One CGIAR Program and Change Management Support
Questions & Answers
Version of 12 March 2020

1. **TAG1: Cross-cutting communication and change management – How do you envision this to operate?**

   TAG1 is one of six – soon seven – multi-stakeholder advisory groups that bring in CGIAR Funders, partners, leadership, and experts to provide input and advice on the transition to One CGIAR. While other groups have a specific thematic focus, linked to one or more of the One CGIAR recommendations endorsed by the CGIAR System Council, TAG1 looks across the transition with a view to promoting coherence, coordination, communication, change management, risk management, and adaptive management across the entire transition process and all TAGs. TAG1 will be supported by, and provide a sounding board for, the Transition Program Management Unit (TPMU), once established.

2. **Is there a team in place or do you envision the Consultant to put up one?**

   The Consultant is expected to provide a Program Director and staff for the TPMU. The Consultant will be contracted by and be accountable to the CGIAR System Organization for administrative/ accounting purposes, with a CGIAR System Organization staff member or members providing a dedicated liaison function as a member or members of the TPMU.

   Unlike the TPMU, which would primarily be staffed by the Consultant, dedicated, the thematic project teams (TAG support teams) that will drive specific dimensions of the transition will be staffed primarily by the CGIAR Centers and System Organization.

3. **What timelines are we looking at?**

   Please refer to the presentation, ‘One CGIAR overview’ for our latest thinking on timelines.

4. **How is the general feeling around the change across the CGIAR?**

   Like any change process at this magnitude, the transition to One CGIAR is met with a mix of excitement and concern. There is growing clarity on the destination, and the transition architecture – as now defined – helps provide clear opportunities and entry points for staff and stakeholders to contribute. That said, communication and stakeholder engagement remain a major priority to ensure clarity of direction and buy-in across CGIAR and our partners.

5. **Will the consultants be expected to travel to the Centers?**

   Yes. The Consultant should be available to travel when travel restrictions and relevant CGIAR protocols allow it.
6. **What is the required pricing model, and how will this be evaluated?**

The basis for evaluation will be value for money, that is the budget proposal should be commensurate to the technical proposal. We acknowledge that at this point it would be challenging to estimate the total cost of the project, but the bidder can provide the daily rates of the project team in addition to the initial proposed fees which may be in form of – Fees band or scenario based.

7. **Is there an indication for budget for the entire scope? That helps to get an indication of the amount of support that is expected. E.g. the definition of change management “support” can be quite broad**

Not yet, but it should be noted that the RFP is focused on program management in 2020–21 and does not encompass the full scope of integration envisaged in the One CGIAR recommendations. See also Question 6 above.

8. **What are the key challenges of this assignment?**

Effective and timely decision-making, coordination, and communication given the highly decentralized CGIAR partnership.

9. **Does the 10 pages for narrative proposal include the cover page and the annexes?**

No, the 10 pages indicated in the RFP is limited to the narrative proposal and does not include the cover page and annexes.

10. **Are there project teams and change management teams on the ground on all 16 locations, or is that part of the scope of the consultancy?**

Not at the moment nor is it envisaged as part of this consultancy.

11. **TMPU will project manage the implementation of the transition. The TMPU has not been involved in the design of all the changes. To what extend is the TMPU responsible for the success of the implementation and its actual impact? E.g. in case of issues or no progress at a Center, will the TMPU simply report that out, or is there an intervention from the TMPU expected?**

The TPMU is expected to manage the transition as a program of interconnected projects. This includes coordinating the work of the thematic project teams (TAG support teams) to ensure that the decision-making bodies in CGIAR can take informed and timely decisions to advance the transition. The TPMU will not, however, be held accountable for those decisions, nor is it mandated to intervene in such decision-making.

12. **Across the 5 recommendations, to what extend does the TMPU need to design the required steps to completion? E.g. for recommendation 1 (forming strategy) would the TMPU need to advice on what steps to take to formulate a strategy? Or e.g. unified governance, does the TMPU need to advice on governance, or just report on progress?**
The TPMU provides a program management function. It is primarily responsible for ensuring that the transition is undertaken in a coordinated and transparent manner, in line with agreed timelines and a clear program and change management methodology. The detailed design of the various elements of One CGIAR is led by thematic project teams (TAG support teams), staffed mainly by the CGIAR Centers and System Organization), with the Consultant providing subject matter expertise as needed.

13. **Does CGIAR have a project management methodology or is encouraged that the Consultant brings their own proven methodology?**

No, the Consultant is expected to implement the transition in line with a proven methodology.

14. **What are the CGIAR team/resources dedicated for this program?**

The CGIAR System Organization and Centers are providing the majority of the capacity required by the thematic project teams (TAG support teams), but the Consultant is expected to provide the TPMU as a central program management function, with only a limited number of CGIAR System Organization staff providing a dedicated liaison function as a member or members of the TPMU.

15. **What is the track record of delivering any comparable global programmes across CGIAR in the past? Were they successful and what were the learnings?**

A number of reforms have been attempted and implemented across the CGIAR System and Centers over the past 50 years. This paper by Alex McKalla analyses some of the lessons learned: ‘CGIAR Reform - Why so Difficult?’.

16. **How much cocreation with CGIAR, and what levels/reps within CGIAR? Will there be a design group for these implementation projects?**

Please refer to the presentation, ‘One CGIAR overview’ for the institutional architecture for the transition, which is designed to foster consultation and co-creation across CGIAR and its partners. Detailed content design will be led by thematic TAGs and associated support teams, whereas the Consultant will provide a TPMU to ensure effective coordination across the process, in line with proven program and change management methodology.

17. **What does the project governance look like or is that part of the scope of the consultant to define?**

The TPMU will be overseen by the SMB, and the Consultant will be contracted by and be accountable to the CGIAR System Organization for administrative/accounting purposes.

18. **We see different options for staffing of the Program Director role. This could be a single person that embodies all the required skills and qualities. But also, one could consider splitting the work up in phases, and finding a specialist for the different types of work. Would CGIAR be open to such an approach? Or alternative have 1 senior program director being on the project part-time and have separate project managers for each phase?**
As indicated in the RFP, we are looking for a senior Program Director to lead the TPMU, with flexibility in terms of whether it would be a full-time role and whether the work of the TPMU could be phased under separate project managers.

19. If a consultant is strong in some areas and less experienced in others and is able to identify a partner who could assist in those areas and is also open to working with other respondents to the RFP. Is CGIAR open to matching different RFP respondents to form a consortium?

The RFP is for a Consultant to provide the TPMU that will manage the transition as a program of interconnected projects. Those projects will be supported by thematic project teams (TAG support teams), staffed primarily by the CGIAR Centers and System Organization. Those thematic teams will lead the substantive design of key features of One CGIAR, with support from the Consultant as needed. The Consultant is not required to bring deep subject matter expertise in all areas. CGIAR is open to working with either a consortium or a single firm.

20. The TMPU needs to respond to needs in different phases of the project. Would it be feasible to create an agile approach where team members are on boarded/off boarded where needed in different phases of the project?

Yes, we are open to considering a proposal to that effect.

21. Would it be possible to receive more information about the One CGIAR implementation program?

Please refer to the presentation, ‘One CGIAR overview’ and the resources made available here: https://www.cgiar.org/how-we-work/strategy/transition-consultation-forum/