

**International Rescue Committee**

**Polska**

**Request for Proposal (RFP)**

**PL/2024/03**

**Business Analysis Development Consultancy**

**IRC Poland as Services Provider in the EU Enlargement Process**

|  |  |
| --- | --- |
| **Planned Timetable** | |
| **Issue Request for Proposal** | *April 18, 2024* |
| **Suppliers return signed Intent to Bid forms due date** | *April 25, 2024* |
| **Questions from Suppliers due date** | *May 2, 2024* |
| **Answers to Suppliers questions due date** | *May 9, 2024* |
| **Bid submission due date** | *May 29, 2024* |
| **Bid Opening and Evaluation date** | *June 4,, 2024* |
| **Supplier visit** | *June 5, ,2024* |
| **Award of Business** | *June 11, 2024* |
| **Contract start** | *June 15, 2024* |

*Please note all dates are provisional dates and IRC reserves the right to modify this schedule*

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##### INTRODUCTION

# The International Rescue Committee Polska.

The International Rescue Committee Polska, hereinafter referred to as “the IRC”, is a non-profit, humanitarian agency that provides relief, rehabilitation, protection, resettlement services, and advocacy for refugees, displaced persons and victims of oppression and violent conflict.

The IRC Polska has been operating in Poland since the start of the conflict in Ukraine initially in Poland providing relief and services to refugee arrivals.

# The Purpose of this Request for Proposal (RFP)

It is the intent of this RFP to secure competitive proposals to select a Potential, Reliable and Committed Supplier for the International Rescue committee Polska to provide **Business Analysis Development Consultancy** for the official purpose of IRC Poland in Poland. All qualified and interested Suppliers are invited to submit their proposals.

The winning bidder(s) will enter into a fixed price Master Service Agreement (MSA) for period of one (1) year. This will allow the IRC to issue specific purchase orders or Task Orders, based on defined scope of work and their milestone

The award of the Master Service Agreement will be on indivisible and single lot..

|  |  |
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| # Product | Title |
| 1 | Highly contextualized market assessment for IRC Poland (Poland registered, IRC Inc affiliated entity) marketability as commercial services provider – relevance and sustainability for comprehensive services delivery, either in partnerships/Joint venture or individually, in single market economy and overall changing, non-linear early reconstruction & development economy. |
| 2 | Participatory qualitative data collection with key stakeholders in Poland, Ukraine and internationally. |
| 3 | A Business Roadmap for IRC Poland, with preference for PESTLE (Political, Economic, Social, Technological, Legal, Environmental) or newer STEEPED (social, technological, economic, ecological, political, ethical, demographic dimensions) analysis with realistic outcomes and achievable targets. IRC preference is for this to be broken down by specific result chains (with clear causal and complete linkages) per thematic area. |
| 4 | Analysis - The upfront internal investment required to become active competitors or suppliers in EU tenders involves enhancing internal competencies in targeted markets and making institutional adjustments. |

Bidders shall be domiciled and shall with all Government legal to operate in Poland. Bidders shall be regular tax payers and shall furnish copy of its operating license/certificate of registration valid for the fiscal year **2024**. The Bidder shall not be under a declaration of ineligibility for corrupt or fraudulent practices.

# Cost of Bidding

The Bidder shall be responsible for all costs associated with the preparation and submission of its bid, and IRC hereinafter referred to as “the Purchaser”, will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

##### THE BIDDING DOCUMENTS:

# The Bidding Documents

The Bidder is expected to examine all instructions, forms, **terms** and **specifications** in the bidding documents prepared for the selection of qualified suppliers. Failure to furnish all information required as per the bidding documents or to submit a bid not substantially responsive to the bidding document in every respect will be at the Bidder’s risk and may result in bid rejection.

|  |
| --- |
| *The Bidding documents comprise of the following documents:*   * *The Request for Proposal – RFP (this document).* * *Annex A – Scope of service* * *Annex B - Vendor Information Form.* * *Annex C - Price offering sheet* * *Intent to Bid Form.* * *Code of Conduct and Conflict of Interest* |

# Clarification of Bidding Documents

A prospective Bidder requiring any clarification of the Bidding Documents may notify the Purchaser in writing at the following email [IRC.Polska-Clarification@rescue.org](mailto:IRC.Polska-Clarification@rescue.org). The request for clarification must reach the purchaser not later than (2nd of May 2024). The Purchaser will respond by e-mail providing clarification on the bid documents on the (9th of Mayl). Written copies of the Purchaser’s response (including an explanation of the query but without identifying the source of inquiry) shall be communicated to all prospective Bidders which express an intention to submit bids.

