CGIAR System Organization

Review of the Existing Budget Process and Delivery of Improvement Recommendations and Tools

Request for ProposaL

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## Introduction and Background:

The CGIAR System Organization aims to redesign its budgeting development guidelines and budget report for its 2025-30 strategy. This project seeks to redesign the complex budgeting and funding allocation requirements derived from CGIAR's complex multi-stakeholder matrix structure.

* 1. **Background**

CGIAR is a global research partnership whose mission is to create a world with sustainable and resilient food, land, and water systems that deliver diverse, healthy, safe, sufficient, and affordable diets and ensure improved livelihoods and greater social equality within planetary and regional environmental boundaries. Our organisation is composed of 13 research Centers across the globe and our research is carried out in close collaboration with hundreds of partners, including national and regional research institutes, civil society organizations, academia, development organizations, and the private sector.

More information about CGIAR is available at [www.cgiar.org](http://www.cgiar.org).

The funding system of CGIAR is complex, as it distributes funding through different channels, such as science programs, accelerators, genebanks, specific cross-cutting functions, Center or Multi-Center projects, and operational support grants. The current budgeting process needs to be redesigned to align with CGIAR-wide planning and reporting structures.

## **Objectives**

## This consulting project aims to engage with stakeholders across CGIAR to understand the current budget process and identify potential improvements for the upcoming budgeting cycle. The consultant will assess the budget approval matrix and funding distribution to various CGIAR research programs, Centers, and System Organization.

## After conducting the consultations and assessments described above, the consultant will create budget guidelines and redesign the multi-year CGIAR Research Program Financing Plan report. The consultant will also review the current budget reports and dashboards and offer suggestions for areas that require improvement.

## Scope of Work and Deliverables

The consultancy will focus on four main activities with a set of deliverables listed under each:

1. **Stakeholder Consultation**: The consultant will conduct a stakeholder consultation across CGIAR to understand the existing budget process, its governance matrix, and budget allocation to science programs and CGIAR entities. The goal is to identify areas for improvement.   
   The deliverable for this activity will be a report on the stakeholder consultation, including findings and recommendations for improvements.   
   The due date for this activity will be July 31st, 2024.
2. **Budget Governance, Approval Matrix and Funding Allocation Plan:** The consultant will redesign the budget approval matrix and propose changes to the funding allocation process.   
   The deliverable for this task will be a revised budget approval matrix and funding allocation mechanism.   
   The deadline for this task is August 15th, 2024.
3. **Budget Guidelines and Reports:** The consultant will redesign the existing budget guidelines**,** budget reports, and dashboards and suggest other areas for improvement.   
   The deliverables for this activity will be revised budget guidelines, report structure and templates for monitoring the grant portfolio.   
   The due date for this activity will be August 15th, 2024.
4. **Budget Documents:** The consultant will review budget documents from similar organizations and revise the multi-year CGIAR Research Program Financing Plan.   
   The deliverable for this activity is an updated CGIAR multi-year Research Program Financing Plan document.  
   The due date for this activity is September 15th, 2024.

## Qualifications and Experience

* Background in finance, business administration, or a related field.
* Demonstrated experience with similar projects for international multi-stakeholder matrix organizations.
* Excellent written and verbal communication skills in English.
* Large experience in creating governance documents with excellent storytelling skills.
* Experience in designing financial reports and guidelines and the ability to create clear, concise, and user-friendly budget reports and dashboards. Experience with grant portfolio monitoring would be a plus.
* Strong project management skills to ensure that all deliverables are completed on time.

## Project timeline

|  |  |  |
| --- | --- | --- |
| **No.** | **Deliverable Title** | **Due Date** |
| 1 | Award Communicated | 03 July 2024 |
| 2 | Contract Signed | 04 July 2024 |
| 3 | Stakeholder Consultation Report | 31 July 2024 |
| 4 | Budget Governance, Approval Matrix and Funding Allocation Plan | 15 August 2024 |
| 5 | Budget Guidelines and Reports | 15 August 2024 |
| 6 | Budget Document | 15 September 2024 |

## Performance Measurement and Review:

**Key Performance Indicators (KPIs):** The performance of the Consultant will be measured based on the following key performance indicators (KPIs), with a structured approach to both qualitative and quantitative assessments:

Quality of Work: The consultant's work will be assessed based on the submitted deliverables' accuracy, completeness, and quality.

