

Terms of Reference

IDH Data Strategy

September 2022

1. Introduction

IDH Sustainable Trade Initiative (“IDH”) accelerates and up-scales sustainable trade by building impact-oriented coalitions of front running companies, civil society, governments, knowledge institutions and other stakeholders in several commodity sectors and landscapes. We convene the interests, strengths and knowledge of public and private partners in sustainability commodity and landscape programs that aim to mainstream international and domestic commodity markets and landscapes. We jointly formulate strategic intervention plans with public and private partners, and we co-invest with partners in activities that generate public goods.

On basis of these Terms of Reference (“**ToR**”) IDH aims to select a party **to develop a data strategy for IDH.**

2. Background

Over the past 14 years in the existence of IDH, data has become increasingly important to take informed decisions, to extract key learnings and insights and to drive the impact of our programs. IDH would like to further develop data as a strategic asset and foster a data-informed culture. To be able to do this, IDH is looking for a consultant to support the development of an organization-wide data strategy.

At the moment, the following data sources and uses can be distinguished:

Type of data	Sub-components	Example of raw data
Social and environmental impact data	<ul style="list-style-type: none"> • Project and Program data; Company, Sector/Value chain data and landscapes data • Evaluation/Research data: Topic specific e.g., in living income 	Household data such as farmer income, Facility data such as living wage gaps or environmental footprints and benchmarks, company data on serving smallholder farmers
IDH Business data	<ul style="list-style-type: none"> • Communication • Partnership and fundraising • Monitoring & evaluation 	Google analytics data on campaign performance, Account management/customer relationship data, Reporting data on project/program performance
IDH Operational data	<ul style="list-style-type: none"> • HR • Legal • Finance • IT 	Personnel data, Contracting data, spending data, meta data

The data specified above is used for the following internal and external purposes:

Use case		Explanation
Internal	Monitoring, evaluation and reporting (M&E)	Reports from implementing partners, reporting on (quant) KPI on BI-annual basis, including (qual) narrative. Research and evaluation reports on projects.
Internal	Due diligence and Risk assessments	Standardized assessments on ESG criteria and other know-your-customer (KYC) details conducted in house or with external partners before funding projects or programs.
Internal	Program / Project Design or implementations	Baseline assessments, diagnostics studies, evaluation or other reports, databases, or independent research to contextualize projects and programs to create effective and evidence driven interventions.
Internal and external	Management information and investment decisions	Internal information used to form decisions on co-funding or investment done by IDH or its subsidiaries.
External	Input and Tailored advice to companies or project partners	See here for example of Inclusive business model analyses (formerly SDMA)
External	Research and Insights generation for companies, investors, donors, government, and wider sector to change business practices and behaviours of decision makers.	IDH has developed a number of data tools and initiatives such as IDH Farmfit , SourceUp and the IDH Salary Matrix .

In 2022, IDH has conducted an internal data inventory project to map all existing data initiatives and tools within the organization and are in active use. Currently, there are more than 40 data tools, which are used for multiple use cases, consisting of a mix of social and environment impact data and business data. The inventory maps all existing tools on the following areas:

- **Data function/s:** input, collection, visualization, analysis
- **Target audience:** internal (IDH staff), external (IDH IPs and/or clients)
- **Use case:** internal use (business tools), external use (intelligence tools)
- **Development approach:** project, product/service
- **Scale of use:** project/sector, product, program/BU, country, IDH wide
- **Project development use:** due diligence/risk assessment, fundraising/investment/business development, project design, project implementation, M&E
- **Format:** excel, dataset, database, digital
- **Maturity stage:** ideation, iteration, scale, go to market

Besides the comprehensive overview of all data tools and initiatives as IDH, a guiding framework was developed on the maturity stages of different data tools (1. prototype/iteration, 2. proof of concept/iteration, 3. minimal viable product/scale, 4. V1*/go to market) including an assessment of the current maturity of all tools. Additionally, a short narrative was created on the role of Data for IDH

and its link to IDH’s ambitions to create systemic solutions to address complex global problems in supply chains and landscapes such as poverty, inequality, poor working conditions and negatives impacts on the environment caused by underlying conditions and structures of the current market systems. These materials will form part of the pre-readings to develop an initial data strategy for IDH.

3. The assignment

Objective

The objective of this assignment is to develop a first version of a data strategy that covers IDHs 1) strategic vision on data (incl. milestones and targets for the organization) that covers key business processes of IDH (e.g., M&E or research& insights generation) and 2) a data literacy needs assessment and training plan.