##### PREPARATION OF BIDS:

# Language of Bid

The Bid and all related correspondence and documents exchanged between the Bidders and the Purchaser shall be written in (Polish)**.** Any printed literature furnished by the Bidder and written in another language shall be accompanied by a (Polish) translation of its pertinent passages, in which case, for purposes of interpretation of the bid, the (Polish) version shall prevail.

# Documents Comprising the Bid

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

|  |
| --- |
| * A copy signed of the Request for Proposal with annex A – RFP (this document) * Profile of the company (if available), link to the service provider official website * References from current or past clients * A Bid detailing the services unit price only in the sheet given for the purpose – Annex C, duly signed. * Vendor information form (Annex B) duly signed by the bidder. * Certificate of Business registration (KRS number) – mandatory requirement * Tax Information Identification – (NIP number) * REGON number * Bank details * Financial statement (if available) * License from local authorities * *Other important documents which Bidder attaches to support its bid.* |

# Bid Prices & Price Changes

The Bidder shall clearly indicate the unit price of the services they want to provide and be inclusive Government of Poland applicable withholding tax. All unit prices shall be clearly indicated in the space provided in the price schedule. The Bidder must sign and officially stamp the price schedule.

During the validity period of the Master Service Agreement, if there is a price change in the market the **Bidder can express the change in writing for the Purchaser a month before implementing the change and in this case the Bidder shall describe and justify the driver(s) of potential price fluctuation**. The Purchaser also responds for the request in writing within 15 days of receipt of notice for price change. Once the changes are agreed between both parties, an addendum will be signed and included in the MSA. **The price changes will be done for a maximum of four times in a Year. The purchaser reserves the right to accept or reject the request for the price change.**

# Bid Currencies

All rates and amounts entered in the Bid Form and Price Schedule and used in any documents, correspondence or operations pertaining to this tender shall be expressed in **Zloty (PLN).**

# Document Establishing service Eligibility and Conformity to Bidding Documents

Pursuant to Clause 8, the bidder shall furnish, as part of its bid, documents establishing the eligibility and conformity to the Bidding Documents of all goods, which the Bidder proposes to supply under the Contract.

The Documentary evidence of the goods’ conformity to the Bidding Documents may be in the form of technical specifications, literature, drawings, data (tables, graphs etc.), and shall furnish:

* A detailed description of the goods’ essential technical and performance characteristics.
* A **clause-by-clause** commentary on the Purchaser’s Technical Specifications demonstrating the goods’ substantial responsiveness to those specifications or a statement of deviations and exceptions to the provisions of the Technical Specifications.

The Bidder may propose alternate standards, brand-names and/or catalogue numbers in its bid, provided that it demonstrates to the Purchaser’s satisfaction that the substitutions are substantially equivalent or superior to those designated in the Technical Specifications.

# Bid Security

For the Purpose of This Tender or MSA Process, Bid Security or Bond is not applicable.

# Period of Validity of Bids

Bids shall remain valid **for 90 working days** after the date of bid opening prescribed by the Purchaser, a bid valid for a shorter period may be rejected by the Purchaser as non-responsive.

In exceptional circumstances, the Purchaser may request the Bidders to extend the period of validity. The request and the responses thereto shall be made in writing by letter or e-mail. A bidder agreeing to the request will not be required nor permitted to modify his bid.

# Format and Signing

The original bid shall be signed by the Bidder, or a person or persons duly authorized to bind the Bidder to the contract. Financial proposal pages of the bid shall be initialed by the person or persons signing the bid and stamped with the company seal.

Interlineations, erasures, or overwriting shall be valid only if they are initialed by the person or persons signing the bid.

