



# Request for Proposal: Consultancy to support One CGIAR Transition in HR-related workstreams

## What we are seeking:

The CGIAR is seeking a senior Human Resources Consultant to provide support to the One CGIAR transition management team with the activities related to the delivery of the One CGIAR compensation and benefit structure, HR Common Policies and Services and other HR activities related to the transition to One CGIAR.

## Background:

In 2020, CGIAR is embarking on **an ambitious reform: One CGIAR**. One CGIAR is a dynamic reformulation of CGIAR's partnerships, knowledge, assets, and global presence, aiming for greater integration in the face of the interdependent challenges facing today's world. It comprises (i) a sharper mission statement and impact focus to 2030, aligned with the Sustainable Development Goals; (ii) unified governance under a 'One CGIAR Common Board'; (iii) institutional integration, including more aligned management under an empowered Executive Management Team, common policies and services, and a unified country presence; (iv) a new research modality; as well as (v) more, and pooled, funding. For further details, please refer to CGIAR web page.

A key aspect of the transition to One CGIAR is institutional integration, including harmonization of CGIAR's policies and internal business services in **Human Resources**, Information Technology, Finance, Procurement, Communications and Resource Mobilization, and Research Performance and Results Management.

## General tasks include:

Reporting to the Senior Advisor, Office of the Executive Management Team, and working closely with the HRCOP, the Consultant will provide support to the transition management team with the activities related to the delivery of the One CGIAR HR-related workstreams, as outlined below.

## Specific tasks include:

### 1. “One CGIAR compensation and benefit structure, including a common job classification system”

- a. Conduct a desk top review of the work completed to date to ensure that it aligns with the objectives of the One CGIAR projects in this area
- b. Building on the work done to-date, consolidate the job classification system in the One CGIAR supporting the development and consolidation of the Single Spine project deliverables and plans, including milestones, timelines, dependencies, risk assessment and budget
- c. Conduct research and analysis of best practices for global and international organizations and engage with external experts to inform the One CGIAR remuneration philosophy, plan, and Single Spine work
- d. Document the outcome of project-related meetings/calls and follow up to ensure agreed actions are performed
- e. Initiate or contribute to the drafting of related documentations, consolidate inputs from project team members and keep track of different versions of the documents
- f. Develop and support a consultation process to ensure relevant stakeholders’ input and buy-in
- g. Monitor progress towards project’s agreed milestones and timelines and produce regular progress reports
- h. Working closely with One CGIAR Communication Officer develop communication updates on workstream progress
- i. Draft the Single Spine report for final consultation with key stakeholders prior to the Project Lead’s presentation to MD, Institutional Strategy and Systems.

### 2. HR Common Policies and Services workstream

- a. Support the development and consolidation of the One CGIAR Common HR/ People Policies and Services workstreams’ project deliverables and plans, including milestones, timelines, dependencies, risk assessment and budget.

- b. Contribute to the identification subject matter expertise, as may be required
- c. Conduct research and analysis of best practices to inform the HR Common Policies and Services work
- d. Coordinate discussions/workshops for the identification of HR services as priority for shared delivery
- e. Document the outcome of project-related meetings/calls and follow up to ensure agreed actions are performed
- f. Contribute to the standardization of HR/People Policies format, conventions, review cycle triggers.
- g. Coordinate the drafting of HR Common Policies, consolidate inputs from project team members into draft policies and keep track of different versions of the documents
- h. Develop and support a consultation process to ensure relevant stakeholders' input and buy-in
- i. Monitor progress towards project's agreed milestones and timelines and produce regular progress reports.
- j. Working closely with One CGIAR Communication Officer develop communication updates on workstream progress

**3. Provide support with other HR-related workstreams as may be required.**

## Knowledge, skills, and abilities:

The service provider should have proven experience in the following areas:

### Experience

- Substantive experience as an HR practitioner and advisor at a senior level.
- In-depth knowledge of HR principles, functions, and best practices Outstanding project management skills and attention to details.
- Substantial experience in change management initiatives.
- Excellent interpersonal and communication skills, with the ability to establish and nurture effective working relationships in a multi-cultural, multi-disciplinary and complex environment, including CGIAR staff, leaders and management, and external contractors/suppliers.
- Excellent written and oral communication, editing, and reporting skills in English.
- Working knowledge of French, Spanish, Arabic, or another major language that enhances effective collaboration across CGIAR preferred.