Timeliness: The consultant will be evaluated on their ability to meet deadlines and milestones as outlined in the timeline.

Client Satisfaction: Feedback from project stakeholders and team members regarding the consultant's professionalism and effectiveness.

Adherence to Budget: The consultant's ability to stay within the allocated budget for the project.

### Performance Evaluation and Review

### Performance evaluation is a fundamental aspect of ensuring this project's success and timely completion. The outlined Key Performance Indicators (KPIs) will serve as the backbone for this continuous evaluation process, ensuring the consultant’s alignment with the project’s goals and expectations. The comprehensive and structured performance evaluation process, built on stakeholder feedback, project progress reports, and reviews, will ensure the constant alignment of the Consultant's performance with the project’s objectives.

#### Evaluation Methodology:

Stakeholder Feedback: The consultant’s performance will be subject to evaluation by pertinent project stakeholders. Their insights and perspectives will offer a comprehensive view of the Consultant’s adherence to the defined KPIs, contributing to a well-rounded assessment.

Project Progress Reports: Regular project progress reports will be an essential tool for assessing the KPIs. These reports should detail the consultant’s accomplishments, challenges, and adherence to the project schedule and budget.

#### Review Process:

The key deliverables of the consultancy process will be reviewed by the 2025 – 2027 Budget Working Group on a bi-weekly basis during the course of the consultancy period. The consultant will project lead the development of the materials with inputs from the Working Group and ultimately the reports will require approval from the working group. The lead of the working group is the Senior Director of Financial Planning & Analysis. He will have individual calls with the consultant to ensure the consultant is in alignment with the strategic needs of the budget documentation. All feedback and assessments provided during the review meetings will be formally documented. This documentation will serve as a record for performance assessment and will be referenced in future evaluations and reviews.

The Consultant will have the opportunity to respond to the feedback, offering insights into their performance, challenges faced, and the strategies employed for issue resolution and project advancement. A collaborative approach will be adopted to identify areas of improvement and the necessary steps to enhance performance in subsequent processes/phases.

## Legal Considerations

### Confidentiality

To ensure information security throughout this RFP process, all information disclosed by CGIAR ("Discloser") and all information submitted by the Consultant in response (including technical details, pricing information, and business plans) will be considered confidential. This information can only be used for proposal preparation and cannot be disclosed to any external party without our prior written consent. Exceptions include the Firm employees or advisors needing the information for proposal development, provided they are bound by confidentiality obligations at least as strict as those outlined here. The consultant must ensure any subcontractors, or third parties involved in the engagement are bound by similar confidentiality obligations. The consultant is responsible for protecting this information with the same care given to their own confidential data and remains liable for any breaches by subcontractors or third parties. CGIAR acknowledges the information's value and the potential harm from a breach, so the Consultant's confidentiality obligations extend beyond the proposal deadline and remain in effect for ten years from the RFP date.

By submitting a proposal, the Consultant commits to the following:

1. All information obtained during the engagement with CGIAR will be stored only on CGIAR servers/systems.
2. None of the information obtained during the engagement with CGIAR shall be shared with any other party for any reason.
3. The provided access by CGIAR shall only be used for this project and to communicate with CGIAR and only for this project.
4. Access to Confidential Information will be limited to those of its employees or contractors who have a legitimate need to know such information for the project and who have agreed in writing to be bound by the terms of this NDA.
5. All reasonable precautions will be taken to prevent the unauthorized disclosure or use of confidential information, including but not limited to implementing and maintaining adequate security measures.
6. Access to CGIAR systems shall only be made from trusted machines with current protection standards.
7. Access to CGIAR systems shall not be made from any sanctioned country by US laws applicable to MS products.

### .Contracting

The Consultant should accept the CGIAR System Organization standard terms and conditions of contract in Appendix 1.

If the Consultant requires amendment of specific clauses, the Consultant must submit those contract clauses or the Consultant’s template for our review and consideration. **Please submit it in Word format as a separate document, along with the consultant’s confirmation of intent to submit a proposal.**

CGIAR reserves the right to request additional information or clarification regarding the contract clauses or templates during the evaluation process. Submitting suggested clauses or templates does not guarantee that the consultant will be awarded the contract. Final contract negotiations will be conducted with the selected consultant based on the evaluation results.

