



Request for proposals: IDH corporate website development and maintenance

Tender Guidelines

28 April 2023



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1. Introduction to tender

Based on these Tender Guidelines, Stichting IDH (hereinafter: IDH) aims to select a digital service provider that can **develop and maintain a new IDH Corporate website ('CWS')**.

This tender procedure is subject to Dutch Procurement Law 2012 and more specifically to the provision regarding the open tender procedure (article 2.26 Aw). This tender procedure consists of one single phase after which the Contract will be awarded.

These Tender Guidelines cover the entire tender procedure. Chapter 7 of these Tender Guidelines provides more in-depth information about the tender procedure conditions and timeline. If there are any questions regarding these Tender Guidelines, they can be submitted in accordance with Paragraph 7.4 of these Tender Guidelines.

IDH reserves the right to update, change, extend, postpone, withdraw, or suspend the Tender Guidelines, the time schedule, or any decision regarding the selection or contract award. Additionally, IDH reserves the right to make any decision subject to conditions which may follow from, amongst others: a complaint of a third party, a ruling by the 'Autoriteit Consument en Markt', an advice from the 'Commissie van Aanbestedingsexperts', a notice or decision by the European Commission, a court judgement, or an instruction by the European Investment Bank (EIB). Also, the decision(s) can be a consequence of any other matter which may influence the feasibility of the project in a negative matter, financially or otherwise.

IDH reserves the right to exclude an Applicant from the tender procedure in the event of a possible and/or suspected risk of distorted competition and/or in the event the level playing field between Applicants may be compromised.

IDH reserves the right to suspend or annul the tender procedure at any moment in time. (Potential) Applicants cannot claim compensation from IDH, any affiliated persons or entities, in any way, in case any of the afore-mentioned situations occur.

By submitting a Proposal, the Applicant accepts all terms and reservations made in these Tender Guidelines, including its annexes and subsequent information and documentation in this tender procedure.



2. Definitions

Agreement	The agreement to be signed upon awarding of the Contract, also referred to as Framework Agreement, core elements of which are described in Chapter 6.1 of these Tender Guidelines.
Applicant	Any person or company that has requested to participate in this tender procedure by submitting questions and/or a Proposal in response to and in accordance with these Tender Guidelines.
Assignment	The Assignment as described in Chapter 3 of these Tender Guidelines.
Business Units	Operating structures set up within the IDH organization to carry out work.
Contract	The object of this tender procedure, as described in Chapter 7.2 of these Tender Guidelines.
Consultant	The Applicant who has been awarded the Contract by IDH, based on the economically and otherwise most advantageous offer.
Basis of selection	The criteria for the purpose of selection, as stipulated in Chapter 10.2 of these Tender Guidelines.
Grounds for Exclusion	As described in Chapter 8 of these Tender Guidelines.
IDH	Stichting IDH, the contracting authority.
Information Notice	This refers to the responses by IDH to the questions asked in accordance with paragraph 7.4.
Minimum Viable Product (MVP)	A version of a product with enough features to be usable by our target audiences who can then provide feedback for future product development. This refers to the version of the IDH corporate website we want to launch in a reasonable amount of time and test that will allow us to proceed with planning and iteration of the product roadmap.
Proposal	An offer submitted by the Applicant to IDH in response to these Tender Guidelines.
Product	Used interchangeably with the IDH corporate website.
Product Manager	IDH employee responsible for the strategic definition of the product, MVP, and the roadmap in close collaboration with the Consultant's UX, design, and development team.
Product Team	The team (collective) that the Consultant is to provide for the Assignment execution.
Tender Guidelines	Guidelines with information about the tender and award procedure.
Tender documents	The set of documents that will be handed in by the Applicant in the Tender Phase.
UEA-Form	'Uniform Europees Aanbestedingsformulier'-form – this is the European standard form that is used in the Netherlands for tender procedures. The UEA is a declaration by the Applicant about its financial condition, ability, and suitability for the purpose of this Tender procedure.



3. Assignment information

With this Assignment we are calling for Proposals for the redesign and redevelopment of the IDH corporate website (<https://www.idhsustainabletrade.com/>). We are looking for a partner to support us with bringing to life the Minimum Viable Product (MVP) for this IDH core digital product as well as provide content management and website analytics. The new strategic vision for the MVP is being developed through an internal Discovery phase (see more in 3.2.4). We envision the project will have two parts spread over the 2023 and 2024 calendar year, which coincides with the IDH financial year.

Within the **first part of the Assignment (hereafter, Part 1)**, the scope includes activities necessary for the end-to-end product MVP delivery:

1. IDH Corporate Website MVP development - design and build, primarily:
 - a. Designing and developing new structure, functionalities, and user journeys for the CWS based on the MVP definition.
 - b. Designing and implementing website content strategy.
 - c. Suggesting and implementing website visual concept based on the new Brand Identity (see Annex 2).
2. Maintaining and servicing the CWS day-to-day availability and performance, incl. customer key-user support and contact.

The **second part of the Assignment (hereafter, Part 2)** includes:

1. Content management on the newly built website.
2. Website analytics – planning, setting up and tracking and reporting.

The budget indicated in this Request for Proposals reflects only Part 1 of this Assignment. Part 2 will be awarded in the 2024 calendar year, after the successful implementation of the initial scope of work.

Below you will find a detailed description of our organization, the project, how we approach it, and what we request from the Consultant in terms of the project's deliverables and scope of work related to both the Assignment Part 1 and Assignment Part 2.

3.1. Organization overview

IDH aims to put people, planet, and progress at the heart of trade by leveraging the power of markets to create better jobs, better incomes, a better environment, and gender equality for all. To achieve this objective, IDH brings together people within corporations, the global financial sector, and governments with influence over global value chains to co-create and co-invest.

A network organization headquartered in the Netherlands, IDH has around 380 employees globally, operating in 20 landscapes and 12 commodities and sourcing regions, with over 1000 public and private partners. In 13 years of operation, IDH has generated over 390 M EUR in private sector investment and support for new impactful business models.



IDH's work is made possible because of the funding and trust of various public and private donors, among which the Governments of the Netherlands and Switzerland and private foundations.

