1. **Work Location:** Given the COVID Situation and the nature of the work performed, do you expect the bidder to perform the work remotely using virtual meetings, or do you expect work to be performed on site in Montpellier or other locations?

   The information necessary for the completion of the work can be obtained via virtual meetings and interviews and issuance of data collection templates to the Centers.

2. **Data availability and quality:** Regarding Phase 1, to what extent is the financial information that is required for assessment and plan development complete and readily available? Could you share a list of existing and available financial information?

   The information is available with the centers, and the Consultant is expected to develop a methodology and templates to obtain it from the centers. Besides the interview with Centers stakeholders, the following list of existing resources is included in the RFP with links to the documents.
   - CGIAR Cost Principles and Indirect Cost Guidelines:
   - Centers policies and procedures
   - CGIAR financial dashboards
   - Centers financial statements

3. **It is our understanding from the Financial Dashboard** ([https://www.cgiar.org/impact/finance-reports/dashboard/](https://www.cgiar.org/impact/finance-reports/dashboard/)) that aggregated data is routinely produced across all CGIAR Centers. Will unaudited aggregated as well as individual Centers’ financial and management accounting data for 2019 and 2020 be available to the consultants prior to the completion of the 2019 audits? What volume of additional data do you expect the Centers to be able to produce in addition to that routinely provided for the aggregation exercise (e.g. some of the budget data, direct and indirect costs)?

   Please refer to responses in question 2

4. **Will all relevant internal and external audited financial statements and management letters as well as minutes of meetings of Board, Finance and Audit Committees be available to the Team for all Centers?**

   Please refer to responses in question 2

5. **What are the criteria that make another organization “comparable”?**
CGIAR Cost Principles and Indirect Cost Guidelines, CGIAR Funders guidelines and IFRS

6. What is the expected form of collaboration with TAG6? E.g. is TAG6 officially the client, or do we form one collaborative team?

Transition Advisory Groups (TAG) are smaller, thematic groups that provide multi-stakeholder input and advice on specific dimensions of the transition to One CGIAR. TAGs are made up of the members of the CGIAR Transition Consultation Forum (TCF) and additional invitees. As of 7 May 2020, six TAGs were operational, including TAG6: Financial management and modalities. TAG 6, represented by the System Organization, is the client. The Consultant will work with the centers, in coordination with a focal point appointed by TAG 6.

7. What is the size of TAG6 (co-stewards)? Could you share an org chart of the TAG 6?

TAG 6 is composed by two members of the System Council, two Board Chairs of CGIAR Centers, two external experts and is supported by the TAG 6 co-stewards System Organization Director of Financial and Digital Services and IWMI Corporate Services Director.

8. How many people (and who) do you expect the Consultant to interview in phase 1

An average of four to five people or teams per Center (14 centers)

9. Benchmarking: How many competitor organizations would CGIAR expect as part of the benchmarking research or is this open for the Consultant to determine?

We are not looking for external benchmarks, but for data gathering and analysis, including commonalities and/or discrepancies of cost principles/allocations within centers.

10. How many research parameters should be compared or is this open for the Consultant to determine?

The consultant will determine this at RFP stage, but it may be modified at an advanced stage in consultation with TAG 6.

Bid Response Format:

11. Can we add a cover page, without this counting for the 10 pages max criteria?

Yes, you can add the cover page as it will not count on the 10 pages required.

12. Can we add in a table of content, without this counting for the 10 pages max?

Yes, you can add the table of contents as it will not count on the 10 pages required.
13. The RFP document has a table with the expected content, which does not include the expected client credentials for similar assignments; however, the scoring criteria for quality does mention 3 expected credentials. Are the 3 references expected to be included in the 10 pages max document size, or as extra content not counting for the max document size?

Provide a brief summary in the main proposal within the 10 pages. Any additional information may be provided as an appendix.

14. Do you have an expected format/template in which you expect the client credentials to be submitted?

We do not have a specific format for credentials, but the details should include the client name and contact details, overview of the project, duration, achievements and highlight of any challenges faced and how they were addressed.