### Conflicts of Interest

To ensure a fair and objective selection process, the consultant guarantees they have no conflicts of interest (financial or otherwise) that could influence their work on this project. They must disclose any potential conflicts immediately, with details and proposed mitigation strategies (like staff recusal or information firewalls). CGIAR has the right to reject proposals with unmanageable conflicts and terminate the agreement for breaches. The consultant is also responsible for ongoing monitoring and disclosure of new conflicts. Any confidential information they share about potential conflicts will be kept confidential by us, except for evaluation or breach-related actions.

### Payment Terms

Standard payment terms will be Net 30 days from the date of invoice receipt.

|  |  |  |  |
| --- | --- | --- | --- |
| **No.** | **Deliverable Title** | **%** | **Payment Date** |
| 1 | Stakeholder Consultation Report | 30% | 15 August 2024 |
| 2  3 | * Budget Governance, Approval Matrix and Funding Allocation Plan * Budget Guidelines and Reports | 30% | 31 August 2024 |
| 4 | Budget Document | 40% | 30 September 2024 |

**Conditions for Payment**:

Each payment will be processed only upon the satisfactory completion and approval of the respective deliverables by the Senior Director FP&A or designated CGIAR review team.

The consultant is required to submit a detailed invoice citing the specific milestone achieved.

All deliverables must adhere to the quality standards specified in the ToR and must be submitted within the timelines agreed upon in the contract.

## Required Proposal Content:

This RFP document is not intended to limit the consultant’s submission content but rather to provide a framework for CGIAR to evaluate each proposal and determine which submission most closely addresses the needs. Consultants are encouraged to provide any additional information or innovative approaches not specifically outlined in this RFP. Consultants will provide any reasonable additional information upon request by the CGIAR.

### Technical Proposal

-Consultant profile

* Name: Clearly state the name of the consultant (lead consultant for consortium).
* Primary Contact: Provide the name and title of the contact person.
* Contact Information: Include the full mailing address, e-mail address, and telephone number for direct communication.
* Overview: A brief summary of the consultant’s business operations / CVs for individuals

-Experience and Team Composition

-Project Methodology and Timelines

* Description of the proposed process to fulfill the Scope of Work, Deliverables, and expectations outlined in the RFP.
* Outline the key milestones, responsibilities, level of effort, and proposed timelines

### Financial Proposal

Proposed fees should be presented in US$ excluding taxes. The Proposal should indicate the costs while detailing the deliverables /milestones.

Provide a breakdown of the deliverables/milestones in US$ (excluding taxes) including any budgetary assumptions made, contingency and mitigation actions.

Identification of any project element to be subcontracted (if any), showing number of subcontractor hours and their hourly rates.

|  |  |  |  |
| --- | --- | --- | --- |
| **Resource/Role** | **Day rate (US$)** | **Total Days/Input** | **Sub-total fees (US$)** |
| Team Leader |  |  |  |
| Expert 1 |  |  |  |
| Expert 2 |  |  |  |
|  |  |  |  |
| **Total** |  |  |  |

## Proposal Evaluation

The purpose of this section is to outline the evaluation criteria and process that will be used to assess and select the most qualified Consultant.

### Evaluation Criteria:

In the selection of the ideal Consultant for this project, a comprehensive evaluation will be conducted. As a global organization, CGIAR is agnostic to the location of the Firms/Consultants that participate in delivering the scope of work outlined in this RFP; however, flexibility in consideration of CGIAR’s global stakeholders and constituents is necessary, and any challenges should be addressed in the proposal.

#### Proposal Alignment:

Expectation: The Consultant’s proposal should be clear, concise, and directly aligned with our specific requirements, demonstrating a thorough understanding and thoughtful approach to the CGIAR’s objectives and outlined deliverables.

#### Experience:

Expectation: The submission of relevant case studies that highlight the Consultant's experience and success in similar projects. The showcased experience should resonate significantly with the needs and requirements of CGIAR.

#### Reputation and References:

Expectation: Provision of contact information for at least two previous clients or references who can attest to the Consultant’s competence, professionalism, and reliability in delivering high-quality service.

#### Project Management and Communication:

Expectation: Evidence of the Consultant’s proven strategies and tools for effective project management and communication, ensuring smooth collaboration, timely updates, and the efficient resolution of any issues or concerns.

#### Contractual and Legal Compliance:

Expectation: Assurance that the Consultant comprehensively complies with all legal requirements and offers a transparent, fair contract that safeguards our interests.