*Please note: A single bidder may not bid on the same tender via more than one company under his or her ownership. In addition, bidders having close relationships with other bidders (members of the same family, subsidiary, or daughter companies, etc.) may not bid on the same tender. This type of action, or any other action judged by the Purchaser to constitute collusive behavior, will lead to the bidder(s) being automatically eliminated from this tender and disqualified from participating in future IRC tenders. On the other hand, one bidder may submit more than one offer in response to the same tender only if the offers demonstrate clear differences in specifications, quality, lead time, and other characteristic of the goods and services offered.*

##### SUBMISSION OF BIDS

# Submission and Marking of Bids:

Bidder shall submit bid electronically to [irc-polska-tender@rescue.org](mailto:irc-polska-tender@rescue.org) by May 29th 2024, no later than 08:00 p.m. (CET / Polish time).

Bids submitted after the deadline will not be accepted. The PURCHASER may, at its discretion, extend the deadline for the submission of bids, in which case all rights and obligations of the PURCHASER and Bidders, as documented in the RFP, will be applicable to the new deadline.

# Format

The Bidder’s proposal shall comprise of technical proposal and financial proposal, in separate package electronically.

# Modification and Withdrawal of Bids

The Bidder may modify or withdraw its bid after the bid’s submission, provided that written notice of the modification, including substitution or withdrawal of the bids, is received by the Purchaser prior to the deadline prescribed for submission of bids.

The Bidder’s modification or withdrawal notice shall be prepared, sealed, marked, and dispatched. No bid may be modified after the deadline for submission of bids.

##### BID OPENING AND EVALUATION

# Preliminary Examination

The Purchaser will examine the bids to determine whether they are complete, whether any computational errors have been made, whether required sureties have been furnished, whether the documents have been properly signed and whether bids are generally in order.

# Evaluation and Comparison of Bids

Bids determined to be substantially responsive as per section 7 above will be considered for the evaluation process with the below scoring criteria.

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| --- | --- | --- |
| **EVALUATION CRITERIA** | **Description** | **Weight (%)** |
| **Financial proposal** | Refers to the offer price, including taxes, duties, delivery charges and ability to fix prices throughout the period of the MSA | 30 % |
| **Experience in the field** | Refers to:   * Proven experience in delivery of type of services requested (consulting, analytical services, donor intel gathering, business analysis and Wilsonian NGO performance, non-traditional financial models for INGOs). * Number of years of experience * Experience in collaboration with NGO/ Foundations/ Humanitarian Organizations/UN/ Quasi NGOs and Governments.   At least 5 years of proven experience in EU and Eastern Europe environment, with at least one assignment in Eastern Europe post-February 2022. Experience in Business Analysis, durable solutions, early recovery preferred. | 40% |
| **Staff experience & Qualification** | Refers to:  Qualifications and Experience:   * Qualifications and Experience: * Relevant education, certifications, and industry expertise, demonstrated in CVs and other documents of the proposed research team members. | 15% |
| **References** | Refers to:   * At least 3 references shared, issued by previous business partners/ NGO/ Humanitarian organization for work performed on Business Analysis or similar (as per criteria above) within the last 2 years. | 10% |
| **Payment Terms** | Refers to:   * Expected payment terms after delivery of project stages (eg. 50/50% after first milestone) | 5% |
|  |  | **100%** |

# Contacting the Purchaser

Subject to Clause 5, no Bidder shall contact the Purchaser on any matter relating to its bid, from the time of the bid opening to the time the Contract is awarded or selected qualified supplier is announced.

# Notification of Award

Prior to the expiration of the period of bid validity, the Purchaser will notify the successful bidder in writing or where necessary by phone that his/her bid has been accepted and, selected for Master Service Agreement for the specific goods and/or services. At this stage IRC Polska may also choose to negotiate with the selected bidder to finalize the offer.

##### CONTRACTING

# Contract award and notification

The Purchaser will award the Contract to the notified successful Bidder(s) whose bid has been determined to be substantially responsive and 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 Master Purchase Agreement and perform its obligations satisfactorily.

## The Bidder(s) agrees on the fact that Master Service Agreement shall not be interpreted as conferring on the supplier the exclusive right to supply the goods and/or to provide the services covered by this agreement and its appendices.

## The Master Service Agreement is executed solely on the basis of 'fixed price-flexible quantity', and the suppliers agrees that Master Service Agreement does not impose any obligation on the IRC with respect to a minimum business volume.

