.
2. **Definition of the future state processes and supporting system requirements**. Activities will include:
   * Documenting and synthesizing stakeholder requirements, both functional and technical.
   * Designing a future-state vision, strategy and approach for planning, budgeting and forecasting to meet IRC’s requirements – including phasing of planning cycles; business processes and ways of working; associated data and reporting infrastructure requirements; skills and training requirements.
   * In each of these, distinguishing between what are standard requirements versus those that are unique to the IRC.
3. **A corresponding program roadmap and business case**. Activities will include:
   * Utilizing the results of the current state and future state process and requirements analysis, plus an understanding of the IRC’s overall business context, to create a concise but comprehensive business case for a program to transform planning, budgeting and forecasting process and systems at the IRC.
   * Create an overall program roadmap which includes a high-level timeline, that delivers on the required phases (through to training and change management) to fulfil the vision and good practice models for both functional and technical requirements.
   * Distinguish between which components of the roadmap fulfil a standard approach versus which require design or development that is unique to the IRC.

## Scope

##### In scope for Phase 1:

* Current process assessment across planning, budgeting, forecasting including associated reporting.
* Identification and documentation of good practices.
* All operating budget / project owners, office types and functions (program, fundraising, management and general).
* All legal entities.
* Gathering and documentation of stakeholder requirements, both functional and technical (for all levels / areas noted above).
* Product that documents and describes future-state processes, practices, and skills.
* Roadmap that guides towards the future-state in phases.

###### Out of scope for Phase 1:

* Grant proposal development and implementation
* Product selection (cloud financial planning and analysis system)
* Other technical selections

## Future Program Phases

Later phases after the completion of this effort will include:

* **Phase 2:** Product selection to meet functional and technical requirements
* **Phase 3:** Design, configuration and implementation of updated or harmonized business processes and selected product
* **Phase 4:** Training on and deployment of business process updates and selected product, supported by change management program
* **Phase 5:** Ongoing operations and support of the business process and systems

**Important note:** The selected vendor will be eligible to bid on services to support all future services.

#### Preliminary Program Phase Timeline

* End of May - early June 2022 – Complete RFP process with third party selection
* End of May 2022 – Confirm project team (IRC) and governance
* Mid-June, 2022 – Kick off Phase 1
* End of August-September 2022 – Complete Phase 1. Roadmap and Recommendations agreed with Leadership Board.
* TBC 2022 – Initiate Phase 2

# Instructions to Vendors

*The IRC* invites interested parties that meet the qualifications listed in this document to submit proposals regarding their service offerings. All information shall be submitted in the format stipulated in this RFP.

Interested parties may obtain further information from: *Megan Arias,* Senior Manager, Global IT Procurement *at megan.arias@rescue.org.*

Vendor proposals in response to this RFP will be accepted by the IRC until 5:00 p.m. Eastern Standard Time (EST) on May 6, 2022. Submittals must be made electronically via email to megan.arias@rescue.org.

The proposal should be signed by a person, or people, duly authorized to bind the vendor to contracts.

All financial information submitted by the vendor will be used for evaluation purposes only and will be held in the strictest confidence.

## Schedule of Events

* RFP will be released to vendors: 4/27/2022
* RFP questions from suppliers due: 4/30/2022
* RFP responses from IRC due: 5/2/2022
* RFP submissions due: 5/6/2022 at 5pm EST
* RFP evaluation begins: 5/9/2022
* Presentations & interviews begin: 5/16/2022
* Presentations & interviews end: 5/20/2022
* Reference checks begin: 5/23/2022
* Reference checks end: 5/27/2022
* RFP evaluation ends: 5/30/2022
* Final award announced to vendors: Beginning of June 2022

## RFP Questions and Clarifications

Vendors shall aggregate their requests for clarification and shall submit them via email to The IRC contact no later than 5:00 p.m. EST on 4/30/2022. Such requests for clarification, and The IRC ’s response, will be supplied in writing to all parties that have received copies of the RFP, without identifying the source of the inquiry.