#### Data Security and Privacy:

Expectation: confirmation that the Consultant adheres to industry best practices for data security and privacy, ensuring the utmost protection of sensitive information.

#### Cost and Budget:

Expectation: A clear, detailed breakdown of the Consultant’s proposed fees including details of any assumptions.

#### Timeline and Deliverables:

Project Timeline:

Expectation: Presentation of a realistic yet flexible project timeline, ensuring the timely completion of deliverables without compromising quality.

Deliverables Expectation: Explicit definition of the scope of work and anticipated deliverables, ensuring they robustly align with CGIAR’s requirements.

CGIAR reserves the right to progress with all, one, or multiple activities of a bidder’s response based on its performance against the evaluation criteria.

### Evaluation Process

The evaluation will be conducted based on the criteria outlined in this RFP. The RFP timeline may be modified if needed to benefit the RFP results while keeping interested parties well informed.

**Evaluation Panel:** An evaluation panel will be established to review and evaluate all proposals received. The panel will consist of representatives from CGIAR's relevant departments. The panel members will be selected based on their expertise and experience relevant to the RFP.

**Evaluation Criteria:** The panel will evaluate each Consultant’s technical capabilities, including team composition, proposed approach and methodology, references, and cost.

**Evaluation Process:** The evaluation process will consist of the following steps:

**Proposal review:** The panel will review all qualified proposals, assessing them against the evaluation criteria outlined in this RFP.

**Evaluation and Scoring:** The evaluation panel will evaluate each shortlisted Consultant’s proposal and presentation based on evaluation criteria. The scoring system listed below will be used to ensure consistency and objectivity in the evaluation process.

**Consultant Selection:** After completing the evaluation scoring, the panel will recommend the selection of the Consultant that best meets the RFP requirements and evaluation criteria.

**Confidentiality and Conflict of Interest:** All evaluation panel members will be required to sign a Conflict-of-Interest statement and treat all information submitted by participating Consultants as confidential and used solely for the purpose of the consultant selection.

### Weighting System

**Technical Expertise (40%)**

* Demonstrated experience with similar projects for international multi-stakeholder matrix organizations.
* Client references

**Project Management Approach (25%)**

* Methodology: Proposed methodology
* Project plan and timeline: Ability to meet requested timeline

**Cost Proposal (30%)**

* Cost competitiveness: Comparison of consultant's proposed fees against the technical proposal to ensure value for price.

**Other considerations - 5%**

## Bid 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.

| **Dates** | **Milestones** |
| --- | --- |
| 13 June 2024 | Issuance of Request for Proposals |
| 17 June 2024 | Confirm of intent to submit a proposal |
| 17 June 2024 | Submit RFP questions or requests for clarification by this date |
| 19 June 2024 | Responses to questions provided by CGIAR |
| 26 June 2024 | Deadline for submission of proposal. |
| 04 July 2024 | Notification of Award to the successful Consultant |
| 09 July 2024 | Contract signed |
| 09 July 2024 | Contract start date – Kickoff induction program |

## Communication during RFP period

CGIAR intends to run a fair bidding process where all respondents are given equal opportunity to put forward their best proposal. As such, any material questions asked by bidders will be collated, answered, and shared with all bidders before the RFP closes.

Submit your questions through the email smo-bidding@cgiar.org

## How to submit a proposal:

Please submit a narrative proposal and a fee proposal as two separate documents to [smo-bidding@cgiar.org](mailto:smo-bidding@cgiar.org). Both documents can be attached to the same email.

All proposals must be received by 26 June 2024, at 11:59 PM Paris time. Only electronically submitted proposals will be considered.

## Annexes

Annex 1: CGIAR standard terms and conditions of contract

Annex 2: [CGIAR W1 Budget for 2024](https://cgspace.cgiar.org/server/api/core/bitstreams/04510b2c-8ea9-444e-94af-b8ed69d740a8/content)

Annex 3: [CGIAR Budget Procedures](https://cgiar.sharepoint.com/:b:/r/sites/cgiar_infopoint/Internal%20Documents/Business%20Ops%20and%20Finance/Budget%20and%20Forecast/2024%20Budget/01.%20Budget%20Procedures/OneCGIAR%202024%20Budget%20Procedures_Version%201.0.pdf?csf=1&web=1&e=lz4MQh)

Annex 4: [CGIAR Dashboards](https://www.cgiar.org/funders/trust-fund/)