

# Bid Evaluation and Selection Report:

## Honorarium Benchmarking RFP

### Summary and recommendation

A selection panel consisting of four (4) members was convened on 4<sup>th</sup> April 2025 to review the two (2) proposals received in response to the Request for Proposal (RFP) (Appendix 1) seeking the services of a consultancy firm to benchmark the honorarium received by members of the CGIAR Integrated Partnership Board (IPB).

The selection panel was composed of:

1. Andy Homer, Chair SCHR
2. Ruben Echeverria, member SCHR
3. Cristina Rumbaitis del Rio, member SCHR
4. Santiago Ruy Sanchez de Orellana, member SCHR

The selection panel was supported by Jacqueline Were, Procurement Officer, and Sylvia Oyinlola, Global Head, System Council Support.

All panel participants and support staff signed a Conflict of Interest Declaration Form indicating that they did not have any actual or potential conflicts of interest with the procurement process or the bidders.

Proposals were received from:

- i. Birches Global LLC
- ii. SRI Executive

After review, the selection panel determined that **SRI Executive understood the scope of the assignment and provided the best value for money**; however, prior to contract signature, the selection panel recommends that the following items be clarified:

- Identify and agree on comparator organizations for benchmarking the honorarium structure
- Clarification on the qualitative process and who should be interviewed.
- Emphasis on the need to keep the benchmarking exercise and review workstreams separate.

## Bid analysis

On 10 March 2025 a Request for Proposal (RFP) (Appendix 1) was issued seeking proposals for services of a consultancy firm to benchmark the honorarium received by members of the CGIAR Integrated Partnership Board (IPB). The effective term for the work was scheduled from 28 April to 6 July 2025.

As stated in the RFP, the successful bidder will provide the following deliverables:

- An inception report outlining the methodology, workplan and providing a list of potential comparator organizations the firm intends to use.
- A draft report with the preliminary findings
- A final report with detailed analysis and suggestions.
- A presentation to the SCHR on the summary of findings.

The bid solicitation process involved publishing the RFP on the CGIAR website and on social media. The procurement team also reached out to eligible known organizations who are capable of delivering the services and invited them to participate. Three firms (Birches, SRI and Saxon-Bampfylde) submitted their letter of intention to submit a proposal (LOI). At the close of the bidding period, Birches and SRI and Vicom consulting responded with their technical and financial proposals. Vicom bid was rejected for not complying with the RFP requirements. Saxon-Bampfylde did not submit their bid. Spencer Stuart and Korn Ferry expressed regrets, citing lack of capacity as factors informing the decision not to participate.

The selection process was conducted through a 2-envelope system, where the panel members evaluated technical proposals individually. This was followed by presentations by the two bidders. The objective of the calls was to evaluate the bidders' understanding of the requirement and clarify any areas not covered by the technical proposal.

### Technical proposal ranking/70

| Bidder  | Member 1 | Member 2 | Member 3 | Member 4 | Average |
|---------|----------|----------|----------|----------|---------|
| Birches | 52       | 42       | 54       | 64       | 53      |
| SRI     | 61       | 56       | 56       | 56       | 57      |

### Summary of selection panel comments

|         |   |
|---------|---|
| Birches | <ul style="list-style-type: none"><li>▪ Birches Group offers a comprehensive international portfolio in compensation benchmarking and policy review, working with multilateral development banks, UN agencies, and various CGIAR centers. Their experience provides insight into CGIAR's decentralized structure and global operations.</li><li>▪ They proposed a detailed, technically rigorous methodology, clearly separating the benchmarking and review components through dedicated workstreams, internal control mechanisms, and quality assurance layers.</li></ul> |
|---------|---|

|     |   |
|-----|---|
|     | <ul style="list-style-type: none"> <li>▪ Their protocol reflects best practices in research design and impartiality.</li> <li>▪ Proposed a team of four consultants with clearly defined roles and balanced responsibilities across both workstreams. Their team profile, while technically strong, a broader diversity of institutional or geographic backgrounds could have further enhanced the team composition.</li> <li>▪ The proposal includes a structured approach to stakeholder engagement, involving CGIAR staff at different stages and outlining a clear interview protocol.</li> <li>▪ The overly detailed deep dive into the CGIAR governance went beyond the project brief. It seemed like the firm was keen to conduct a deep review of the IPB roles and responsibilities which are out of scope.</li> <li>▪ The Birches' proposal was well structured; however, their presentation showed a lack of understanding of the assignment. They relied too much on existing data for benchmarking rather than analyzing comparators and collecting new data. Additionally, they did not fully grasp the sensitivity involved in this exercise.</li> </ul> |
| SRI | <ul style="list-style-type: none"> <li>▪ SRI proposed a solid and structured approach across five project phases, covering benchmarking, stakeholder interviews, and final recommendations. However, more clarity is required about the separation of quantitative and qualitative research.</li> <li>▪ SRI Executive has strong institutional knowledge of CGIAR, with proven relevance and impact in board formation and governance diagnostics. Their expertise is mainly in governance and leadership selection, with some aspects of benchmarking needing more evidence.</li> <li>▪ The proposed team includes highly experienced professionals in governance, executive compensation, and stakeholder engagement.</li> <li>▪ SRI shows experience with executive-level engagement but lacks clarity on the number of stakeholders to be involved.</li> </ul>  |

### Budget proposal/30

| Bidder            | Amount in USD   | Scores/30* |
|-------------------|-----------------|------------|
| Birches Group LLC | US \$ 54,527.75 | 18         |
| SRI Executive     | US \$ 33,437.50 | 30         |

*\*The maximum number of points assigned to the financial proposal is allocated to the lowest price proposal. All other price proposals receive points in inverse proportion. The formula is as follows:*

$$p = y (\mu/z)$$

*Where:*

*p = points for the financial proposal being evaluated*

*y = maximum number of points for the financial proposal*

*μ = price of the lowest priced proposal*


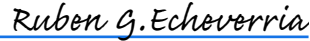
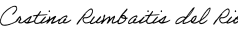

*z = price of the proposal being evaluated*

A meeting was held on 14 and 15 April where the two firms Birches and SRI presented their proposed methodology followed an interactive session with the evaluation panel. The panel determined that SRI better understood the scope of the assignment compared to Birches.

#### Evaluation Panel Recommendations

The selection panel discussed the technical proposals and the presentations, including responses to questions during the interviews. Based on the totality of the bids and interviews, the selection panel agreed that **SRI Executive is the preferred bidder** and will provide the best value for money.

Submitted on behalf of the selection panel:

| NAME AND TITLE OF SELECTION PANEL MEMBER      | SIGNATURE  |
|---|--|
| Andy Homer, Chair SCHR                        | <br>Andy Homer (Apr 25, 2025 13:08 GMT+1)                       |
| Ruben Echeverria, member SCHR                 | <br>Ruben G. Echeverria (Apr 25, 2025 08:03 EDT)                 |
| Cristina Rumbaitis del Rio, member SCHR       | <br>Cristina Rumbaitis del Rio                                   |
| Santiago Ruy Sanchez de Orellana, member SCHR | <br>Santiago Ruy Sanchez de Orellana (Apr 30, 2025 10:27 MDT) |










# 07\_Final Bid Evaluation and Selection Report - Honorarium Benchmarking

Final Audit Report

2025-04-30

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