All questions should be sent to Megan Arias,Senior Manager, Global IT Procurement *at* [*megan.arias@rescue.org*](mailto:megan.arias@rescue.org) *only.*

Vendors may request a private call with the IRC if circumstances warrant it.

## RFP Response Format

Vendors must address all information specified by this RFP. All questions must be answered completely. The IRC reserves the right to verify any information contained in the vendor’s RFP response, and to request additional information after the RFP response has been received.

Marketing brochures included as part of the main body of the bid response shall not be considered. Such material must be submitted as attachments only and must not be used as a substitute for written responses. In the case of any conflict between the content in the attachments and a vendor’s answers in the body of the proposal, the latter will prevail.

### Cover Letter

The proposal must be accompanied by a cover letter signed by an individual authorized to bind the proposed entity.

### Vendor Profile and Demographics

Provide a statement giving a brief history of your company, how it is organized, and how its available products and resources will be used to meet The IRC ’s requirements. The vendor shall submit the following information:

* The company’s official name and address. The type of entity it is — for example, a corporation or partnership.
* The name, address and telephone number of the person who receives correspondence, and who is authorized to make decisions or represent the vendor. Please state his or her capacity within the company.
* The total number of years the vendor has been in business and, if applicable, the number of years under the present business name.
* A description of the vendor’s operations: business facilities/locations, data center locations, business and objectives, and number of employees.
* Describe company background, years of experience, and core competencies.
* Discuss at least 4 notable current and previous clients and highlight any previous experience in the non-profit or humanitarian space.
* Describe vendor’s experience with global organizations with a complex framework and decentralized management.
* Describe vendor’s experience and list any past or present relationships with FP&A providers (note this will not preclude your ability to participate, however, the results of this phase of the project should remain vendor neutral)

### Project Management, Approach and Team Profile

* Describe vendor account management structure. On a day-to-day basis, which staff would be allocated to IRC to generally support clients' needs? Please include average years' experience.
* Provide proposed team structure and include resumes of each of the proposed team members including years of experience, similar projects, and notable achievements.
* Please describe vendor approach to managing staff time and resources across multiple accounts - particularly to ensure adequate support and staff bandwidth.
* If you have one or more clients in the international humanitarian space, would you use a wholly separate account team for IRC, or a blended account team? (And please explain.)

### Financial Information

The vendor shall provide a complete set of audited financial statements for the past three years. All financial statements should be prepared according to generally accepted accounting principles. Each vendor should note that The IRC reserves the right to purchase credit reports and additional financial information as it deems necessary. The vendor also shall provide a copy of its most recent corporate annual report.

In the case where the vendor is not a public company, the vendor must provide financial statements that can be used during the evaluation to determine the financial viability of the vendor. The IRC reserves the right to request a meeting with your chief financial officer should we have questions about financial viability.

### Proposal Submission

Vendors’ proposals should be emailed to the following address:

Megan Arias, Senior Manager, Global IT Procurement at [megan.arias@rescue.org](mailto:megan.arias@rescue.org) only.

Please note that it is the vendor’s responsibility to ensure that the proposal and all other required documents are received at the address named above by the closing time/date specified above.

The IRC will be the sole judge of the qualifications of all prospective candidates and reserves the right to reject any and all submittals without recourse.

The IRC is aware that the information contained in the proposals indicates the vendor’s current operations. Therefore, the use of this information shall be confined to this request and will be treated as confidential.

Vendors shall bear all costs associated with preparing and submitting responses to this RFP and the subsequent evaluation phase. The IRC will, in no way, be responsible for these costs, regardless of the conduct or outcome of the prequalification process.

### References

The vendor should provide details of three to four customers for reference. References should be for customers with a similar scale and requirements to those of *the IRC*. References should include information about the contract (specific services in use, date of contract execution, completion dates and any services provided, as well as contact information for the client’s project manager or other senior staff members familiar with the project. *The IRC* reserves the right to contact these references and discuss the client’s level of satisfaction with the vendor and its products.

