CGIAR System Organization

Personnel Policy Manual and Human Resources Policy Update

Request for ProposaL

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## Introduction and Background:

## The CGIAR System Organization is undertaking a revision of its Personnel Policy Manual (PPM) to ensure it is fit for purpose in the context of a new organisational structure and to align with best practices in international organisations. To support this effort, we are seeking the services of an experienced consultant with expertise in people and culture policy, organizational restructuring, and change management. This consultant will provide strategic guidance, conduct policy reviews, and recommend revisions to enhance operational efficiency and organisational effectiveness.

## Scope of Work

The Consultant will be responsible for the following key areas:

**A. Staff Management Policy Revision**

* **Review of Existing Policies**: Conduct a thorough review of the current Personnel Policy Manual (PPM), including the Staff Rules and Regulations.
* **Best Practice Research**: Analyze and benchmark the current policies against best practices from relevant international organizations.
* **Recommendations & Revisions**: Provide expert recommendations and draft revisions to the PPM to enhance its relevance, effectiveness, and compliance with global standards.
* **Internal Working Group Engagement**: Collaborate with an internal working group to discuss findings, present proposed revisions, and contribute to policy review discussions.

**B. Support for Organizational Restructuring**

* **Implementation Guidance**: Offer strategic advice and expert guidance on the implementation of the SO's revised organizational structure.
* **Policy Development**: Draft policy recommendations, guidelines, and P&C policy papers required to support the restructuring process.
* **Change Management**: Guide the P&C and CGIAR leadership in executing effective change management strategies to ensure smooth transitions and integration of new organizational structures.
* **Capacity Building**: Support capacity-building initiatives, where required, to ensure successful adoption of revised policies and structures.

## Deliverables

The Consultant is expected to deliver the following:

1. **Initial Assessment Report**: A detailed analysis of the current PPM and initial recommendations for revisions.
2. **Revised Personnel Policy Manual**: A draft of the revised PPM, incorporating feedback from the internal working group and best practices from international organizations.
3. **Other HR policy documents as required**
4. **Final Report**: A comprehensive report summarizing all activities, findings, and recommendations provided during the consultancy.

## Qualifications and Experience

The selected candidate will hold the following qualifications and experience:

* An advanced degree in Human Resources, Organizational Development, Public Administration, or a related field.
* A minimum of 10 years of experience in HR policy development and organizational restructuring within international organizations.
* Proven experience in change management and policy drafting.
* A strong understanding of international best practices in personnel management.
* Excellent communication, collaboration, and analytical skills

## Project timeline

|  |  |
| --- | --- |
| **Action/Deliverable** | **Date** |
| Award Communicated | October 24 |
| Contract issued | October 30 |
| Kick-off meeting | November 4 |
| Analysis, consultations and gathering input from CGIAR | November 11 |
| Submission of draft PPM and other policies with final report | December 18 |

## Performance Measurement and Review:

In this section of the Request for Proposal (RFP), we delineate the framework for performance measurement and review for the prospective firm. It is imperative that prospective Firms meticulously review the outlined performance structure and KPIs, as adherence to these will be mandatory in the execution of the project.

### Key Performance Indicators (KPIs)

* + 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.
  + Stakeholder Surveys: Structured and documented surveys indicating the stakeholders' feedback on the quality of the services received. This is required when the services include training, workshops, or similar deliverables.
  + 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:

* Monthly and weekly reviews will be conducted to monitor progress and address any immediate concerns or feedback.
* Information will be gathered from deliverable reviews, stakeholder surveys, and internal feedback forms.
* Formal performance reviews will be conducted quarterly, providing a more comprehensive evaluation of the consultant’s performance across all KPIs.

If significant areas for improvement are identified, follow-up sessions may be scheduled to track progress. These could occur in the next review cycle or sooner, depending on the severity of the issue.

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 Consultant's 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 Firm/individual 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.
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.

