



# Honorarium Benchmarking Process

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## REQUEST FOR PROPOSAL

CGIAR System Organization

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## 1. Introduction and Background:

CGIAR seeks the services of a consultancy firm to benchmark the honorarium received by members of the CGIAR Integrated Partnership Board (IPB). The objective is to ensure the honorarium is comparable and aligned with industry standards using comparator organizations. The benchmarking must take into account the CGIAR's unique governance model.

The [CGIAR](#) is a global research partnership whose mission is to deliver science and innovation to advance the transformation of food, land, and water systems in a climate crisis. CGIAR envisions a world with sustainable and resilient food, land and water systems that deliver diverse, healthy, safe, sufficient and affordable diets and ensures improved livelihoods and greater social equality within planetary and regional environmental boundaries. Its research is carried out by independent CGIAR Centers in close collaboration with hundreds of partners, including national and regional research institutes, civil society organizations, academia, development organizations and the private sector.

In 2023, the CGIAR System signed the Unified Governance Memorandum, which called for establishing the Integrated Partnership Board (IPB) after a reflective multi-stakeholder consultative process, by all the parties signatories to the Integrated Framework Agreement (IFA) to work in an Integrated Partnership, which provides a unifying vision under which the CGIAR can fully deliver on its mission with an integrated governance system characterized by mutual accountability among all parties.

The selection process for members to serve on the Integrated Partnership Board, which replaced the System Board, was carried out by the Nominations Committee of the System Council (NCSC) [Standing Committees- CGIAR](#), a standing committee of the System Council. The NCSC, as part of its terms of reference, is tasked with reviewing the honorarium paid to members of the IPB. For expediency and effectiveness, the NCSC delegated this task to a subcommittee on honorarium (SCHR).

The NCSC-SCH seeks the services of a consultancy firm to benchmark the honorarium received by members of the CGIAR Integrated Partnership Board (IPB). The objective is to ensure the honorarium is comparable and aligned with industry standards using comparator organizations.

## 2. Objectives

There are two primary objectives of this assignment:

- a) Benchmarking Honorarium-

- To benchmark the current honorarium against comparator organizations, noting the unique integrated governance model of the CGIAR
- Provide assurance that the honorarium is fairly benchmarked to *comparable organizations* and aligned with the organization's goals
- Provide the benchmarking results to the Committee.

b) Honorarium Review

- Conduct a qualitative and quantitative review of the honorarium structure
- Provide components for developing an honorarium policy for the organization, taking into account its mission, size, reach, and unique nature

### 3. Scope of Work

The selected firm will conduct a benchmarking process and an independent review process to assess the honorarium structure of the IPB. To ensure transparency and objectivity, these components must be conducted by separate teams within the firm.

#### Benchmarking Component

- Conduct a comprehensive review of the current honorarium structure of the IPB.
- Identify comparator organizations, analyze the industry standards and best practices
- Benchmark the honorarium against comparable organizations
- Review the existing Travel Policy for the IPB will look at the existing IPB Travel Policy, review and provide the SCHR advise on the policy based on the following points: a) the suitability of the travel policy as it aligns to the honorarium policy b) recording IPB members' days, this may involve meeting and discussing with the IPB Secretariat.
- Provide a detailed report with findings and suggestions
- Present the findings to the SCHR and address any queries.

#### Review Component:

- The qualitative review should include structured interviews with critical stakeholders as defined by the Committee
- Provide a detailed report on the findings
- Present the Committee with suggestions based on the qualitative and quantitative review analysis.
- Advise on the frequency of the honorarium review and modalities.

Independence and Objectivity: The Benchmarking and Review Teams must operate independently, with internal protocols to prevent undue influence.

## 4. Deliverables

The selected firm is expected to deliver the following:

- 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.

## 5. Qualifications and Experience

The selected firm should have the following qualifications, competencies and experience.

- Proven experience in board compensation benchmarking.
- Knowledge of publicly funded research organizations' standards and best practices
- Proven record of developing such analysis for use within the industry.
- Experience providing recommendations to complex, unique organizations such as the CGIAR.

## 6. Project timeline

The deadlines below are firm dates. Any necessary changes will require previous coordination and agreement with CGIAR's project lead.

| Action/Deliverable  | Responsible          | Date             |
|---|----------------------|------------------|
| Contract signed   | CGIAR<br>Procurement | 27 April         |
| Project Kick-off  | SCHR                 | 28 April         |
| Monitor progress 1st Checking Meeting   | CGIAR                | 14 April         |
| Draft Report  | Selected Firm        | 11 June          |
| Presentation of findings to SCHR/NCSC   | Selected Firm        | 12-13 June       |
| Report Reviewed by SCHR   | SCHR                 | 11 – 15 June     |
| SCHR develops proposals for NCSC to decided   | NCSC                 | 15 – 22 June     |
| Report shared with NCSC, for review and approval of proposals from SCHR on the Honorarium | NCSC Co-chairs       | 22 June – 6 July |

| Action/Deliverable   | Responsible | Date               |
|--|-------------|--------------------|
| NCSC Co-Chairs meet with various stakeholder groups to share the report and approved proposals | SC          | 20 July – 3 August |

## 7. 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 accuracy, completeness, and quality of the submitted deliverables.
- 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 are 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 Firm'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 Firm's performance with the project's objectives.

