

Request for Proposal (RFP)

Title	Project Consultancy to develop IRD's global governance and business models		
RFP Ref #	IRD-G/RFP/2309-01	Contact details (RFP-related queries)	procurement@ird.global
Issuance Date	25 Sep, 2023	Submission Deadline	30 Oct, 2023

1. INTRODUCTION

IRD Global Ltd (the Company) invites you (the Potential Vendor) to submit a response (Tender) to a Request for Proposal (RFP) for the provision of Project Consultancy to work closely with IRD Global Executive and Senior leadership at the Global and Affiliate levels to develop global governance and business models, and to develop an approach and roadmap to successfully implement these new models (the Project) in accordance with this RFP and the documents attached to it (RFP Document).

Please read the information and instructions contained with the RFP Documents carefully because non-compliance with the instructions may result in disqualification of your Tender.

Please also read the Terms of Participation at Annex 2 as they form part of this RFP and will apply throughout the RFP process.

2. BACKGROUND

IRD Global is a not-for-profit global health delivery and research organization based in Singapore with a total of nine Affiliates. Four Affiliates are currently actively implementing programs: Bangladesh, Pakistan, South Africa, and the Philippines – the first three are incorporated in the respective countries, while Philippines is a subsidiary of IRD Global. IRD Global is governed by four Permanent Directors (PDs), whereas the Affiliates are governed by local Boards in compliance with country-specific requirements.

IRD leverages process and technology innovations to develop, implement, and scale cost-effective, evidence-based, and high-impact solutions to stubborn health challenges. We work to increase access to new and rapid diagnostics and to improve efficiencies in mass screening and immunization registration, data collection, and monitoring and evaluation. We aim to improve treatment access and adherence and improve communication between healthcare providers and patients through innovative partnerships with communities, governments, private providers, universities, and other non-governmental organizations. Over the past two decades, our teams have pioneered open-source information technology innovations in mass health screening and

immunization registration mobile health applications, interactive SMS systems, digital conditional cash incentives for patients, caregivers and health workers, electronic medical records, and civil registration and vital statistics systems for low resource environments.

Our main areas of focus are maternal and child health, infectious diseases, non-communicable diseases, mental health, neglected tropical diseases, youth engagement, big data analytics, and digital health. We integrate targeted health campaigns in our programs to communicate key public health information and to influence behavior change.

Our strengths lie in our passion for improving the lives of the most vulnerable and underserved populations and our commitment to implementing in countries through local teams that are well versed in cultural and social nuances that are critical to our success. , Our wide ranging technical expertise, agile organizational culture, shared values, close-knit working relationships, and our leadership on multiple global policy and technical committees have established our reputation globally. We are committed to innovation, evidence-based interventions, and local capacity building. We have the ability to both pivot and thrive in the face of changing circumstances and new opportunities and are strategic risk-takers. Being one of only a handful of large health research and service delivery organizations originating from, and led by, the Global South, we are particularly well positioned to develop context-specific solutions to public health problems.

While all of these characteristics have been crucial to our success and rapid growth, we are a highly person-dependent organization. We have maintained a start-up mentality and somewhat of a shoestring operational approach rather than developing and staffing a full complement of critical business systems and practices to ensure healthy and sustainable growth. While we have engaged in some level of informal strategic discussions on an ongoing basis, we recognize that these have not been comprehensive enough to meet the needs of an organization experiencing exponential growth. .

IRD has recognized the need to begin investing in its organizational development. The PDs are technical rather than administrative or financial experts, but fully recognize the need to secure in-house expertise for operational functions and have begun to build that staffing. We acknowledge that our ability to recognize gaps is bound to be limited and that we need to gain fresh perspectives as well as more objective and experienced insights.

Specific areas that need greater investment of time and resources include developing a robust governance framework especially with regards to Affiliate linkages, including accountability structures and operating relationships. While we have rearticulated governance models throughout our history, we have not found a model that appropriately addresses our evolving needs. Another key area is the need to strengthen our middle management tier and develop succession plans.

