

## Request for Proposal for Culture Assessment Questions and Answers



19 February 2021

1. In article 14 of the agreement for services (page 8), is it understood that the Contractor can be a consortium of Contractors each being jointly and severally liable?

**Answer:** Consultant is defined as a service provider to deliver on the objectives of the project as described in the RFP, who can be:

- An individual, or
- A firm.

The example of the agreement for services is a generic service agreement. The version to be signed will reflect the actual terms agreed.

2. Can you please confirm that the Executive Management Team is based in Montpellier?

**Answer:** The Executive Management Team is not based in Montpellier due to COVID19-related restrictions. Currently, they work remotely from various locations including: France, Canada and the USA. All interactions with the EMT (and other stakeholders) will be conducted remotely.

Scope of the assignment-

3. How many locations to be covered under this assignment? (have noted 15 centers on the website)
4. Where they are located?
5. Is the scope limited to center staff only or other organizations also to be covered within the assignment?
6. What are the entities/ partner organizations of One CGIAR?

**Answer:** With this engagement the following CGIAR entities are covered: AfricaRice, Alliance Bioversity/CIAT, CIMMYT, CIP, ICARDA, IFPRI, IITA, IRRI, ILRI, IWMI, WorldFish, System Organization. Their location can be found out here: <https://www.cgiar.org/research/research-centers/>

While significant clusters of CGIAR's workforce are based in the primary locations of the abovementioned Entities, we do however have staff working from 108 different duty stations in total. In completing a cultural diagnostic, it will be important to consider the sub-cultures of the abovementioned Entities, based on a sample of field locations.

Staff Strength



7. Total staff strength to be covered?
8. Their current locations and the distribution?
9. What is the total number of staff for each entity (head office, individual research centers and alliances)?

**Answer:** The staff strength and their location can be found here <https://www.cgiar.org/how-we-work/accountability/gender-diversity-and-inclusion/dashboards/cgiarworkforce/>

#### Technology and communication

10. If online platforms could be used for data collection?
11. If interviews/ workshops can be carried out virtually?
12. If location visits are envisaged?
13. What is your policy regarding in-person versus remote interviews and workshops? Which people would you request we meet in person (and where?)?

**Answer:** Yes, on-line platforms can be used for data collection (subject to GDPR). No travel is envisaged and all assessment activities will have to be conducted remotely due to COVID19 restrictions.

14. What is your budget for this engagement?

**Answer:** The bidder is invited to provide their financial proposal based on own assessment of the assignment.

15. What are the deadlines or key milestones regarding completion of the engagement?

**Answer:** The results of the assessment will be invaluable as an input into the CGIAR transformation process which has already begun, hence it is envisaged that the assessment will have to be done within the shortest possible period. We invite the consultants to suggest the feasible timelines considering the urgency of this project.

16. How many participants (approximatively) from senior management do you expect to involve during the collaborative workshops? Same question for the “other key stakeholders”

**Answer:** Up to 20-25 for Senior Management (including EMT, Directors General and other key Senior Managers e.g. HR Director) and up to 20 for Board members, however open to other/additional suggestions.

17. Do you require separating presentations and workshops made to the Executive team from those made to other stakeholders?



**Answer:** Open to suggestions but potentially Board members may need a separate session.

18. Budget permitting, do you expect a process similar to the one conducted by SRG, e.g. in terms of number of working groups, stakeholders involved, calls, meetings, retreats, or communication strategy (see below extract taken from the CGIAR website)

**Answer:** This engagement is led by internal audit and will be more limited in time and scope.