

Questions from potential bidders received as at 10:20 on 15 May 2023				
No	RFP section	Theme	Question	Reply
	General	Bidding process	How many bidders have been invited to respond to this RFP?	The bid open to any eligible firm to participate.
	RFP	Document request	Can you provide a copy of the CGIAR 2030 document?	CGIAR 2030 Research and Innovation Strategy: https://cgspace.cgiar.org/bitstream/handle/10568/110918/OneCGIAR-Strategy.pdf
		Background information	Is there an IT related governance that supports the overall governance?	IT governance is not intended to be part of the scope of the review of the unified governance arrangements
		Background information	Has the composition of the Ad Hoc Committee on Governance been finalised? If so, is it possible to receive further details at this time?	The Committee membership is as follows: Neal Gutterson (Committee Co-Chair); Kanayo F. Nwanze (Committee Co-Chair); Hilary Wild; Shenggen Fan; Margaret Bath; Roberto Lenton; Harry Kimtai; Jorge Mario Diaz Luengas; Leo Sebastian; Andrew Campbell; Sebastian Lesch; Anne Eriksson
		Background information	What is the nature of interactions, if any, between the Board Chairs Network and the CGIAR System Board?	The nature of these interactions has developed over time. How those interactions (if any are desired) should be structured is part of the review and the recommendations.
1		Background information	What is Global South and North?	The terms Global South and Global North are used to refer to groupings of countries in terms of economic development and relative wealth. The term Global North is often used interchangeably with developed countries, and the term Global South is often used interchangeably with developing countries.
2		Project approach	The Consultants consider that the terms of reference may be limited to the review of the functioning within the given IFA. The consultants also felt it appropriate that the relevance of the institutional will provide an impetus to entire organizational structure. While considering the holistic purpose, will the scope be able to take the perception of key stakeholders including the beneficiaries in the region.	The expert review requires a holistic view on the entire governance of CGIAR, including all its constituent bodies, their committees and their inter-relationships, with a view to assessing whether the intended purpose of its governance is achieved. If prospective bidders consider that views of beneficiaries in the regions be sought as they relate to CGIAR's governance, this should be set out in the proposal.
3		Project approach	Is there any thought on undertaking a research review with the regional and local resources in terms of in-depth survey, review and functioning within the IFA.	The expert review is intended to focus on CGIAR's governance arrangements rather than its research or other activities.
4		Project approach	Will the three remaining CGIAR Centers which are not part of the IFA be part of this piece of work?	The IFA Parties agreed to commission this independent review on the unified governance arrangements they have adopted. Therefore, the three non-IFA Centers are out of scope.
5		Project approach	Is there a requirement for interviews to be done in person or will remote interviews be allowed?	It is anticipated that many of the interviews will be remote, given the global spread of stakeholders involved.
6		Project approach	For (e) on page 3, is the review to be done against the One CGIAR Unified Governance Model or the CGIAR integration Framework Assessment?	"e) how effectively the standing or proposed committees of the System Board and System Council serve the governance of CGIAR" are part of CGIAR's overall governance model and are not explicitly covered in the Integration Framework Agreement
7		Project approach	How much access will the consultant have to members of the Ad Hoc Committee on Governance?	The consultant would be anticipated to undertake interviews with the members of the Committee and meet with the Committee as a whole on several occasions during the course of the review. Access is therefore not anticipated to be restricted.
8		Project approach	Please could you specify (i) which governance principles or frameworks, if any, have been used for the design of the One CGIAR Unified Governance model, and (ii) why they were chosen.	The historical context of the governance model will be discussed in detail with the selected consultant.

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9		Project approach	Regarding data collection we note that, as per page four of the RFP, 'the expert shall identify and systematically record the key concerns of all relevant stakeholders, which shall be annexed to the report.' We kindly request clarification of this requirement: is the expectation that raw data from the consultation will be shared? If so, will it be anonymous or non-anonymous?	This request was intended to ensure that "key concerns" are captured and thus while it is expected that the reviewer capture the data, it is not expected that all raw data be provided to the Parties. A reviewer might consider in its interview approach to seek consent regarding identification of inputs from stakeholders and report on that basis.
10		Project timeline	Our understanding is that due dates for assignment, deliverables and timelines are to be given by the tendering entity: Will this a factor in evaluation by the evaluation committee? Eg: will a 4 month assignment delivery commitment be viewed less favourably than a 6 month assignment delivery commitment?	The Committee will evaluate the extent to which each bid balances how it would undertake a effective review in an expeditious timeframe; thus any considerations on engagement length would be balanced with considerations on engagement approach.
11		Project timeline	The timing requirement suggests completion within 2023. Do you have a preferred date for completion?	There is no fixed preferred date for completion, however the RFP requests an overall timeline that permits decision-making on recommendations within 2023. Thus, it would be anticipated that reports be available around approximately end-Q3 to permit their considerations and decision-making by CGIAR's governance bodies and stakeholders.
12		Project timeline	Do you expect the required interviewees to be available during the months of July and August, or do you anticipate some or most interviews to take place after the summer only?	The summer months in the Northern hemisphere mean that some stakeholders may be unavailable for a short period of time during July or August, however given the overall project timings stated in the RfP, we would expect interviews to commence from June and be completed during the summer months.
13		Project timeline	Are there any ongoing projects or anticipated milestones within OneCG which should be accounted for within the project timeline?	None at present that would be anticipated to impact this review
14		Budget	Are you able to provide budget guidance for this review?	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.