### Proposal Presentation

After the detailed technical evaluation phase, a subset of vendors will be required to present their proposal to the *IRC* and proposed vendor staff to be interviewed as requested. This will be conducted virtually.

#### Virtual Presentation & Interview Logistics

All vendors selected for the virtual presentation phase will be given detailed requirements for the presentation along with the date for presentation during the evaluation phase. Instructions will be provided in writing at that time. Vendors will also be expected to describe, in detail, the specifics of their proposal. The audience for this will be a mixed group of IRC stakeholder executives, project team members and other selected individuals.

Following the execution of the virtual presentation, interviews with individual proposed staff may be required.

## Notification of Award

A contract will be awarded to a single vendor based on the evaluation of the RFP response, the presentation and the satisfactory outcome of financial negotiations.

After the contract is awarded, the IRC will notify the unsuccessful vendors.

## Treatment of Information

All information about the IRC provided during the RFP process shall remain under nondisclosure and cannot be released without the express permission of the IRC.

*Note to vendors: Separate nondisclosure documents can be included with the RFP.*

# General Requirements

## Documents Required to Submit

The submitted bid must include the following information as part of the proposal. Failure to supply all requested information or comply with the specified formats may disqualify the bidder from consideration.

|  |
| --- |
| **Written Submission**   1. Intent to Bid Sheet (Separate Doc) 2. Vendor Main Proposal    * Cover Letter    * Vendor Profile & Demographics    * Project Management, Approach and Team Profile    * Financial Information 3. Vendor Information Form (Separate Doc) 4. Bid Pricing Sheet – Fixed Costs or T&M (Separate Doc)   **Financial Documents and References**   1. Bank details / Financial capabilities 2. References (four (4) preferred, minimum three (3)) from current or past clients (at least one in the last year, and at least one substantial NGO reference is an advantage but not a requirement)   **Presentation & Interview (via MS Teams)**   1. Partner presentation & interview (virtual) |

## Bid Cost Structure for commercial model

The bidder shall provide a detailed schedule of fees and the rate cards that outline all components of your proposal as a fixed or variable cost (Bid pricing Sheet). Pricing submitted shall be valid for at least 120 days.

# Submission of Bids

## Format

The proposal shall consist of a profile of the company in a power point/PDF presentation alongside a proposed scope of services, in either excel or word format which will be shared with the project team. The proposer will need to also provide all documents requested including financial documents, references, team profiles and resumes.

Vendors should detail their proposed service pricing with recommendations on the best options/ configurations to help IRC meet their needs. At a high-level, we envision the following deliverables:

1. Assessment of current budgeting and forecasting processes and associated reporting infrastructure.
2. Definition of the future state processes and supporting system requirements.
3. A corresponding program roadmap and business case

# Evaluation

## Proposal Evaluation

The evaluation process will comprise:

* A preliminary examination to determine compliance with the requested response format and overall commercial and solution alignment.
* A detailed evaluation of responses and commercial proposition.
* An evaluation of the presentation and interview.

After completing the evaluation phase of the process, *the IRC* will enter into financial negotiations with *no more than two vendors*. The final selection will be based on the satisfactory outcome of these negotiations.

## Evaluation Scoring

Bids will be considered for the evaluation process with the below scoring criteria. To be eligible for evaluation, the successful bidder will have successfully demonstrated:

|  |  |  |
| --- | --- | --- |
| EVALUATION CRITERIA | Description | Weight (%) |
| Capacity & Budget Phasing | Bidder provides the most favorable guarantee in terms of start date, capacity and budget for this phase of the project. | 30% |
| IRC Fit & Experience | Bidder understands IRC’s requirements and proposes a logical, comprehensive, and cost-conscious approach to address them.  Bidder can demonstrate relevant prior experience and knowledge of the services required, overall fit, and experience working with NGOs. | 30% |
| Financial Proposal | Bidder creates a deliverables-based commercial model, with transparent cost structure that demonstrates favorable pricing.  Bidder’s costs are competitive and fully capture the scope. | 30% |
| Additional Services / Support | Bidder highlights capability for longer term partnership to support future phases of the project. | 10% |
| TOTAL |  | 100% |

# Award Terms and Conditions

## Contract award and notification

Procurement, Finance, and IT Teams will award the Contract to the notified successful Bidder(s) whose bid has been determined as the best evaluated bid considering price/performance factors, provided further that the Bidder is determined to be qualified to enter into an MSA.

