

Data Management Review - Questions and Answers

1. What raised the need to do a data management assessment now? **Answer:** Data is increasingly recognized as an important organizational asset and the CGIAR System Management Board approved an internal audit engagement to provide an overview of data management maturity at CGIAR.
2. How does this effort compare to the - in the RFP mentioned - Centre data management reviews? **Answer:** This will be the first review of data management at the CGIAR System level which can build on the results of Center-level reviews.
3. What will the output of the assessment be used for? (e.g. strategy development, policy writing, IT investments) **Answer:** It will be used for shining light on the level of maturity of data management within CGIAR, to identify areas where improvements are needed and to inform further in-depth reviews.
4. Who or which group (e.g. IAF, BDP) will own the deliverable and lead next steps that result from the assessment? **Answer:** The CGIAR System Internal Audit Function will own the results of the review, however the implementation of the recommended and agreed actions will be the responsibility of management.
5. What is the CGIAR data management ambition behind this RFP? **Answer:** To inform strengthening of its data management capabilities to maximize the benefits that big data offers.
6. How does this effort fit in other developments at CGIAR? **Answer:** There is an on-going effort to define CGIAR digital strategy, as well as using big data approaches to solve agricultural development issues under the CGIAR Platform for Big Data in Agriculture contributing to achieving United Nation's Sustainable Development Goals. In addition, data analytics and visualization are increasingly used for decision-making and reporting within CGIAR.
7. The RFP mentions a various dimension (business & research data, business applications & research data collection tools, storage platforms) in the light of data management. What are the primary areas of interest? Is the Data Management implementation focus on all areas in the entities or specific department / functions (e.g. Research, Finance etc.)? **Answer:** The review is inclusive of research and business data and applications, however considering that data management is not centralized, the consultants would need to prioritize data management arrangements within key business areas.
8. Is there a wish for this data management maturity assessment exercise to also consider other non-core Data Management capabilities? E.g. Insights (Analytics, Visualisation & BI), Platform Engineering (Stabilising, extending, transforming & automating platform engineering capabilities), Data Provisioning (Prioritising, Sourcing, Ingestion, Curation) **Answer:** The scope of the engagement is sufficiently broad as it is to include non-code DM capabilities.
9. Is there a preference for a particular data maturity assessment framework? Has particular framework been used previously? E.g. DCAM, DMM... **Answer:** There is no one DM maturity framework adopted within CGIAR (FAIR principles are adopted for research data management). The type of maturity model is not of importance as long as it helps to provide a baseline and an adequate reflection of data management capabilities.
10. This review requires assessment of data management practices and not on-ground assessment of data / data management systems etc., is our understanding correct? **Answer:** Yes, the understanding is correct.
11. We understand that the review needs to be carried out remotely and there is no need for any on-site review / meetings, is that correct? **Answer:** The understanding is correct the review will be carried out remotely.
12. RFP mentions assessment requirement against 'CGIAR Open Access and Data Management Implementation Guidelines'. Can you please share the same? **Answer:** The link is provided in the RFP, however the RFP does not require the assessment against the guidelines. They are provided as a background reading.

13. RFP mentions assessment requirement against 'Research Data Management good practice note (GPN)'. Can you please share the same? **Answer: The RFP does not require the assessment against the GPN.**
14. Will the assessment report be prepared and shared separately for all CGIAR centers / organisations or a combined report should be issued for all centers to the CGIAR IAF? **Answer: A combined report will be issued to the CGIAR IAF.**
15. Are there specific phases or project milestones to be considered or the consultants need to follow? **Answer: The anticipated timelines are provided in the RFP.**
16. Is data protection / privacy requirements embedded into the data management program? **Answer: Data protection/privacy should be included as part of a selected data maturity model to be used for the review.**
17. Is there any regulatory compliance drivers for the data management program for any of the entities in scope or to be considered as part of scope with respect to open access / data platform? **Answer: In general, there are no legal requirements in relation to Data Management in CGIAR which is largely driven by stakeholder expectations. Due to the status of an International Organisation of the Centers (or majority of them) local legal requirements may not be applicable.**
18. Does the CGIAR entities have a designated CDO (Chief Data Officer)? If yes, please provide the name and office location of CDO **Answer: There is no designated CDO at the CGIAR System level, however some CGIAR Centers may have one. The responsibilities for data management at the moment might be shared between IT teams and business data owners.**
19. What are the capabilities of the current data management framework i.e. Data Governance, Data Classification, Data Protection, Data Architecture, Masterdata Management etc. **Answer: This review aims to reflect on the capabilities across these realms.**
20. What are the technologies / solutions are being utilized for the implementation (e.g. metadata management, MDM etc.)? **Answer: Data Management is somewhat fragmented in CGIAR especially for business data; hence no comprehensive answer is available.**
21. Can you provide an IT landscape mapping (List of business applications, systems, databases and platforms along with the purpose each of these apps / system / platforms are serving) for all the CGIAR entities in-scope? **Answer: This information cannot be provided at this stage. There are over 50 ICT solution in use at the moment, not counting shadow IT.**
22. Are there multiple data centers for different CGIAR entities? Please specify the location or jurisdiction for all such data centers. **Answer: Some data are held on clouds and some might be held in local data centers. The jurisdiction will be aligned with the location of each Center.**
23. We understand that CGIAR is currently in the process of integrating its data platforms across all organisations / centers. What is the status of this activity and end timelines? **Answer: The integration aims at increased consistency of data formats and treatment in terms of research data using a commonly agreed approach; other data is not integrated.**
24. Are the internal data warehouse and open access data exchange / platform built on same technology stack or different? **Answer: There is no one data warehouse that would bring together all data across CGIAR. A data warehouse using Snowflake is used for pulling performance data reported by the Centers.**
25. What is the approximate size of data handled in the data warehouse as well as in the Open access / Big data platform? **Answer: Such information does not exist. Big Data platform is a project that aims to benefit from big data, it does not house data. However, within Big Data platform a system is being developed to give access to research data housed at CGIAR Centers.**
26. Are these platforms built on cloud? If yes, is it Azure / AWS / Google cloud? **Answer: Mostly Microsoft Azure is used. One Center uses Google cloud.**
27. Is the Open access data exchange / portal used for 2-way communication (receiving inputs from third parties as well as publishing information to third parties / stakeholders) or is it only for publishing information to third parties / stakeholders? **Answer: The latter.**
28. In terms of Data management and Big Data platforms, are the data hosted internally centrally or decentralized? If not, is this hosted externally via public or private cloud? **Answer: The data hosting is decentralized on G-Suite, on the Microsoft cloud in Azure, in AWS, in Spanning (our cloud backup solution),**

in other cloud platforms such as Adobe, Diligent, MK Insight and data in open access repositories. Within Big Data platform a system is being developed to give access to research data housed at CGIAR Centers.

29. Is there a preference for a single contractor to carry out both the Data Management Maturity Assessment and Cyber Security Review? e.g. combined into one response? Answer: A single contractor would be preferred, however the response to RFPs should be separated while outlining synergies and cost value.
30. What is the budget available? Engagement models can be scaled to suit different budgets/needs. Answer: We don't normally disclose the budget, or its range, the bidders are required to provide their financial proposal commensurate with their proposed technical approach.