We fully recognize these gaps and have taken concrete steps to address these shortcomings. We hired a CFO in 2017 and he has led efforts to develop strong financial policies and

procedures, streamline budget processes, develop an effective compliance system to meet statutory requirements, and ensure greater visibility into revenue and expenses. In 2019-2020, we recruited a new team to streamline legal, contracts, and governance functions. A designated resource in the team focuses on strengthening governance at Global as well as Affiliate levels and building stronger linkages. The Plexus contracts management system was introduced across the IRD network in 2021, providing an effective and transparent online portal for review, approval, and signing of all documents. In 2022, a Grants Management Office was established as a next step in building efficiencies and coordination throughout a grant timeline. In 2023, a CPO was hired to establish a Global Procurement Office and to provide leadership and oversight for strategizing, planning, executing, and supervising the procurement functions and operations at IRD Global.

As we approach our 20th anniversary in 2024, we are at an inflection point. Our expertise, innovative approach, and rapid growth have led to recent successes in diversifying our funding streams, securing substantive funding from the Gates Foundation, the LEGO Foundation, GiveWell, FIND, Gavi, and others. As we look to our next 20 years, we recognize the need to develop a clear strategic direction, strengthen core functions and roles, consolidate programs already in place, and develop and evaluate new interventions on a robust operational platform. We also seek to optimize our economic model, which relies chiefly upon a revenue mix of international organization, government, and philanthropic donors, to be sufficiently robust to support a sustainable pace of growth and any further geographic expansion.

We recognize that while putting new policies and tools in place is necessary, it is not sufficient to meet our evolving needs and that to sustain our current and projected growth, we must change the way we do business.

In May 2023, GiveWell recommended IRD Global to Open Philanthropy for a three-year grant to strengthen the organization's core organizational functions. The grant has been approved and received. We are committed to working with outside experts who will bring expertise, fresh thinking, and objectivity to our organizational development work and we are deeply committed to being open-minded throughout this evolution to ensure that this work is transformational.

3. PROJECT PRIORITIES

Our three-year-long organizational development project will include an in-depth review and rearticulation of our **governance structure**, development of additional governance policies, and **strategic planning** at the Global level and with IRD Affiliates. We will also focus on building more robust **financial systems and controls** by developing a comprehensive business model and indirect cost recovery (ICR) policy and implementing an ERP software system for Global and Affiliates. Efforts to **increase cost-effectiveness** will focus on developing core values to prioritize programs likely to be cost-effective, enhancing our capacity to measure the impact and cost-effectiveness of existing programs, and embedding cost-effectiveness analysis into all new programs. Finally, we will assess gaps in existing **operational capacity** and work to fill them to

ensure coordinated and ongoing operationalization of the revised governance structure, strategic plans, and ongoing activities.

We are seeking to engage a Vendor to work closely with IRD Global executive and senior leadership at the Global and Affiliate levels to support a subset of these activities in 2023 and 2024, namely to develop our global governance and business models, and develop an approach and roadmap for IRD to successfully implement these new models.

To ensure IRD leadership and staff take full ownership of and are equipped to implement the new models, the selected Vendor should craft a participatory approach. As IRD is a global organization with project staff/offices in nine affiliate countries, this project must engage and reflect the needs and local context of multiple offices. The selected Vendor can expect to work closely with IRD’s Executive and Senior Leadership team which will play key roles in implementing the ultimate models. IRD’s PDs will serve as the decision-making body for the work, aided by an independent Advisory Council that will review progress and provide insights on the overall organizational development effort (including this project) on a quarterly basis. A Project Director and Project Manager will work closely with the selected Vendor on a daily basis to enable effective project management and ensure clear communications across IRD. IRD has offices and PDs based in Karachi and Singapore, but operates on a largely remote basis, so co-location of the consulting team with IRD is unnecessary. We anticipate several in-person meetings with PDs and staff will be required but ask the Vendors to suggest a meeting cadence based on the proposed project plan.

Further detail about the scope of the Project is set out in Annex 1.