### Competencies

- Ability to remain effective under pressure, inspiring trust and credibility.

- Able to adapt to change, navigate ambiguity and take initiative.
- Active listening and critical thinking.
- Pragmatic and ability to work in multidisciplinary teams.
- Ability to effectively operate across the spectrum of operational, transactional and strategic spheres of activities.

### Required format of response to RFP:

- The applicants must submit a CV and elaborated cover letter (not more than 2 pages) that outlines how they would be effective in performing the tasks required.
- Quote in the form of a fixed pricing (USD).

### Evaluation Criteria:

Proposals will be evaluated based on the following dimensions.

#### **Competencies and Experience** (80% weighted)

Consultant's prior experience relevant to the proposed scope of work as evidenced by the examples of similar work; project staff experience and/or education, relevant to the proposed scope of work, as evidenced by brief resumes of proposed staff members; and feedback from client references indicating Consultant is likely to achieve project goals.

#### **Cost – Total cost** (20% weighted)

Clarity and relevance of cost proposal, including any alternative fee structures (i.e. fee caps, blended rates, fixed rates, pro-bono elements, or other reduced fee arrangement, etc.). Value for money as perceived by the CGIAR System Organization in the context of operating in a not-for-profit sector.

All proposals will be evaluated on a value-for-money, 2-step basis with the technical proposals and the financial proposals each being evaluated separately to determine best value for price.

The CGIAR System Organization reserves the right to consider proposals in whole and in part, and to propose the appointment of one or more applicants to the project in the form of a new consortia for delivery of the project with an identifiable project lead.

## Schedule and Dates

The following schedule includes key milestones and their associated completion dates and is provided primarily for planning purposes. CGIAR System Organization may modify the project timeline at its discretion.

Milestone	Target dates
RFP issued	December 18 2020
End of inquiry period for RFP clarification (bidder)	January 05 2021
Response to inquiries shared and FAQs published on CGIAR website	January 07 2021
RFP submission due (bidder)	January 08 2021
Notification to the successful bidder	January 13 2021
Contract execution with CGIAR System Organization	January 15 2021
Commencement of the engagement	January 18 2021

## How to submit a proposal:

Service Providers submitting proposals should indicate if they wish to be considered for all of the services required in this RFP, or only a portion. A limited scope in the proposal will not preclude selection for that area. Primary selection criteria for awarding these contracts will be the quality and success with prior campaigns, the strength of prior experience of the service providers and the strength of their references.

Please submit a CV, elaborated cover letter and budget proposal to [smo-procurement@cgiar.org](mailto:smo-procurement@cgiar.org)

All proposals must be received no later than **Midnight (CET), January 8, 2020**. Only electronically submitted proposals will be considered. Late proposals will not be considered.

## Who we are:

CGIAR is a global research partnership for a food-secure future. CGIAR science is dedicated to reducing poverty, enhancing food and nutrition security, and improving natural resources and ecosystem services. Its research is carried out by 14 CGIAR Centers in close collaboration with hundreds of partners, including national and regional research institutes, civil society organizations, academia, development organizations, and the private sector. These 14 Centers have close to 10,000 staff based in over 50 countries.

The CGIAR System Organization, which is an international organization headquartered in Montpellier, France, provides governance to the CGIAR System in collaboration with the System Council and has about 40 staff. The Organization is committed to cultivating a work environment that reflects teamwork, gender equality, and respect for diversity. We endeavor to foster a multi-cultural environment that is free of any form of harassment and discrimination; and that embraces and values individuals regardless of age, ethnicity, race, gender, national or social origin, marital status or any other form of personal identity.

Please find more information about CGIAR at [www.cgiar.org](http://www.cgiar.org)