Approach

We are looking for a consultant that can facilitate an internal process to create an initial data strategy, which captures IDH strategic vision on data to position the organization as a trusted data partner. IDH has worked with data since its inception (2009) and has funded and developed several initiatives linked to data-driven solutions to improve sustainable trade. As we consider data as a strategic asset, we believe it is important to develop a strategy that is owned by IDH’s leadership and that will be a living document. Therefore, the proposed approach by the consultant should include:

- Interviews with leadership of executive board, directors of business units and country offices
- Interviews with key functional leads IT, HR, Finance, Legal
- Review of data inventory project and findings
- Review of multi-year plan
- Review of IDH (re)brand and positioning and "One IDH" initiative
- Workshops with findings

Deliverables

The deliverables of this assignment will be:

Deliverables of assignment	Deadline
Initial Data strategy consisting of a) strategic vision on data; positioning of IDH as trusted data partner b) key milestones, KPIs and targets to deliver on data strategy c) key risks and opportunities (and recommendations for mitigation) associated with current or future data practices d) risk identified (and recommendations for mitigation) to realising the data strategy e) deep dive on at least 1 business process: monitoring and evaluation, due diligence	31 December 2022
Data literacy f) needs assessment based on staff interviews or surveys g) training plan, ideally based on competency matrix h) guidelines for recruitment	31 December 2022

The exact timelines for the deliverables and sub-items will be agreed on with IDH and the consultant.

4. Consultant profile

The consultant(s) need to have the following experience / knowledge:

- Delivering data strategies for similar type of organizations;
- Delivering data literacy needs assessment and training plans for similar type of organizations;
- Experience in working with organisations moving from decentralized, excel-focussed environment to a coherent data strategy;
- Co-ordinating with staff to pull information together from across the relevant teams;
- Experience with delivering data products for public dissemination and consumption;
- Experience in deploying data infrastructure.

The consultant(s) need to have the following characteristics:

- Punctual; dedicated adherence to deadlines;
- Analytical and Result-oriented.
- Critical on quality & reliability of information;
- Sensitivity how to treat confidential information.
- Ability to effectively communicate with staff at all levels of seniority
- Excellent written and spoken English, culturally sensitive, analytical.

5. Selection Procedure

The procedure will be as follows:

1. Publishing the tender and inviting suitable services providers to submit a proposal based on this ToR.
2. Evaluation of the proposals by the chair of the evaluation committee. The 3 proposals that receive the highest scores will be presented to the evaluation committee. The chair of the evaluation committee and the evaluation committee will evaluate the proposals based on the selection criteria as published in this ToR. The evaluation committee will evaluate the proposals based on the selection criteria as published in this ToR.
3. Decision on selection of the service provider.
4. Inception meeting with the selected service provider.

The schedule below indicates the timelines for the tender procedure:

Tender process	Timeline
ToR published	21 st of September
Deadline for submission of proposals*	5 th of October
Selection of Service provider	11 th of October
Start of assignment	17 th of October

* Proposals submitted after the deadline will be returned and will not be considered in the tender procedure.

After the deadline to submit a proposal has passed, the evaluation committee will evaluate the proposals.

The proposals will first be tested for completeness:

- The absence of the documents referred to in Section 6 of this document can lead to exclusion from further participation in the tender procedure. This is also the case when minimum requirements listed in this ToR are not met.
- If the proposal is complete, the selection committee will evaluate the proposal based on the criterion as mentioned in section 6.

The assignment will be awarded to the service provider with the most economically advantageous tender. This is determined based on the evaluation criteria price and quality.

IDH will reject the proposal if any illegal or corrupt practices have taken place in connection with the award or the tender procedure.

6. Proposal requirements

IDH is requesting the service providers to hand in a proposal of maximum 10 pages (excluding company biographies, CVs, sample work and references). The proposal must be handed in a MS Word or PowerPoint version next to a PDF submission to facilitate any copy-and-pasting of content that we may need during evaluation.

The proposal must at least include:

Content:

- a. A succinct, well-documented approach addressing the requirements set out this ToR. We request that the proposal structure match the selection criteria as closely as possible
- b. Maximum of three client references and a sample of previous work relevant to the deliverables in this ToR
- c. An overview of the project team, including the CVs of the project team members
- d. Budget presented in Euros (excluding and including VAT) with a break-down of days/rate per project team member
- e. Statement on Ground for exclusion (see section 7 below)

Administrative:

- f. Completed detail request form (annex 1)
- g. Copy of most recent (audited) financial accounts
- h. Statement of acceptance draft contract (annex 4)

The proposal must be submitted to Heidrun Kollenda via email at kollenda@idhtrade.org before **5th of October 2022, 17:00 (CEST)**.