4. RFP TIMETABLE

Date	Activity
25 Sep 2023	IRD Global issues tender documentation to selected vendors by email
3 Oct 2023	Submission of Intention to Respond via email to procurement@ird.global with copy to <ul style="list-style-type: none"> ▪ Project Manager (pm.orgdev@ird.global) ▪ David Chin (david.chin@ird.global)
4 Oct 2023	Submission of Questions (if applicable), via email to procurement@ird.global with copy to <ul style="list-style-type: none"> ▪ Project Manager (pm.orgdev@ird.global) ▪ David Chin (david.chin@ird.global)

13 Oct 2023	All Q&A by all bidders will be consolidated and responded via email by procurement@ird.global to ensure all bidders have the same information for the purpose of Tender Submission.
30 Oct 2023	Tender Submission via email, with subject as the RFP reference # IRD-G/RFP/2309-01 To email to procurement@ird.global with copy to <ul style="list-style-type: none"> ▪ Project Manager (pm.orgdev@ird.global) ▪ David Chin (david.chin@ird.global)
7-8 Nov 2023	Shortlisted Vendors virtual Presentations
14 Nov 2023	Selection of Vendor

5. INSTRUCTIONS FOR PARTICIPATING IN THE RFP

Intention to Respond

It is a condition of this RFP process that each Potential Vendor who intends to submit a Tender confirms this via email and does so by the date set out in the RFP timetable.

Even if a Potential Vendor does not intend to submit a Tender, the Company nevertheless requests that all Potential Vendors respond via email, setting out the reasons why the Potential Vendor does not intend to submit a Tender.

Tender

To participate in this RFP, you are required to submit a Tender which fully complies with the instructions in this document and in its Annexes.

The information and documents that you are required to submit and return in order to submit a compliant Tender are:

1. RFP Submission / Proposal (01 – within the tender pack). The RFP submission must include Complete project timeline, as well as, critical milestones to track the Deliverables.
2. Commercial Proposal / Pricing Schedule (02 – within the tender pack).

The evaluation process is detailed within Section 6 of this document.

Responses must:

- Be submitted in English
- Contain all the required information described above;

- Include the complete registered address of the Vendor's office with the name, mailing address, and contact number of the person to be contacted regarding the proposal.
- Be submitted via email and all attachments must be marked as "RFP Reference # IRD-G/RFP/2306-01"
- Be addressed to:
 - o IRD Global Procurement (procurement@ird.global) with copy to:
 - Project Manager (pm.orgdev@ird.global)
 - David Chin (david.chin@ird.global)

Vendor Presentation

Shortlisted Vendors will be invited to present their Project proposal via a video call. Meeting details will be forwarded to your nominated representative.

Key members of Vendors' teams should be present and the presentation must include members who would be actively engaged in the execution of the work and delivery of the service.

The Vendor presentation will be part of the overall evaluation process.

6. EVALUATION CRITERIA

Tenders will be evaluated against the following non-exhaustive list of criteria:

a) Vendor Profile:

- Number of years in service;
- Size of Business (Number of Employees);
- Vendor background and history;
- Geographical reach;
- Ownership and any other relevant information – particularly diversity demographics;
- Any unique, differentiating capabilities within the Vendor.

b) Vendor Experience:

Vendor's ability to show a proven track record of carrying out similar projects. Case studies will support this evaluation criteria. References of clients where similar projects have been undertaken. Relevant industry experience (e.g., nonprofits, social enterprises, philanthropic foundations, government agencies, benefit corporations, and socially responsible businesses) of similar consultancy projects is essential.

c) Organisation/Team Model:

Vendor's ability to provide a strong team to manage the full consultancy work and timely completion of all Deliverables. CVs of the team members (who ideally will attend the Tender presentation) will support this evaluation criteria.

d) Methodology, Approach and Creative Thinking:

The proposed approach to provision of the services, including Project Management methodology (in alignment to grant's objectives). View on how the team will engage and work together with our Permanent Directors and IRD's stakeholders will also be taken into consideration.

e) Project Timeline:

The complete Project Timeline (with key milestones) should be included in the RFP submission. Please also include Control measures to be put in place to prevent any project delay.

f) Commercial Offer:

Detailed commercial offer, outlining the detailed and itemized costing, clearly showing the breakdown of the costs, will be required. The professional fees must be broken down by the expected contribution by the Vendor's different levels of management consultants contributing to the project. In accordance with the RFP Documents, Potential Vendor may include any additional investments, discounts and value add that will be applicable in this RFP.

ANNEX 1: SCOPE OF SERVICES

PROJECT OVERVIEW

The Vendor will work with IRD Global Executive and Senior leadership at the Global and Affiliate levels to develop our global governance and business models, and develop an approach and roadmap to successfully implement these new models.

TIMING AND KEY MILESTONES

IRD has agreed to design its governance and business models by the Q1 of 2024, including design of an implementation plan it will begin to deliver later in 2024. IRD's quarterly meetings with its Advisory Council are scheduled quarterly starting from Q4 2023.