3.2. The Assignment

3.2.1. Reason for the project and new corporate website (CWS) objectives

The primary motivator for this Assignment is that the CWS is outdated and there is a need to establish a new, clear information architecture that is tailored to our audiences' needs. IDH aims to better represent the organization's offerings and wants to match the needs of its audiences, growing its presence a preferred partner for business in creating sustainable market transformation. This merits a solid modern digital product within our ecosystem that is up to date not only from the audience perspective, but also from the organizational and management perspectives.

Secondly, a new IDH brand system was recently released (October 2022, see Annex 2). The company therefore needs to bring all its existing touchpoints, incl. the CWS, under this new brand umbrella. The new brand personality, defined as a "collaborative change agent", has a strong potential to define a strategic approach to the new website's role within IDH's digital universe. From the organizational perspective, the brand release created a lot of energy and positive momentum for change within IDH.

Finally, in line with better representing the organization, we also need to make a strategic decision on how we create synergies between the corporate website and other digital products that have been created by IDH Business Units.

What we observed **works well or has potential**:

- organic Google search engine performance
- basic facilitation of convening on the community level among private sector companies we work with – through Initiative pages (e.g., Beyond Chocolate, <https://www.idhsustainabletrade.com/initiative/beyondchocolate/>)
- the info-products within News and Resources (<https://www.idhsustainabletrade.com/news-and-resources/>), such as podcasts, news articles, and blogs do a good job of highlighting the many aspects of IDH
- latest company propositions, like Roadmap on Living Wages (<https://www.idhsustainabletrade.com/living-wage-platform/>) with an embedded Salary Matrix digital product (<https://www.idhsustainabletrade.com/living-wage-platform/salary-matrix/>) have a lot of potential to become a prominent features of the website
- we recognize that despite the lack of strategic organization, individuals within the organization who manage their pages are being agile and hands-on.

3.2.2. IDH corporate website background, challenges and opportunities

IDH has grown and professionalized as an organization since the current version of the website (<https://www.idhsustainabletrade.com/>) was produced in 2014. Additional features and functionalities have been added organically as the organization grew, and the wider digital strategy was not centrally coordinated.



Individuals within IDH have authority to create pages and publish content. New features and functionalities are developed and added based on isolated needs, without full awareness of existing website features and functions.

At this moment, the IDH CWS does not have a roadmap or a product backlog. Discovery, testing, and iteration practices are absent. The website is being maintained by an existing contractor as is. The CWS is hosted on Wordpress content management system (CMS).

The website is using Google Analytics (GA), but data collection, analysis and improvement based on this are missing. The organization is in the process of developing a data strategy to mature its collection and use of data.

This has resulted in a content-heavy website with an undefined number of pages and confusing information architecture. The organically grown website now mixes the needs of various target audiences and does not consistently meet user goals.

In addition to the outlined strategic and organizational gaps, the **major challenges** of the existing website are:

- poor user penetration deeper into the CWS's content
- search is not sufficiently functional
- no information architecture
- no user journeys and/or conversion funnels (to for example an IDH expert or tool)
- from the content strategy perspective, IDH offerings are not clearly delineated
- from the visual perspective, the look and feel and design are outdated and not aligned with a newly developed Brand Identity system

3.2.3. Setting up the project

For the new CWS development process, IDH would like to use an agile product development philosophy. It is up to the Applicant to suggest a specific project management framework (Scrum, Kanban, etc.) and present how this would be applied for this Assignment.

From the beginning of the project a dedicated IDH website **Product Manager will be designated**. All other team members for the delivery of services described below are to be provided by the Consultant. The Product Manager will serve as a strategic consultant for the project and execute the Discovery phase (see 3.2.4.) to create a product strategy in collaboration with the IDH Global Brand Manager and other relevant internal stakeholders. After the development of the MVP definition the Product Manager will be a consulting unit for the product team during the product creation and development. The actual management of the project is expected to be delivered by the Consultant through a Project manager or Product owner services (see more in 3.3.2, Project management or Product ownership).

The **product team** can consist of the core members and be expanded for certain tasks. We envision the **core members** are a Project manager or Product owner (the lead), a UX strategist or strategic designer, a Graphic designer, a Copywriter, and a Visual or Web developer(s). Not all core team members should be equally allocated to the project at all stages. An Art director, Content strategist, Search engine optimization specialist, Web analytics specialist, and Quality assurance specialist could be **embedded into the product team as per necessity**. We encourage all Applicants to approach this product team constellation as a suggestion, evaluate it, and share their preference for team composition given the outlined scope. Chapter 3.3 of this Guideline,



Scope of work, gives a detailed description of the services we are looking for within the Assignment.

3.2.4. Discovery phase

IDH is planning for a lean Discovery phase to set up a **strategic foundation for the MVP**. It is envisioned that the Discovery phase will be in its final stages by the time the Consultant's product team joins the project (subject to change). In the case the Discovery phase is not finalized, we believe it is advantageous to include some of the product team members (namely, UX strategist or strategic designer) in its execution. In such an instance, the CWS Product Manager will share the goal and the status of the Discovery phase with the relevant product team member(s). A set of tasks will be jointly discussed and distributed. If the Discovery phase is complete at the time the Consultant is contracted, the outcomes of the Discovery phase will be shared during onboarding.

Expected outcomes of the Discovery phase include target audience definitions, product value propositions, a set of product requirements connected to the audiences' and business's needs, MVP strategic definition, and a product roadmap.

There are several strategic challenges to resolve during the Discovery phase. The first, is our approach to synergize the ecosystem of existing digital products that IDH Business Units currently own. Our vision for the CWS is to be a lean product with clear propositions to the main target audiences. However, some of the stand-alone Business Unit's websites may offer core benefits to our partners, and we want to use this to our advantage. Synergizing these propositions may add complexity to the MVP. We need to answer how we integrate digital products within the CWS to better leverage collaboration between parties (to bring to life the "collaborative change agent" brand personality). Decisions will be made during the Discovery phase to resolve these challenges and that will have direct implications on the tasks within this Assignment, such as the eventual Information architecture design and Content strategy.