IRC reserves the right to sign the same type of agreement for the same type of services with other suppliers.

# Warranty

The Supplier warrants that the materials to be delivered are according to the IRC criteria and need and meets the Purchaser’s full specifications.

The warranty shall remain valid for a period of time as may be specified by the Supplier in the Bid and this warranty period shall be considered as one of the bid advantages, and shall in no case be less than that which is provided for by Polish Law if any.

# Inspection

The Purchaser shall have the right to inspect the goods to confirm their conformity to the specification. The inspection will be conducted by assigned staff of the Purchaser or a reputed relevant consultant selected by the Purchaser.

In the future business relation, should any inspected goods fail to conform to the specification, the Purchaser may reject them, and the Bidder shall replace the rejected goods without extension of time except at the Purchaser’s sole discretion.

# Price Schedules and Location

Vendors interested in the provision of Goods to IRC Polska office should NOTE that all categories apply to all IRC Offices in Poland.

List of Services for Master Service Agreement as per below Categories is attached.

Payment will be made through bank transfer on satisfactory completion of delivery of Goods/Services by the Purchaser within 10 working days receipt of invoice in conjunction with a signed received certificate of delivery/completion.

Extra charges associated with the above Goods/services shall be invoiced and paid at the same terms set above.

# Service or consultant agreements

For service or consultant agreements time and material awards are not authorized unless it is the only suitable award and a ceiling is established.

# Disclaimer

The Purchaser reserves the right to alter the dates of the timetable.

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

##### Ethical Operating Standards

### **Compliance to the IRC Way**

The IRC Way: Standards for Professional Conduct (“The IRC Way”), the IRC’s code of conduct, which can be found at: <https://www.rescue.org/page/our-code-conduct> and IRC’s combating Trafficking in Persons Policy, which can be found at: <https://rescue.app.box.com/s/h6dv915b72o1rnapxg3vczbqxjtboyel>. 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:

1. informs IRC upon becoming aware that the integrity of IRC’s business has been compromised during the RFP process, and
2. (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.

### **Bidder Non-Collusion Statement**

IRC prohibits collusion and will disqualify all bids where collusion is detected. Collusion happens when related parties submit separate bids for the same tender. Collusion includes situations where:

1. Members of the same family submit separate bids for the same tender
2. Separate companies owned by the same person submit separate bids for the same tender
3. Employees of a bidding company submitting separate bids through companies they own for the same tender
4. Partners in a bidder submitting separate bids under their own names/ companies they own for the same tender

It is collusion for a person to be involved in more than companies/ businesses submitting a bid to the same tender. Collusion will lead to IRC disqualifying the involved Individuals or companies from that tender as well as disqualify them from submitting bids for future tenders. In addition, IRC may share information relating to this collusion with other international aid organizations operating in the region leading to loss of business opportunities for the colluders

A yellow and black sign with a letter

Description automatically generated INTERNATIONAL RESCUE COMMITTEE POLSKA

BID NOTICE

The International Rescue Committee, Inc. (IRC) is a private international, nonsectarian, voluntary organization providing relief, protection and resettlement services for refugees and victims of oppression or violent conflict.

The IRC affiliated entity which operates in Poland as FUNDACJA "INTERNATIONAL RESCUE COMMITTEE POLSKA" is hereby commissioning a tender for the following::

**Business Analysis Development Consultancy**

**IRC Poland as Services Provider in the EU Enlargement Process**

Expected deliverables and methodologies include:

|  |  |
| --- | --- |
| # Product | Title |
| 1 | Highly contextualized market assessment for IRC Poland (Poland registered, IRC Inc affiliated entity) marketability as commercial services provider – relevance and sustainability for comprehensive services delivery, either in partnerships/Joint venture or individually, in single market economy and overall changing, non-linear early reconstruction & development economy. |
| 2 | Participatory qualitative data collection with key stakeholders in Poland, Ukraine and internationally. |
| 3 | A Business Roadmap for IRC Poland, with preference for PESTLE (Political, Economic, Social, Technological, Legal, Environmental) or newer STEEPED (social, technological, economic, ecological, political, ethical, demographic dimensions) analysis with realistic outcomes and achievable targets. IRC preference is for this to be broken down by specific result chains (with clear causal and complete linkages) per thematic area. |
| 4 | Analysis - The upfront internal investment required to become active competitors or suppliers in EU tenders involves enhancing internal competencies in targeted markets and making institutional adjustments. |