OBJECTIVES, TASKS, DELIVERABLES

Objective One: Develop Global governance model and associated organisation structure.

Vision: IRD emerges with a fit-for-purpose governance model and organisation structure that articulates key decision-making structures, roles, and responsibilities within the leadership team, with any governance boards, throughout the organization, and across Affiliate offices.

Tasks:

1. Identify, present, and facilitate exploration of different governance models with the Permanent Directors, governance team, and Affiliate leadership.
2. Facilitate discussions to achieve consensus on the governance model that will best serve the organization.
3. Develop recommendations of any refinements of the existing organisation structure as needed to reflect the updated governance structure.
4. Facilitate discussions to achieve consensus on the updated organisation structure.
5. Advise Permanent Directors and governance team on the steps needed to operationalize the new governance model and organisation structure.

Deliverables:

1. A report with detailed examples of governance models, including analysis of benefits, challenges, and tradeoffs of different models
2. A report detailing internal discussions about different governance models
3. A rearticulated IRD Global governance model
4. A refined organisation structure to reflect changes arising from the new governance model
5. A detailed plan for implementing the new governance and organisation models at the Global and Affiliate levels

Objective Two: Develop Global business model.

Vision: IRD emerges with a clear, sustainable business model for the entire organization, as well as the cost- and revenue-sharing model between Affiliates and IRD Global. IRD refreshes its pricing model by updating its indirect cost recovery (ICR) policies, as well as its target revenue mix, with clarity on implications for its reserve and unrestricted funding, investment policies, budgeting principles and economic criteria for considering any further geographic expansion.

Tasks:

1. Complete review of indirect cost recovery (ICR) industry standards.
2. Analyse and provide recommendations on an agreed set of key business model questions, including revenue mix, revenue and cost sharing, ICR levels, geographic footprint, and other relevant issues.
3. Facilitate discussions with Permanent Directors and senior management to achieve consensus on the business model that will best serve the organization.
4. Advise Permanent Directors and senior management on the steps needed to operationalize the new business model.

Deliverables:

1. Report of ICR industry standards
2. A report providing analysis and recommendations on key elements of IRD's business model for internal discussion business models
3. A rearticulated IRD Global business model reflecting internal discussion and decisions
4. A detailed plan for implementing the revised business model at the Global and Affiliate levels

Project management: the selected Vendor is responsible for developing and managing the project workplan, including:

1. Providing overall project management.
2. Preparing and presenting a clear project timeline with key milestones to seek approval of IRD internal stakeholders. This project timeline should be included in the Tender submission.
3. Structuring and facilitating a project inception meeting to detail and finalize the workplan with key IRD actors such as the Project Director, Project Manager, CFO, and others who will play key roles throughout
4. Monitoring progress and preparing detailed progress reports to IRD on an agreed periodic basis.

ANNEX 2: TERMS OF PARTICIPATION

1. Introduction

- a. These Terms of Participation should be read in conjunction with the RFP Documents.

2. Conduct

- a. The Potential Vendor must abide by these Terms of Participation and any instructions given in the RFP Documents and agrees to ensure that any of its directors, office holders, staff, contractors, sub-contractors and advisers involved or connected with this RFP abide by the same.
- b. The Potential Vendor must not directly or indirectly canvass any director, officer, employee, agent or adviser of the Company regarding this RFP or attempt to obtain any information from the same regarding this RFP (except where permitted by this RFP). Any attempt by the Potential Vendor to do so may result in the Potential Vendor's disqualification from this RFP process.

3. Collusive Behaviour

- a. A Potential Vendor must not (and shall ensure that its directors, employees, subcontractors and advisers do not):
 - i. Fix or adjust any element of the Tender by agreement or arrangement with any other person, except where such prohibited acts are undertaken with persons who are participants in the Potential Vendor's Tender;
 - ii. Communicate with any person other than the Company the value, price or rates set out in the Tender, except where such communication is undertaken with persons who are participants in the Potential Vendor's Tender; and
 - iii. Enter into any agreement or arrangement with any other person, so that person refrains from submitting a Tender.
- b. Breach by a Potential Vendor of paragraph 3(a) will give the Company the right to disqualify the Potential Vendor from the RFP process.