The MVP definition and the set of functionalities developed during the Discovery phase are not static and other functionalities may be added to the roadmap during the contract duration.

For the MVP, IDH will focus on **three major target audiences**:

- Private sector stakeholders, such as Sustainability managers, Procurement, General management within value chain companies, who look to create sustainable change in their businesses and partake in IDH programs, use IDH roadmaps and tools and co-invest in innovation projects together with IDH, in real market settings.
- Investors, such as pension funds and banks, who provide sustainable investments into IDH funds or directly into partner companies.
- Policy makers, such as consuming and producing country governments and multinational governments such as the EU, who create policies, which IDH helps to inform, but also translates to private companies to facilitate the transition to sustainable markets.

In addition to the actual MVP definition, IDH will also be taking actions towards designing a new organizational and operational framework for the CWS, brand and content guidelines, and new CWS management routines. This work is connected to, but outside of this Assignment scope. It is mentioned here as it is seen as an important step that will be taken to maintain the focus on the product strategy once it is in place.



3.2.5. General view on the basic requirements of the CWS (subject to change)

A detailed list of the CWS requirements will be developed during the Discovery phase once the audiences' and business needs are closely assessed. For now, we offer a general view on the basic functionality, content, and design requirements.

Basic functionality requirements:

- CMS allows for easy content migration from WordPress (and, potentially, smaller content creation platforms, like Foleon).
- No-code CMS that allows for easy management by no-tech and -design-savvy IDH stakeholders (e.g., page creation and removal, content editing);
- A well-structured set of page templates connected to the information architecture.
- Functional website-wide search functionality.
- Opportunity to display information in a visually rich way: Graphs, data visualization, maps.
- Media: allow embedding from YouTube, Vimeo, Facebook, Twitter, ISSUU, Prezi, Slide Share, Spotify, Soundcloud, etc.
- News/Articles/Blog: the website should have blog functionality and support posting articles, news clippings, videos, and other content.
- Videos, photos, and presentations from various media sites should be easily embeddable.
- Calendar (internal): The calendar needs to display upcoming community, speaking engagements, workshops, events, etc. This area must be easily updatable by staff and designated users.
- E-Newsletter: IDH currently publishes a monthly e-newsletter on a corporate and in some cases Business Unit level. The website must integrate the content of the e-newsletter (or e-magazine) into the website and maintain an archive of past articles. The content should be easily searchable by subject and date of past editions.
- Conversion tools, like an opportunity to send an email to an IDH stakeholder, or a newsletter subscription form, in compliance with applicable data protection regulations.
- Accounting for the possibility of using the website on a low bandwidth.
- Opportunity for analytics using a free version of the Google Analytics suite or other suggested free tool.

Basic design requirements:

- Information architecture.
- User goal-oriented user journeys.
- Intuitive and easy navigation.
- Modern look and feel and web design that embraces and brings to life the new IDH Brand Identity.
- Website URLs should predominantly be clean URLs.
- Design should be mobile-friendly.
- Accessibility optimization.

Basic content requirements:

- Content audit and inventory.
- Content strategy well-aligned with the information architecture (IA).
- SE audit and optimization.
- Website support to all content formats.
- Content embraces and brings to life new Brand Identity.



- Sectioning & tagging by geography & issue. Content should be able to be filtered to easily select geographic area or county of interest, possibly a map feature to visualize current activities and projects, and long-term goals throughout.
- Partially repurposed (migrated) and edited and partially created (see more in 3.3.4. Website content strategy and execution).

A decision on the CMS will be made from a technical functional perspective. Presently, there are no complaints or severe technical problems detected with the current CMS, WordPress. Nevertheless, IDH requests Applicant's to include vision and recommendation with the reasoning for the no-code website builder and CMS in the response to these Tender guidelines. IDH specifically urges the Applicant to include the Webflow (<https://webflow.com/>) in such an overview and analysis.

3.2.6. The Assignment

With this tender procedure, IDH aims to select a product partner to design, develop, and maintain a new CWS for IDH.

The Consultant is expected to carry out this work in close collaboration with the IDH CWS Product Manager based in Berlin, Germany, and IDH Global Brand Manager based in Amsterdam, the Netherlands. This may include joint working sessions that could be held remotely, at the IDH office in Utrecht or another location in the Netherlands, and other locations within the EU if preferred by IDH and the Consultant.

3.2.7. General company profile requirements

The Consultant is required to dedicate a continuous availability of agreed capacity and resources to the Assignment. IDH has a strong preference to work with the same assigned Product team throughout the Project, but equally important is the availability of additional competent and skilled resources to hand- and takeover responsibilities in case of need from the assigned team.

Requirements on the general company profile therefore relate to:

- means and frequency of periodic in-person meetings, approx. four times a year;
- clear pathways to escalate when there are concerns about the team performance and delivery that cannot be resolved with the Project manager (Consultant's team lead)
- English language requirements;
- Euro currency requirements for billing purposes.

Besides general requirements to allow an efficient cooperation between IDH and the Consultant, IDH highly values that its partners adhere to a level of affinity with the sustainability agenda of IDH:

- the Consultant's sustainability profile and/or efforts and/or affinity with sustainability topics.

The Consultant's team is expected to form a product team united by the same vision and behaving accordingly. It is desirable that it adheres to standard agile routines and rituals, as well as comes together for periodically occurring tasks (e.g., prioritization sessions). Not all the product team members, however, require full allocation during the whole length of the project. Reasonable allocations related to a solid project plan is expected.



3.3. Scope of work

We divide the scope of work into two parts. Part 1 of the Assignment scope is expected to be delivered within the first contractual year. Part 2 scope concerns capabilities and tasks that are outside of budget indicated for the Assignment 1. Below we have outlined the **services related to the Part 1 and 2** that the Consultant is responsible for within the scope of the Assignment.

3.3.1. Part 1 – Project management or Product ownership

The Applicant is expected to suggest a project plan commencing from the end of the Discovery phase explained above (see 3.2.4, Discovery phase). As mentioned, Applicants are encouraged to select a specific project management framework themselves, providing a reasoning (Scrum, Kanban, etc.).