[irc-polska-tender@rescue.org](mailto:irc-polska-tender@rescue.org)

Offers will not be accepted after close of business 08:00 p.m. (Poland time) on the **May 29th, 2024**

A yellow and black sign with a letter

Description automatically generated**International Rescue Committee, Inc.**

**Intent to Bid**

**IRC Reference #: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

Company Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*(Please indicate #1 or #2 below)*

**1.□** It is the intent of this company to submit a response to the (Title of RFP) Request for Proposal.

Please provide a name and email address for the person within your company that should receive notices, amendments, etc. that are related to this RFP:

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Phone \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Email \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature (If faxed) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title of Person signing \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

We realize that this is an intent to bid and in no way obligates this company to participate in this process.

**2.□** This company DOES NOT intend to participate in this RFP.

Name (Signature if faxed) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title of Person signing \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Please fax or email this form at your earliest convenience to the attention of:

Name (YOU) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Fax \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Email \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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# Annex A: Scope of work

# RFP # PL/2024/03

### Opis usług

IRC Poland was established in March 2022 following the start of the full-scale invasion of Ukraine and escalation of hostilities between Ukraine and the Russian Federation. In the first year of IRC’s operations in Poland, significant investments were made in providing emergency support to refugees from Ukraine including cash and livelihoods support, protection services (Child Protection, Women’s Protection and Empowerment and Protection Rule of Law), and support for inclusion of refugee children into the local educational system. During this period IRC focused on operational start-up and service delivery, while also working to build its reputation for technical and thought leadership particularly on issues related to protection and the rights of refugees from Ukraine.

From mid 2023 IRC Poland, amidst changing institutional funding landscape and shrinking UN footprint, started consolidating technical and business development in-house expertise. While these efforts have helped to build IRC’s internal understanding, there’s been a prevailing knowledge gap, impeding deepening the contextualization and maximization of IRC Poland’s unique resources (e.g. the manpower).

Against this background, IRC Poland is commissioning the consultancy to adapt its business strategy, bringing maximum diversification, building on the unique positioning of IRC Poland vis a vis key identified macrotrends:

* The EU enrolment process with Ukraine, Moldova, Georgia.
* Ukraine reconstruction process, local and central level and inter-related dynamics of it with the Polish regions and establishment of architecture of support for Ukraine reconstruction.
* Continuation of societies’ democratization.
* Overall paradigm shifts of large magnitude (e.g., attitudes towards partnerships, localization, decentralization).
* More diverse array of businesses exploration in the EU single market economy (economy +).

IRC Theory of Change

IF humanitarian actors can provide advisory services rooted in client-centered, localized expertise to investors financing projects in fragile/conflict settings THEN the humanitarian impact of investments on crisis-affected populations will increase AND risks to investments will decrease, therefore incentivizing further such investments.

Key deliverables and methodologies:

1. ***Highly contextualized market assessment for IRC Poland (Poland registered, IRC Inc-affiliated entity) marketability as commercial services provider – relevance and sustainability for comprehensive services delivery, either in partnerships/Joint venture or individually, in single market economy and overall changing, non-linear early reconstruction & development economy.***

The preliminary identified business sub-segments for IRC Poland service provision are (organized by a specific weight):

* On-demand technical assistance for SMEs – current market prerogative;
* Due diligence for SMEs and large companies entering the Ukraine market, as part of reconstruction macrodynamic and regulatory system change. Bringing human rights due diligence as a part of recovery agenda.
* SME/sole-proprietorship business services, including micro-grants and non-financial business development services – accounting, taxation, business contextualization and other value-added services;
* Temporary business relocation to Poland and beyond;
* Migration related services, governance and policy making/adjustments in a state decentralization reform;
* Public sector adaptation in the EU accession process implementation of the Copenhagen criteria in Ukraine, Moldova, Georgia – analytical and operational support;
* Civil servants' capacitation in education modernization, potentially multiplication the Teachers Center model and good practices from IRC Poland – ODN collaboration.