#### *Evaluation Methodology:*

Stakeholder Feedback: The Firm's performance will be subject to evaluation by pertinent project stakeholders. Their insights and perspectives will offer a comprehensive view of the Firm'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 Firm's accomplishments, challenges, and adherence to the project schedule and budget.

*Review Process:*

The NCSC-SCHR will conduct a performance review of the work done at the halfway mark and the end. The feedback will be provided to the consultant through a virtual meeting. Should there be performance concerns, written notification and additional meetings may be called.

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 Firm 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.

## 8. Legal Considerations

### a) 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:

- a) All information obtained during the engagement with CGIAR will be stored only on CGIAR servers/systems.
- b) None of the information obtained during the engagement with CGIAR shall be shared with any other party for any reason.

- c) The access provided by CGIAR shall only be used for this project and to communicate with CGIAR.
- d) 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.
- e) 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.
- f) Access to CGIAR systems shall only be made from trusted machines with current protection standards.
- g) Access to CGIAR systems shall not be made from any sanctioned country by US laws applicable to MS products.

## b) 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.

## c) 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.

## d) Contracting

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

If the Firm requires amendment of specific clauses, the firm must submit those contract clauses or the Firm's template for our review and consideration. **Please submit it in Word format as a separate document, along with the Firm'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 firm will be awarded the contract. Final contract negotiations will be conducted with the selected firm based on the evaluation results.

#### e) 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.

#### f) Payment Terms

The 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. Firms 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 firm's preferred billing structure while ensuring that payments are made in a timely manner following the standard Net 30-day policy.

### 9. Required Proposal Content:

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

#### a) Technical Proposal Structure

- Executive Summary
- Company Overview & Relevant Experience
- Benchmarking & Review Approach (Methodology, Work Plan)
- Case Studies & References
- Data Security & Confidentiality Plan
- Conflict of Interest Declaration
- Annexes (for any additional information)

## b) Financial Proposal

Provide a cost breakdown of the deliverables or 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      |                 |                  |                       |
|               |                 |                  |                       |
|               |                 |                  |                       |
| <b>Total</b>  |                 |                  |                       |

## 10. Proposal Evaluation

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

### a) Evaluation Criteria:

In the selection of the ideal Firm 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.

## b) 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 Firm’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.

**Firm Selection:** After completing the evaluation scoring, the panel will recommend the selection of the Firm 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.

### c) Weighting System

| Criteria                           | Weight (100) |
|------------------------------------|--------------|
| Technical approach and methodology | (25%)        |
| Experience & Case studies          | (15%)        |
| Team Expertise                     | (15%)        |
| Stakeholder engagement strategy    | 15%          |
| Cost Competitiveness               | (30%)        |

## 11. Risk Management & Mitigation

| Risk                                   | Mitigation Strategy                                  |
|--|--|
| Delays in data collection              | Built-in buffer periods                              |
| Budget Overruns                        | Not-to-exceed cost cap; Pre-approval for extra costs |
| Conflict of Interest                   | Strict separation of benchmarking & review teams     |
| Non-performance by Consultant          | Performance-based contract with penalty clauses      |
| Data Security & Confidentiality Issues | Compliance with NDA – Clause 8 of the RFP            |

## 12. 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  |
|--------------------|---|
| 10 March 2025      | Issuance of Request for Proposals                               |
| 17 March 2025      | Confirmation of intent to submit a proposal (Template Provided) |
| 17 March 2025      | Submit RFP questions or requests for clarification by this date |
| 19 March 2025      | Responses to questions provided by CGIAR                        |
| 28 March 2025      | Deadline for submission of proposal.                            |
| 1 – 4 April        | Evaluation and shortlisting                                     |
| 7 – 11 April       | Presentation/ Interviews with shortlisted firms                 |
| 20 April 2025      | Selection of a successful firm                                  |
| 21 - 26 April 2025 | Contract negotiation and sign off                               |
| 27 April 2025      | Contract start date - Kickoff induction program                 |

## 13. 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](mailto:smo-bidding@cgiar.org)

## 14. 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 no later than 31 March, 2025 Paris time. Only electronically submitted proposals will be considered.

## Annexes

Annex 1: CGIAR standard terms and conditions of contract]

Annex 2: Letter of Intent Template