We request that the daily groundwork of the relevant team members (e.g., UX strategy and design, Content strategy) is done within the IDH miro account that will also be used by the IDH Product Manager. The final outcomes and deliverables that any team member should have access to at any given time should be stored in an agreed space that has to be suggested by the Applicant (e.g., Confluence).

While IDH CWS Product Manager will have the final approval regarding feature listing and development priorities for the MVP, the Consultant's Project Manager or Product Owner will be requested to own and maintain the backlog for the duration of this Assignment.

If suggested to work in sprints, sprint team size and duration are to be agreed on between the CWS Product Manager and Consultant. Sprint planning is based on the priorities in the backlog, including a design process leading to signing off by IDH design prior to the start of the actual development work. No actual development can commence without formal approval by IDH. The design process is included in the estimated total hours of a Sprint.

3.3.2. Part 1 – UX strategy and design

To secure the smooth transition from the Discovery into Delivery phase a UX strategist or strategic designer is requested to be appointed from the Consultant's side.

In case the Discovery phase is not finalized when the Consultant comes on board, and support is needed at the end of its execution, the UX strategist or strategic designer is expected to be a partner to the CWS Product Manager for relevant tasks.

Within the Delivery phase, the main UX tasks in the context of this project are enriching the set of product functionalities, creating information architecture, user journeys, and user stories (if needed), and defining template design, as well as being responsible for usability testing.

When designing the information architecture, scalability will need to be addressed for the MVP to grow and change in accordance with the roadmap. Please, assume topics like information architecture approval, may require extra time for feedback as they will require consolidated feedback.

The CWS Product Manager can be expected to be a partner in planning and facilitating usability testing when needed. The CWS Product Manager is also a contact for the organization of collaborative working or co-creation sessions with other relevant IDH stakeholders.

3.3.3. Part 1 – Website content strategy and execution



A content audit should be performed by the Consultant on the current IDH CWS, and a new content strategy is to be developed. The strategy shall be based on the audiences relevant for the MVP (as mentioned above, the audience's insights will be delivered as an outcome of the Discovery phase). The work should be planned and carried out in coordination with the development of new information architecture.

Recommendations should be delivered for the split recommended between editing existing content and creating new content. Visual content is to be partially repurposed (migrated) and partially created and provided by IDH (an existing IDH designer guided by the IDH Global Brand Manager). However, we expect the Consultant's advice regarding the art direction for such images. We also might require visual content suggestions out of the stock images banks. Copy is to be partially edited and partially created by a copywriter provided by the Consultant, with a potential involvement of an IDH employed copywriter.

Search engine audit and optimization should be an integral part of the content strategy and its execution.

The CWS Product Manager is the contact for organization of collaborative working or co-creation sessions with other relevant IDH stakeholders.

Please, assume topics like content strategy, may require extra time for feedback as they will require consolidated internal input from the organization.

3.3.4. Part 1 – Art direction and graphic design

The IDH website visual concept should be developed based on the new Brand Identity (see Annex 2). A CMS theme is to be suggested (if applicable to the suggested tool), as well as any reasonable additional work around it that might be necessary. The Consultant must prepare the pages' templates that cover the necessities of the MVP product. All the product visual design tasks related to the website (e.g., templates design, user interface design, etc.) are expected to be performed by the Consultant's product team members.

When it comes to the content design, as mentioned above, an IDH employed designer is expected to be involved.

3.3.5. Part 1 – Visual (or web) development

It is expected that relevant visual (or web) development and technical documentation of the IDH corporate website MVP is developed, including its' features and functionalities, adherent to the designed IA and approved visual concept.

3.3.6. Part 1 – Maintenance and support, including service desk activities

Maintenance and service activities are related to incident management, performance management, and problem management to ensure that the IDH corporate website runs smoothly. Please include in your application capabilities and plan for development as well as post-deployment maintenance and key user support, including the ability to provide a helpdesk for internal IDH staff involved in content management and beyond.

3.3.7. Part 2 – Content management

Website content management beyond the MVP launch belongs to the Part 2 of the Assignment and therefore not included in the budget available in Part 1.



Ultimately, we see the content management for the new CWS to be managed by IDH stakeholders. However, as during the MVP content creation is owned by the consultant, we imagine that after the MVP launch there will be some level of content management services provided by the Consultant during the transition period. Ownership of content management tasks by relevant IDH stakeholders shall take place once they are onboarded with the new CMS and confident to take over content creation, modification, and publishing on the new website.

3.3.8. Part 2 – Website analytics

One of the business requirements for the project is a strategy for and implementation of web analytics for the IDH corporate website (through the Google Analytics 4 or another recommended free tool). Especially as we are aiming to develop an MVP, we need to be able to measure the website performance. This will help us assess a general product-market fit from a strategic perspective. We therefore expect the Applicant to indicate the presence or absence of in-house capabilities and an ability to source and introduce a reliable partner for web analytics (setting up and, later, tracking and reporting). The related costs also must be shared.

3.3.9. Note on the involvement of IDH teams'

Teams from IDH Business Units, in country teams, and Operations are not a part of the IDH CWS team. They may however be involved in consultation when required. Consultations will be organized by the IDH CWS Product Manager.

3.3.10. Note on IT-support

IDH has limited internal IT-related capacity, mostly focused on IT policy and office automation. While they can be involved in subjects that fall under the IDH domain responsibility, like DNS, or email related topics, IDH will depend on the Consultant for any roles in the development process of the CWS.

3.4. Proposal guideline

As a response to this request **the Applicants must provide a Proposal** with supporting documents that prove compliance with all requirements listed below.