The exercise would include mapping of the key stakeholders & solicitors (Polish, Ukrainian, international); key competitors (Polish, Ukrainian, International); key cooperators; pricing determination; modes of collaboration and business relationships forming, e.g. with USAID/ERA; USAID DG East initiative (now closed); UNDP; UNESCO; the new Ukraine Facility for EU accession; Ukrainian locally-led companies). Through this, IRC Poland wishes to understand the drivers and nuances of the processes and the strategic and revenue generating dimensions relevant to our work.

The overarching intention is to bring quality technical services in a non-paternalistic, quality manner.

1. ***Participatory qualitative data collection with key stakeholders in Poland, Ukraine and internationally.***

(selected relevant Ministries, Municipal unions – umbrella organizations, civil servants umbrella entities, e.g. Teacher Training Centers; also, IRC Poland SMT; Interational Finance Corporation - Warsaw regional branch; PwC Warsaw; Warsaw School of Economics SKN).

Separate key informant survey to be carried out with the legal services provider to inform recommendations on optimal form of legal registration.

1. ***A Business Roadmap for IRC Poland, with preference for PESTLE (Political, Economic, Social, Technological, Legal, Enviornmental) or newer STEEPED (social, technological, economic, ecological, political, ethical, demographic dimensions)1 analysis with realistic outcomes and achievable targets. IRC preference is for this to be broken down by specific result chains (with clear causal and complete linkages) per thematic area.***

(in line with the foundational resources - Global IRC, IRC RAI trajectory and plans – part of desk review).

1. ***The level of upfront, internal investment in upgrades required to become active competitors/supplier in the EU tenders – raising internal competences in targeted market and institutional tweaks. Guiding questions – External communication/marketing piece? How does IRC Poland create a conducive business environment?***

Considering this is a highly dynamic environment, the selected consulting entity/team has the liberty to adapt methodologies to appropriately capture the nonlinear chain of causation and highly dynamic stakeholders' interactions.

|  |  |  |  |
| --- | --- | --- | --- |
| # | Title | Description | Deliverables |
| 1 | Highly contextualized market assessment for IRC Poland (Poland registered, IRC Inc affiliated entity) marketability as commercial services provider | Relevance and sustainability for comprehensive services delivery, either in partnerships/Joint venture or individually, in single market economy and overall changing, non-linear early reconstruction & development economy.    The preliminary identified business sub-segments for IRC Poland service provision are (organized by a specific weight):  •On-demand technical assistance for SMEs – current market prerogative.  •Due diligence for SMEs and large companies entering the Ukraine market, as part of reconstruction macrodynamic and regulatory system change. Bringing human rights due diligence as a part of recovery agenda.  •SME/sole proprietorship business services, including micro-grants and non-financial business development services – accounting, taxation, business contextualization and other value-added services;  •Temporary business relocation to Poland and beyond;  •Migration related services, governance and policy making/adjustments in a state decentralization reform;  •Public sector adaptation in the EU accession process implementation of the Copenhagen criteria in Ukraine, Moldova, Georgia – analytical and operational support;  •Civil servants' capacitation in education modernization, potentially multiplication the Teachers Center model and good practices from IRC Poland – ODN collaboration.  The exercise would include mapping of the key stakeholders & solicitors (Polish, Ukrainian, international); key competitors (Polish, Ukrainian, International); key cooperators; pricing determination; modes of collaboration and business relationships forming, e.g. with USAID/ERA; USAID DG East initiative (now closed); UNDP; UNESCO; the new Ukraine Facility for the EU accession; Ukrainian locally led companies). Through this, IRC Poland wishes to understand the drivers and nuances of the processes and the strategic and revenue generating dimensions relevant to our work.  The overarching intention is to bring quality technical services in a non-paternalistic, quality manner. | Inception report |
| 2 | Participatory qualitative data collection with key stakeholders in Poland, Ukraine and internationally | (selected relevant Ministries, Municipal unions – umbrella organizations, civil servants umbrella entities, e.g. Teacher Training Centers; also, IRC Poland SMT; International Finance Corporation - Warsaw regional branch; PwC Warsaw; Warsaw School of Economics SKN).  Separate KIS to be carried out with the legal services provider | Initial findings presentation summarizing preliminary findings (during the RAI Poland Workshop) |
| 3 | A Business Roadmap for IRC Poland, with preference for PESTLE or newer STEEPED | analysis with realistic outcomes and achievable targets. IRC preference is for this to be broken down by specific result chains (with clear causal and complete linkages) per thematic area.    (in line with the foundational resources - Global IRC, IRC RAI trajectory and plans – part of desk review). | Supplementary KIIs.  Business Plan/roadmap for IRC Polska  BR with a 2-year timeframe |
| 4 | Analysis - The upfront internal investment required to become active competitors or suppliers in EU tenders involves enhancing internal competencies in targeted markets and making institutional adjustments | Considering this is a highly dynamic environment, the selected consulting entity/team has the liberty to adapt methodologies to appropriately capture the nonlinear chain of causation and highly dynamic stakeholders' interactions. | Consultancy Report & Presentation for key IRC Poland partners (MFC, RIG)    Final report approved by IRC Poland SMT.  Presentation for IRC SMT, Regional Team, RAI AMU leadership and IRC strategic partners. |