4. Right to Cancel or Vary the Procurement

- a. The Company reserves the right:
 - i. To change the basis of its procedures for the RFP without notice at any time;
 - ii. To amend, clarify, add to or withdraw all or any part of the RFP Documents at any time;
 - iii. To vary any timetable or deadlines set out in the RFP Documents;
 - iv. Not to award a contract for some or all the Goods and/or Services for which Tenders are invited; and
 - v. To cancel all or part of the RFP process at any stage and at any time.

5. Status of the RFP Documents

- a. No information contained in the RFP Documents or in any communication made between the Company and the Potential Vendor in connection with the RFP shall be relied upon as constituting a contract, agreement or representation that any contract shall be entered into in accordance with the Tender or at all.
- b. The Company shall not be committed to any course of action as a result of:
 - i. Issuing any RFP Documents;

- ii. Communicating with Potential Vendors or their representatives, agents or advisers in respect of this RFP.
- c. The RFP Documents and any attachments or references have been prepared in good faith but do not purport to be a comprehensive statement of all matters relevant to the procurement nor has it been independently verified. Neither the Company nor its advisers, directors, officers, employees or other staff or agents:
 - i. Accept any liability or responsibility for the adequacy, accuracy or completeness of the RFP Documents; or
 - ii. Make any representation or warranty, express or implied, with respect to the information the RFP Documents contains nor shall any of them be liable for any loss or damage (other than in respect of fraudulent misrepresentation) arising as a result of reliance on such information or any subsequent communication.
- d. The Potential Vendor shall form its own conclusions and make its own independent assessment of the requirements in this RFP and should seek its own financial and legal advice about the methods and resources needed to meet the Company's requirements.
- e. The Company does not accept responsibility for the Potential Vendor's assessment of the requirements of this RFP.
- f. The Potential Vendor is responsible at its own expense, for obtaining all information required to prepare its Tender.

6. Costs

- a. The Company will not reimburse any costs incurred by a Potential Vendor (including the costs or expenses of any sub-contractors or advisers) in connection with the preparation and/or submission of the Potential Vendor's Tender, including where:
 - i. The procurement is cancelled, shortened or delayed for any reason;
 - ii. All or any part of the RFP Documents is at any time amended, clarified, added to or withdrawn for any reason;
 - iii. A contract for some or all of the goods and/or services for which Tenders are invited is not concluded; or
 - iv. The Potential Vendor and/or its Tender is disqualified from participation in the procurement for any reason.

7. Confidentiality

- a. Subject to the exceptions referred to in paragraph 7(b), the contents of the RFP Documents (together, the "**Information**") are being made available to the Potential Vendor on the condition that the Potential Vendor:
 - i. always treats the RFP Documents as confidential, unless it is already in the public domain;
 - ii. does not disclose, copy, reproduce, distribute or pass any of the Information to any other person at any time or allow any of these things to happen;
 - iii. only uses the Information for the purposes of preparing a Response (or deciding whether to respond).
- b. A Potential Vendor may disclose any of the Information to its employees, advisers or sub-contractors provided that:
 - i. this is done for the sole purpose of enabling the Potential Vendor to submit a Response and the person receiving the Information undertakes in writing to keep the Information confidential on the same terms imposed by these Terms of Participation; or

- ii. it obtains the Company's prior written consent in relation to such disclosure; or
- iii. the Potential Vendor is legally required to make such a disclosure.
- c. The Company may freely disclose information submitted by Potential Vendors during the procurement to its officers, employees, group companies, agents or advisers but will otherwise, subject to paragraph 7(b)(iii), keep the information confidential.

8. IPRs

- a. All RFP Documents issued in connection with this procurement shall remain the property of the Company and shall be used by the Potential Vendor only for the purposes of this procurement.
- b. The Potential Vendor grants the Company an irrevocable, perpetual, non-exclusive licence to copy, amend and reproduce any intellectual property contained within the Tender for the purposes of carrying out this procurement.

9. Law and Jurisdiction

- a. Any dispute (including non-contractual disputes or claims) relating to this procurement or the RFP Documents shall be governed and construed in accordance with the laws of Singapore.
- b. The courts of Singapore shall have the exclusive jurisdiction to settle any dispute or claim that arises out of or in connection with this procurement or the RFP Documents (including non- contractual disputes or claims).