The deliverables required for each component are explained in Chapter 3 (Assignment information) of these Tender Guidelines. IDH expects the Applicant to provide a Proposal that contains the following components:

Part	Component	The Proposal should clarify the following aspects at minimum
1.	A. Design, development, and technical documentation of the IDH Corporate website MVP	<ul style="list-style-type: none">- Description of the product team (as emphasized above, please introduce the team members who will form a long-term product team assigned to this project);- CMS analysis and recommendation, credentials with the recommended CMS;- Project approach for the Assignment completion: description of the activities and connected deliverables (the Applicants are free to challenge and tweak the outlined Scope of



		<p>work based on their understanding of the goal of the projects, the IDH CWS MVP release)</p> <ul style="list-style-type: none"> - Draft planning: timing and milestones; - Suggested project management framework / working method (incl. project tools); - Working model (incl. coordination and co-creation with IDH and expectations from IDH) - please, include your experience working in constellations with an external Product Manager; - suggested allocations of the product team throughout the project, hours estimate, and hourly rates; - Quotation for the budget related to tasks of the Assignment covering the MVP release
	B. Maintenance and support, including service desk activities	<ul style="list-style-type: none"> - Website maintenance capabilities (description of the team and their roles and time-spent with regards to this task); - Plan for post-deployment maintenance and key user support, including the ability to provide a helpdesk (description of activities and project management structure and procedures, and information on how ad-hoc support will be provided); - Quotation for the budget related to the maintenance tasks.
	C. Applicant's general company profile requirements	<ul style="list-style-type: none"> - General presentation of the company; - Relevant work examples (please, provide only a short description of relevant work. When possible, please, include the goal and outcome of the project, internal set-up, processes, time for completion, and how you see the project relates to the Assignment in focus); - Description of location and ability to travel to facilitate meetings in the Netherlands or elsewhere within the EU at least 4 times a year; - Indication of how the company has affinity for or commitment to environmental sustainability, wages and working conditions, or other sustainability goals and efforts; - Language proficiencies for carrying out the proposed activities; - Ability to invoice and submit financial settlements in Euros (€). Any currency risk is borne by the Applicant; - Ability and willingness to live up to IDH's Code of Conduct (Annex 5a) and Safeguarding Policy (Annex 5b).



2.	A. Web analytics	<ul style="list-style-type: none">- Web analytics capabilities (e.g., presence and availability of resources and professional expertise) and an ability to source and introduce a reliable partner for web analytics in case of absence of internal capabilities;- Indication of costs for setting up the web analytics (incl. hourly rate per expertise);- Indication of costs for regular tracking and reporting (incl. hourly rate per expertise).
	B. Content management	<ul style="list-style-type: none">- Content management capabilities (e.g., presence and availability of resources and professional expertise);- Indication of the related costs (incl. hourly rate per expertise).

We urge the Applicants to **submit the Proposal in the form of three documents in total:**

- A single pdf document that covers the Components 1A and 1B;
- A single pdf document that covers the Component 1C;
- A single pdf document that covers the Component 2A and 2B.

There is no maximum page number for the proposal, but we urge applicants to keep their submission short and concise as we expect a large number of applicants. Font used in proposals should be no smaller than 10 points.

4. Pricing and quotation

To compare the Applicants' tender, IDH will require Applicants' quotation for this Contract. The applicant is to provide a quotation for the entire Assignment, for the full duration of the Contract (suggested time needed to complete the Assignment).

The Applicant must submit a budget that is **split out as stated in the component table above (tasks related to the MVP release (1A); tasks related to the website maintenance(1B)), a total budget figure per suggested time needed to complete the whole Assignment, and the rate card that mentions the hourly rate per expertise.** We also need **an indication of costs for the web analytics and content management services to be carried out in Part 2.** The budget must be submitted in euros (€) and show costs with and without VAT. Any currency risk is borne by the Applicant.

We urge the Applicants to **submit the Budget in the form of 1 document (Excel, Pdf or Word format) in accordance with above specifications.**

5. Assignment schedule



IDH expects the Applicant to provide the Assignment schedule as a part of the Proposal (under quality component 1, planning: timing and milestones). However, below we suggest the high-level Assignment schedule for the planning of the key services that reflect the current needs of IDH so the Applicant has an impression of expected resource planning.

Time	Activity
Mid July 2023	Signing of the Agreement
Mid July 2023	Start of Assignment Estimated 2-3 weeks of onboarding; setting up project tools; sprint planning (if applicable)
Late July – early August 2023	First sprint (if applicable) Continuous service and support
Early September 2023	Delivering on the Assignment at full capacity and speed
December 2023	Intended renewal of Contract

Following two-three weeks of onboarding, the **first executional activities** (e.g., a series of sprints) **are expected to be started at no later than one month after the start of the Assignment and at full capacity and speed the month after.**

6. The Contract

The Assignment is envisioned to start in July 2023 and the first contract will end in December 2023. The intent of IDH engaging the Consultant for this Assignment is to establish a longer-term collaboration beyond an initial contract duration of 12 months. After evaluation of the collaboration and the outcomes of the Assignment, IDH may offer to the Consultant a contract extension. In case significant changes in scope are foreseen, IDH and the awarded Applicant can agree to amend the budget using the same hourly rates as submitted.

Based on this evaluation, IDH may offer to the Consultant a contract extension of 1 year. In the event IDH wishes to, and the Consultant accepts to extend the term of the Assignment, the extension terms will be negotiated within the framework of the Dutch procurement law and the Contract will be extended on the terms agreed between the parties. If agreement cannot be reached, the Contract will be terminated, in consequence of which the Assignment will be retendered, and the Consultant will have the opportunity to bid.

6.1. Core elements of the framework agreement

6.1.1. Intellectual property and data ownership:



IDH shall be and will remain the owner of all intellectual property arising from the performance of the Assignment, including but not limited to copyrights, database rights, trademarks, patents and know how. Data ownership will remain with IDH or the party reporting or sharing the data and will not be with the Consultant. Detailed procedures on data ownership, including compliance with data privacy regulations, will be established, and agreed upon during contract negotiation.

6.1.2. Governing law and dispute resolution:

The Framework Agreement is governed by the laws of the Netherlands. Any dispute arising from or in connection with the Agreement which cannot be resolved amicably shall be submitted exclusively to the district court in Utrecht, the Netherlands, and each Party to this Agreement hereby submits irrevocably to the jurisdiction of such court.