**Annex C: Financial Offer Form**

**RFP # PL/2024/003**

*Bidder should submit offer for entire scope of work..*

|  |  |  |  |
| --- | --- | --- | --- |
| # | Title | Description | Deliverables |
| 1 | Highly contextualized market assessment for IRC Poland (Poland registered, IRC Inc affiliated entity) marketability as commercial services provider | Relevance and sustainability for comprehensive services delivery, either in partnerships/Joint venture or individually, in single market economy and overall changing, non-linear early reconstruction & development economy.    The preliminary identified business sub-segments for IRC Poland service provision are (organized by a specific weight):  •On-demand technical assistance for SMEs – current market prerogative.  •Due diligence for SMEs and large companies entering the Ukraine market, as part of reconstruction macrodynamic and regulatory system change. Bringing human rights due diligence as a part of recovery agenda.  •SME/sole proprietorship business services, including micro-grants and non-financial business development services – accounting, taxation, business contextualization and other value-added services;  •Temporary business relocation to Poland and beyond;  •Migration related services, governance and policy making/adjustments in a state decentralization reform;  •Public sector adaptation in the EU accession process implementation of the Copenhagen criteria in Ukraine, Moldova, Georgia – analytical and operational support;  •Civil servants' capacitation in education modernization, potentially multiplication the Teachers Center model and good practices from IRC Poland – ODN collaboration.  The exercise would include mapping of the key stakeholders & solicitors (Polish, Ukrainian, international); key competitors (Polish, Ukrainian, International); key cooperators; pricing determination; modes of collaboration and business relationships forming, e.g. with USAID/ERA; USAID DG East initiative (now closed); UNDP; UNESCO; the new Ukraine Facility for the EU accession; Ukrainian locally led companies). Through this, IRC Poland wishes to understand the drivers and nuances of the processes and the strategic and revenue generating dimensions relevant to our work.  The overarching intention is to bring quality technical services in a non-paternalistic, quality manner. | Inception report |
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**Have you worked with other International Non-Governmental Organizations (NGOs)/Foundations/Humanitarian Organizations?**

□ Yes □ No

**Please indicate which NGOs you have worked with?**

1.

2.

3.

**How many Service/Purchase Agreements do you currently have with other International NGOs, and could you attach copies of Agreements?**

**Do you have experience in EU and EE environment with at least one assignment in Eastern Europe post-2022 on Business Stakeholder Analysis?**

□ Yes □ No

**Please indicate for which NGO you have done work on Business Stakeholder Analysis?**

1.

2.

3.

**Number of years working in Business Stakeholder Analysis?**

10 years or more.

5 to 9 years.

3 to 4 years.

Less than 3 years.

**Number of staff, and could you attach certifications, references and CV?**

**Languages availability (You can select one or several languages):**

Polish.

English.

Ukrainian.

Russian.

Other Languages (specify).

**Do you have experience in building Business Roadmap with PESTLE or STEEPED?**

□ Yes □ No

**Can you provide information for who did you deliver Business Roadmap?**