### Ownership and Intellectual Property

To ensure clarity and protect CGIAR interests, the selected consultant must acknowledge that all deliverables (reports, analysis, recommendations) become our intellectual property upon full payment. We reserve ownership of any new intellectual property developed during the study, with exceptions for pre-existing, consultant-owned IP requiring a separate licensing agreement. The consultant is responsible for complying with all applicable laws and regulations in the countries where project work occurs, including data privacy, export controls, and labor laws. Additionally, the consultant must implement appropriate data security measures and comply with standard clauses regarding termination, dispute resolution, and data security.

### Other considerations

The Consultant is responsible for complying with all applicable laws and regulations in the countries where project work occurs, including data privacy, export controls, and labor laws. Additionally, the Consultant must implement appropriate data security measures and comply with standard clauses regarding termination, dispute resolution, and data security.

### 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, they must submit those contract clauses or the Consultant’s template for CGIAR’s review and consideration. **Please submit it in Word format as a separate document.**

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 firm will be awarded the contract. Final contract negotiations will be conducted with the selected firm 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. The invoicing schedule may vary based on the approach outlined in the prospective firm's commercial proposal. Consultants have the option to invoice either on the basis of measurable progress throughout the project or upon the submission and subsequent acceptance of final deliverables by CGIAR. This flexibility allows for alignment with the Consultant’s preferred billing structure while ensuring that payments are made in a timely manner following the standard Net 30-day policy.

## 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.
* 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.
* CVs for individuals
* Proposals (methodology, timelines and experience)

### 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.

Below is an example based on deliverables

|  |  |  |  |
| --- | --- | --- | --- |
| **Deliverables** | **Day rate (US$)** | **Total Days/Input** | **Sub-total fees(US$)** |
| Deliverable 1 |  |  |  |
| Deliverable 2 |  |  |  |
| Deliverable 3 |  |  |  |
| **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 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 Firm’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 Firm'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 Firm’s competence, professionalism, and reliability in delivering high-quality service.

#### Project Management and Communication:

Expectation: Evidence of the Firm’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 Firm comprehensively complies with all legal requirements and offers a transparent, fair contract that safeguards our interests.

#### Data Security and Privacy:

Expectation: Confirmation that the Firm 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 Firm’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 Firm’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 firms as confidential and used solely for the purpose of Firm selection.

### Weighting System

|  |  |
| --- | --- |
| **Technical Criteria** | **Weight (100)** |
| * **Experience in HR Policy Development:**  Proven experience in reviewing, revising, and drafting human resources policies, particularly within international organizations. Experience working with Personnel Policy Manuals (PPM), Staff Rules, and other regulatory frameworks. | (30%) |
| * **Organizational Restructuring Expertise:**  Demonstrated expertise in guiding and supporting restructuring processes, including providing strategic advice and drafting relevant policy guidelines. | (30%) |
| * **Change Management Experience:** Experience in guiding leadership teams through organizational change management processes, ensuring smooth transitions and adoption of new structures and policies. | (20%) |
| * **Relevant Qualifications and Professional Experience:**   An advanced degree in Human Resources, Organizational Development, Public Administration, or a related field.  Minimum of 10 years of relevant experience in HR policy development, organizational restructuring, and change management within international organizations. Demonstrated experience working with internal working groups or similar multi-stakeholder environments is preferred. | (10%) |
| * **Financial Consideration:**   The commercial proposal commensurate with the Consultant’s qualifications and experience | (10%) |

## 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** |
| --- | --- |
| 04 October | Issuance of Request for Proposals |
| 08 October | Confirmation of intent to submit a proposal (Template Provided) |
| 08 October | Submit RFP questions or requests for clarification by this date |
| 10 October | Responses to questions provided by CGIAR |
| 16 October | Deadline for submission of proposal. |
| 24 October | Notification of Award to the successful firm |
| 29 October | Contract signed |
| 30 October | 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 16 October 2024, 11:59 pm, Paris time. Only electronically submitted proposals will be considered.

## Annexes

Annex 1: CGIAR standard terms and conditions of contract

Annex 2: Letter of Intent