6.1.3. Provision of services and liability:

The Consultant will be responsible for providing the services on the obligation of result basis in line with the highest professional standards and oriented towards the overall objective of a well-functioning, accessible and innovative online platform suitable for the purpose outlined in this document.

IDH cannot be held liable for damages, losses and/or personal injury suffered by the Consultant and/or any third party resulting from the execution of the Framework Agreement, including any infringement of intellectual property rights. In addition, either Party's liability for consequential damage, consequential loss, lost profits, lost savings, loss of goodwill, damage through business interruptions or damage ensuing from claims by third parties - whether based on contract, tort or otherwise - shall be excluded. The above-stated limitations of liability shall not apply if and insofar as the damage or injury is the result of the wilful intent or deliberate recklessness by the Parties or their executives.

6.1.4. Exit plan:

The Consultant will be requested to provide, within six (6) months after the Framework Agreement Effective Date, an Exit Plan for the orderly transition of the Services from Service Provider to IDH and/or any replacement supplier in the event of any termination or expiry of the Framework Agreement. Such Exit Plan will include a budget for the additional services provided where the same fee rates as for the regular services shall apply.

7. Description of the tender procedure

7.1. Introduction

This tender is subject to the rules of the Dutch Procurement Law 2012, specifically the open procedure (*openbare procedure*). The award of the Contract will take place after a tender process that consists of one phase. In this chapter, the Selection Phase and the Tender Phase will be described.



7.2. Tender procedure

All Proposals submitted by the Applicants will first be assessed against the Grounds for Exclusion (the Grounds for Exclusion are further described in Chapter 8) and for completeness. After this first assessment, the Proposals and Applicants that meet the requirements will be assessed against the selection criteria (see 10.2, Basis of selection).

7.3. Tender schedule

This tender procedure is based on the following schedule:

1	Publication on TenderNed	28 April 2023
2	Deadline submission of questions by Applicants	5 May 2023 (5:00 PM CET)
3	Publication of Answers to questions	12 May 2023
4	Deadline submission of Proposals by Applicants	9 June 2023 (5:00 PM CET)
6	Presentation (Optional)*	19-21 June 2023
7	Provisional award of the Contract	23 June 2023
8	Final Award of the Contract	6 July 2023
9	Signing of the Agreement	16 July 2023

The dates specified above at 2, and 4 shall be construed as a deadline. Questions that are not submitted before the deadline will not be considered unless this is in the interest of this tender procedure and at the discretion of IDH. Proposals submitted after the deadline will be returned and will not be considered in this tender procedure.

* IDH may request Applicants to clarify their Proposal session in person or via video conference. This is **not** part of the assessment but only to clarify the Proposal to safeguard transparency and objectivity of the tender process.

7.4. Questions

Questions regarding the tender procedure can be submitted until May 5th, 2023, 5:00 PM CET, by e-mail to tender@idhtrade.org. With the subject mention: “*Questions Tender IDH Corporate website*”.

Questions must be submitted in English and per the Model Question Form, attached as Annex 4. The submitted questions will be grouped, anonymized, and combined in a general information notice. IDH will publish the information notice on TenderNed (reference number: 407093) on May 12th, 2023.



Please note the following: Questions that are deemed confidential by the Applicant must be clearly indicated as such in the Model Question Form. If IDH agrees that a question is indeed confidential, the question will be answered separately. However, if the answer to the question could result in an advantage of the Applicant, the question will be aggregated and published in the general information notice. IDH will notify the Applicant beforehand and will give the Applicant the option to withdraw the question.

The responsibility for the timely and accurate submission of the questions lies with the Applicant. Questions sent in by applicants after the deadline will not be addressed by IDH.

Any inaccuracies, omissions, discrepancies, or objections to the content of any of the tender documents, including appendices, or the tender procedure, must be submitted in this round of questions. In case the above are not addressed before the deadline of the question round, this will result in a forfeit of the Applicant's right to invoke these matters before or after the Contract is awarded.

7.5. Proposals

Proposals must be submitted before June 9th, 2023, 5:00 PM CET:

1. via email to tender@idhtrade.org with the subject line containing: "*Tender IDH Corporate website*", or
2. via the TenderNed platform

The Proposal should be drafted and submitted in accordance with all requirements of the Tender Guidelines. Please see Chapter 9 for an overview of all documents that must be submitted with the Proposal.

7.6. Tender conditions

The following terms and conditions apply:

- The Proposal deadline is a firm date. Proposals that are not received before June 9th, 2023, 5:00 PM CET will not be considered. Applicants are solely responsible for the timely and correct delivery of the Proposal.
- If the Applicant is of the opinion that the Tender Guidelines contain omissions, errors, contradictions or is otherwise flawed in any way, the Applicant must report this in writing in accordance with chapter 7.4 of the Tender Guidelines. Failing to do so will result in a forfeit of the Applicant's right to invoke these matters after award of the Contract.
- By submitting a Proposal, Applicants declare to unconditionally agree to the content and the procedures mentioned in these Tender Guidelines and any other terms and conditions that are applicable to this Tender Procedure.
- The submitted Proposal is regarded as an irrevocable offer.
- By taking note of the Proposal and the particulars included therein, IDH assumes no responsibility or liability for any (price) particulars, or errors, included therein.
- Proposals that contain reservations are not permitted and will lead to exclusion from further participation in the tender procedure.
- Every Applicant can only submit one (1) Proposal. The Applicant that submits more than one (1) Proposal will be excluded from the Tender Procedure.



8. Grounds for exclusion

8.1. Introduction

The selection committee will use the completed UEA-form with accompanying information to assess the Proposals against the Grounds for Exclusion.

It is explicitly stated that statements, which in hindsight appear to contain inaccuracies of commitments that cannot be realized, may be treated as 'false statements' by IDH, per Article 2.87, section 1 point h) of the Dutch Procurement Law 2012. This could lead to exclusion from the tender procedure. The Applicant will be liable for all damages and (legal) costs of IDH caused by the false statements and may be excluded from future tendering procedures of IDH. Applicants are therefore requested to complete the UEA-form and additional document with the utmost care.