## Disclaimer

Procurement reserves the right to alter the dates of the timetable.

Procurement does not bind itself to accept the lowest or any proposal.

## Ethical Operating Standards

The IRC Way: Standards for Professional Conduct (“The IRC Way”), the IRC’s code of conduct, and IRC’s Combating Trafficking in Persons Policy. The IRC Way provides three (3) core values - Integrity, Service, and Accountability – and twenty-two (22) specific undertakings.

The IRC Way provides, inter alia, that IRC does “not engage in theft, corrupt practices, nepotism, bribery, or trade in illicit substances.” IRC’s procurement systems and policies are designed to maximize transparency and minimize the risk of corruption in IRC’s operations.

IRC requests that a supplier (i) informs IRC upon becoming aware that the integrity of IRC’s business has been compromised during the RFP process, and (ii) report such events through IRC’s confidential hotline, Ethics point, which can be accessed at [www.ethicspoint.com](http://www.ethicspoint.com) or via toll–free (866) 654–6461 in the U.S., or collect (503) 352–8177 outside the U.S.

# Appendix I – FP&A / IRC Leadership

**Context - FP&A / IRC leadership**

With the current calendar and associated planning process, there is significant overlap with the forecast cycles and the start of the following year budget process. For example, while the Q1 forecast is in review with leadership and the Board level finance committee, the guidance and templates for the Q2 forecast need to be released and the approach to the next fiscal year’s budget needs to be defined. Moreover, as current forecast processes are largely managed in excel, the financial planning & analysis team cannot easily provide leadership with a review of financial risk and opportunity outside of the defined processes.

Table

Description automatically generated

# Appendix II – Technology Landscape

**Context – Technology Landscape**

The chart below outlines IRC’s current technology landscape. In addition to these systems, IRC currently utilizes Power BI as its primary reporting and visualization solution.

Graphical user interface

Description automatically generated

Planning, budgeting and forecast processes currently are dependent on the following systems and tools:

* Grants management application – Opportunity Tracking & Implementation System (OTIS; IRC developed);
* Customer Relationship Management (CRM) – Salesforce;
* ERP– Microsoft D365 for Finance and Operations: General Ledger, Procurement, Inventory, Expense Management; deployed to HQ and US offices; all others continue in waves through FY24.
* People data – Local Payroll applications and Workday database;
* Reporting (multiple data warehouses based on ERP data and CRM) – PowerBI;
* Microsoft Excel

# Appendix III – IRC Team

### IRC Project Team

|  |  |
| --- | --- |
| **Name** | **Role** |
| Sr Director, FP&A | Project Lead. Responsible for development and delivery of overall strategy |
| To be hired | Project Manager. Responsible for managing timeline, budget and project scope |
| Director, Finance Operations | Finance Operations & Process Lead. Responsible for ensuring alignment with complementary Finance projects and processes. |
| Sr Director, IT | Technology Lead. Responsible for ensuring alignment with complementary IT projects. |
| Sr Finance Manager, FP&A | Data Analyst. Responsible for providing financial and management data for project analysis. |
| TBC (Europe entities x) | Entity / Office SME Responsible for stakeholder engagement and requirements gathering. |
| TBC (Program x2) | Functional SME Responsible for stakeholder engagement and requirements gathering. |
| TBC (Awards management) | Functional SME Responsible for stakeholder engagement and requirements gathering. |
| TBC (Private fundraising) | Functional SME Responsible for stakeholder engagement and requirements gathering. |
| TBC (Operations) | Functional SME Responsible for stakeholder engagement and requirements gathering. |

**Project Governance [IN PROGRESS]**

The project will be governed by a Steering Committee led by FP&A with cross functional representation.