7. Testing and weighing

The assignment will be awarded to the service provider with the most economically advantageous tender. The most economically advantageous tender is determined on the basis of the evaluation criteria of price and quality.

Grounds for exclusion

1. Service providers shall be excluded from participation in this tender procedure if:

- a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) they or persons having powers of representation, decision-making or control over them have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;
- c) they have been guilty of grave professional misconduct proven by any means which the IDH can justify;
- d) they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established, or with those of the Netherlands or those of the country where the contract is to be performed;
- e) they or persons having powers of representation, decision making or control over them have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organization, money laundering or any other illegal activity.

Service providers must confirm in writing that they are not in one of the situations as listed above.

2. Service providers shall not make use of child labor or forced labor and/or practice discrimination and they shall respect the right to freedom of association and the right to organize and engage in collective bargaining, in accordance with the core conventions of the International Labor Organization (ILO).

Scoring and weighing

The evaluation criteria are compared and weighed according to the procedure below. This concerns a general outline of the scoring methodology and an explanation how the service provider can demonstrate compliance with the requirements.

Step 1 - Criterion Quality

Evaluation scores will be awarded for each of the components. The evaluation committee will score each component unanimously.

The proposal will be assessed based on the following selection criteria:

Component		Criteria	Max. Grading
1	Proposal overall	The extent to which the proposal meets the requirements set out in Section 3 above and throughout this document.	5
2	Approach	The extent to which the Service provider demonstrates that a clear design and development process will be followed and IDH is	5

		adequately consulted for input during the design and development. The extent to which it is clear what is required of IDH in terms of human resources, digital assets and other input to deliver the project without being too onerous on our staff.	
3	Track record	The extent to which the Service provider presents the required level of expertise and knowledge to fulfil the requirements both at team member and company level. To extent to which the Service providers gives a clear description of the project team, relevant (delivering similar projects) experience of team members and time allocation per team member. Relevant experience in non-profit sector is advantageous.	5

The evaluation committee will unanimously score each component by assigning scores from 1 to the maximum grading, with the maximum grading representing optimal performance on the component and 1 representing extremely poor performance on the respective component.

Step 2 - Criterion price

A combined price in Euros (ex VAT and incl. VAT) is to be presented. This is to be broken down by team member rate and hours. The criterion of assessment is “the best price for the proposed level of quality” with a maximum grading of 5.

Step 3 - Weighting

The final score will be weighted 70% on Quality and 30% on Price.

If scores of service providers are equal, priority will be based on the total scores that were given for the Criterion Quality. The assignment will be awarded to the service provider that has received the highest score for the Criterion Quality. If the evaluation of the Criterion Quality does not lead to a distinction, the score for the component “Proposal overall” will be decisive. If this does not lead to a distinction, the ranking will be determined by the drawing of lots.

Award

Once IDH has decided to which Service provider it intends to award the assignment, a written notification thereof is sent to all Service providers participating in the tender procedure.

The Service provider is contracted via a letter of assignment, following IDH’s template (Annex 2).

8. Communication and Confidentiality

The Service provider will ensure that all its contacts with IDH, with regards to the tender, during the tender procedure take place exclusively in writing by e-mail to Heidrun Kollenda via Kollenda@idhtrade.org. The Service provider is thus explicitly prohibited, to prevent discrimination of

the other Service providers and to ensure the diligence of the procedure, to have any contact whatsoever regarding the tender with any other persons of IDH than the person stated in the first sentence of this paragraph.

The documents provided by or on behalf of IDH will be handled confidentiality. The Service provider will also impose a duty of confidentiality on any parties that it engages. Any breach of the duty of confidentiality by the Service provider or its engaged third parties will give IDH grounds for exclusion of the Service provider, without requiring any prior written or verbal warning.

All information, documents and other requested or provided data submitted by the Service providers will be handled with due care and confidentiality by IDH. The provided information will after evaluation by IDH be filed as confidential. The provided information will not be returned to the Service provider.

9. Disclaimer

IDH reserves the right to update, change, extend, postpone, withdraw, or suspend the ToR, this tender procedure, or any decision regarding the selection or contract award. IDH is not obliged in this tender procedure to make a contract award decision or to conclude a contract with a participant.

Participants in the tender procedure cannot claim compensation from IDH, any affiliated persons or entities, in any way, in case any of the afore-mentioned situations occur.

By handing in a proposal, participants accept all terms and reservations made in this ToR, and subsequent information and documentation in this tender procedure.

10. Annexes

Annex 1: Detail request form (access [here](#))

Annex 2: IDH Letter of Assignment Template (access [here](#))

Annex 3: IDH General Terms and Conditions for Services (access [here](#))

Annex 4: Statement of acceptance draft contract (access [here](#))