8.2. Grounds for exclusion

Excluded from participation in the tender procedure and contracting is every party that is in one or more of the circumstances as referred to in Article 2.86 or 2.87 of Dutch Procurement Law.

8.3. References

The Applicant must provide client references (including name of the client and contact details) that may be contacted by IDH in the evaluation procedure. Furthermore:

- Applicants must use the following format when providing references. Max 1 page with 4 fields in which 1) the client is described 2) the project and the Assignment is described 3) the execution of the Assignment by consultant is explained and 4) the evaluation of the product is expressed by the client.
- All reference client projects must have been finalized within the last three (3) years.
- References may be in the process of being commissioned, provided that the Assignment is finished.

8.4. Professional qualifications

The Applicant must be entered in the professional or trade register in accordance with the regulations of its country of establishment.

9. Documents to be submitted with the Proposal



The documents referred to in this paragraph must be submitted together with the Proposal as described in 3.4 (Proposal guideline). The absence of any of the documents referred to in this paragraph can lead to exclusion from further participation in this tender procedure.

The following documents and information must be submitted by the Applicant, handled in the indicated sequence and numbering. Only complete Proposals that include and address all elements will be considered.

9.1. UEA-form in accordance with the template in TenderNed

The UEA-form can be made by the UEA-tool in TenderNed. The outcome is a PDF file of the UEA-form which must be submitted. The UEA-form must be completed and signed by a legally authorized representative. The UEA-form is a uniform statement, in accordance with the Dutch Procurement Law.

9.2. Documentary evidence

The initial assessment involves a test of the answers to the questions in the UEA-form and a check of the completeness of the documents.

Upon IDH's request, the Applicant will provide the additional documentary evidence referred to below. When the evidence shows that the selected Applicant does not comply or does not provide the required evidence within 7 calendar days, IDH will award the Contract to the Applicant ranked second.

Upon request from IDH, the Applicant will provide the additional documentary evidence as mentioned below within seven (7) calendar days.

- An extract of the entry in the local Chamber of Commerce or comparable register in the country of establishment. This extract must reflect the current status of the company and may not be older than six months at the time of application.
- A 'certificate of good conduct for tendering', as referred to in Article 2.89 Paragraph 2 Dutch Procurement Law, issued by the Minister of Justice or a comparable document from the country of establishment issued by a judicial or authorized government body regarding the grounds for exclusion as referred to in Article 2.86 Dutch Procurement Law.

The selected Applicant guarantees that these certificates correspond with the actual situation of the selected Applicant at the time of application. The certificate of good conduct for tendering may not be older than two (2) years at the time of application. The UEA-form can be made by the UEA-tool in TenderNed. The outcome is a PDF file of the UEA-form which must be submitted. The UEA-form must be completed and signed by a legally authorized representative. The UEA-form is a uniform statement, in accordance with the Dutch Procurement Law.

9.3. Term of validity

The Proposal must be valid for three (3) months after the date of issue. The Applicant will at the written request of IDH extend this term once by a period of one (1) month. The Applicant cannot



derive any claim to the Contract from such a request. In case of extension of the term of validity, the planning submitted by the Applicant with its Proposal will be extended by a corresponding period.

The term of validity will automatically be extended for a period of one (1) month after a final judgment is passed in case of a legal procedure (in this tender procedure).

A shift in the planning for any reason whatsoever will not be regarded as a significant change to the Contract.

10. Evaluation of the Proposals

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 Chapter 9 (Documents to be submitted with the Proposal) of the Tender Guidelines can lead to exclusion from further participation in the Tender Procedure. The absence of compliance with all compulsory requirements will lead to exclusion from further participation in the Tender Procedure.

If the Tender is complete, the evaluation committee will check the Proposal for any reservations made by the Applicant. Proposals that are subject to reservation are not permitted and will be excluded from further participation in the Tender Procedure.

If the Proposal is submitted timely, correctly, and without reservation, it will be evaluated. During this evaluation, the documents referred to in 3.4 (Proposal guideline) of the Tender Guidelines are tested against the basis of selection as stipulated in this chapter. IDH may verify the submitted references, documentary evidence, and answers. This verification includes direct contact with the contact persons of listed reference projects.

10.1 Evaluation committee

The evaluation committee has been assigned the task to evaluate the Proposals and will also make the award decision based on their knowledge of the purpose of the IDH CWS and the required technical specifications. The Evaluation Committee shall consist of the IDH Global Brand Manager, the IDH Corporate website Product Manager, and several other staff members from IDH.

10.2. Basis of selection

The committee will evaluate Proposals and, if an Applicant is to be selected, it will be based on scoring and weighting.

10.2.1. Scoring and weighting

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



Evaluation scores will be awarded for each of the elements. The evaluation committee will score each element unanimously.

The Proposal will be assessed based on the **following selection criteria**:

Element	Criteria	Max. Grading
1. Proposal	The quality of the proposal, responsiveness to requirements, and adequacy of information provided.	50
2. Track record	The extent to which the Consultant presents the required level of expertise and knowledge.	20
3. Price	Best price for the proposed level of quality as outlined below (see Step 2 - Evaluating price).	30

10.2.2. Step 2 - Evaluating quality

The evaluation committee will unanimously score each criterion by **assigning scores based on the maximum grading** per element 1 and 2 (Proposal and Track record). Here is the split:

Element	Criteria	Max. Scores	Max. Grading
1. Proposal	The proposal is clear in terms of goals and approach, which is explained in a comprehensive manner.	10	50
	Suggested allocations of the product team throughout the project and hours' estimate are adequate.	10	
	The proposed approach and work plan are appropriate to achieve the expected results.	5	
	Plan and timing are realistic.	5	
	Appropriate tools and methods for the Assignment are proposed.	5	
	The proposed budget is clear, realistic, and affordable.	5	
	The plan for post-deployment maintenance and support and estimated costs for these services are clearly outlined.	3	
	The proposal takes sufficient account of the expected challenges and risks.	3	



	Capabilities and costs for the web analytics set up, tracking and reporting tasks are indicated.	2	
	Capabilities and costs for the content management tasks are indicated.	2	
2. Track record	The Applicant has proven knowledge and experience in conducting similar work and carried out a similar Assignment within the last three years.	4	20
	The Applicant proposes a strong team composition, incl. a project lead, to complete this Assignment.	4	
	The Applicant demonstrates successful experience working with project management frameworks related to the agile practices.	4	
	The Applicant is independent and recognized as credible.	3	
	The Applicant suggests working models that are effective and engaging for the IDH's stakeholders.	2	
	The Applicant understands the expected results of this Assignment.	1	
	The Applicant provides examples of expertise in using the suggested CMS or no-code website builder. These examples must include the integration of unique custom content for which no pre-developed solution existed.	1	
	The Applicant shows affinity with a global sustainability agenda.	1	

The Price scoring will be determined in step 2.

10.2.3. Step 2 - Evaluating price

A combined price in Euros (ex VAT and incl. VAT) is to be presented, with **a maximum of 150.000 € (inc. VAT) for Part 1 of the Assignment, until the end of 2023 calendar year, inclusive of all travel and other expenses.** In the new calendar year **additional budget for the delivery of Part 1 and continuation of Part 2 will be considered.**

This is to be broken down by team member rate and hours, including a blended rate. The criterion budget is **assessed as follows:**

For each budget the lowest price (based on the blended day rate) will receive 30 points. All others will receive points relative to the lowest offer (e.g., Offer A: 10k, Offer B: 12k, Offer C: 14k. Offer A receives 30 points; Offer B receives $(10/12)*30 = 25$ points; Offer C receives $(10/14)*30 = 21,4$ points). All scores will be rounded to the first decimal point.

Given the not-for-profit nature of the IDH activities, we encourage the Applicants to clearly mention if the budget might be positively impacted by partial pro bono work or reduced rate as a contribution to the successful delivery of the Assignment.



10.2.4. Step 3 - Weighting

The final score will be weighted based on a 50% scoring for the overall quality of the proposal, 20% for the track record of the team and 30% on price.

If scores of the Applicants are equal, priority will be based on the total scores that were given for the Quality (Proposal and Track record combined). The Assignment will be awarded to the Applicant with the highest score for the Quality. If the evaluation of the 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.

10.3. Presentation

After the round of reviews and evaluations, Applicants may be invited to present their Proposals to the evaluation committee on either the 19th, 20th or 21st of June as outlined in the schedule in Paragraph 7.3 (Tender schedule). The date and time reserved for each presentation will be announced by email after the suitability requirements and provided references (Paragraph 8.3.) have been checked and approved. The presentation serves as a moment for the Applicants to clarify their Proposals to IDH and to personally meet IDH stakeholders involved in the CWS project.

This presentation is **not** part of the Proposal assessment to safeguard the objectivity and transparency of this tender procedure. IDH reserves the right to not conduct these presentations. The presentation, including a question round, will take a maximum of 15 min and include the following elements:

- brief introduction of persons present of IDH and Consultant,
- highlights presentation of the Proposal,
- opportunity to ask questions.

The presentation may take place virtually or in person in Utrecht, at IDH's HQ, and must take place in English. During the presentation, the opportunity is given to elaborate on the submitted Proposal. It is, however, not permitted to submit supplementary or new material during the presentation in case such material was not included in the submitted Proposal as this will not be assessed as part of the Proposal. IDH prefers that the presentation will be given by maximum three (3) people who belong to the core project team and include the person(s) who will act as key-contact during the entire duration of the Contract.

10.4. Award

Once IDH has decided which Applicant it intends to award the Contract to, a written notification thereof is sent to all Applicants.

The Consultant is contracted via a letter of Assignment, following IDH's template and its standard General Terms and Conditions (Annexes 5 and 6).

Submission of a Response to this Tender and its presentation do not bind IDH to engage the Applicant to provide the requested services. The Applicant is solely responsible for the costs it incurs in responding to this request for proposal.



11. Confidentiality

The Applicants must ensure that all its contacts with IDH, with regards to the tender, during the tender procedure take place exclusively in writing by email tender@idhtrade.org. The Applicant is thus explicitly prohibited, in order to prevent discrimination of the other Applicants and to ensure the diligence of the procedure, to have any contact whatsoever regarding the tender with any other persons of IDH than those contacts obtained via the aforementioned email address, with the exception of the optional presentation as referred to in paragraph 10.3 (Presentation) of these Tender Guidelines.

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

All information, documents and other requested or provided data submitted by the Applicants 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 Applicant.

12. Disputes

Any dispute between the parties involved in the Tender Procedure that arise from the Tender Procedure, will be submitted to the competent court in Utrecht, the Netherlands.

The Applicants can object against the decision to award the Contract by means of an interim proceeding filing with the civil court in Utrecht, the Netherlands, within twenty (20) calendar days after receiving a written notification from IDH, in which it states its intention to award the Contract to one of the Applicants. By refraining from filing in an objection, the Applicant is deemed to have waived its rights to object to the aforementioned award. Any rights of the Applicant under this Tender Procedure will lapse.

In the interest of fast and good progress, each Applicant is urgently requested to provide IDH with timely notification of any legal measures taken, for example by sending the summons.

In the event of interim proceedings, IDH can award the Contract after the judgement in the first instance, unless this judgement prohibits the award.

13. Miscellaneous

13.1. Variants

Variants are not allowed.

13.2. No remuneration



IDH respects the effort and time Applicants are expected to put into the tender phase. However, IDH has to use its financial means as economically as possible. Therefore, IDH will not remunerate Applicants for their participation.

13.3. Award

IDH has set out the terms and conditions in these Tender Guidelines and its intent on applying those terms and conditions diligently. However, IDH has the right to assess whether the measures to be taken are proportional and may deviate in exceptional circumstances.

13.4. Re-assessment

In the event that a re-assessment must be made of the Criterion Quality, IDH can appoint the same evaluation committee to do so or appoint a new evaluation committee. In the event that an Applicant is deemed invalid before the Contract has been awarded, a re-evaluation of the Criterion Price will be made, and subsequently of the Total score. The Criterion Quality will remain intact.

In the event that a re-assessment must be made based on the Proposal's quality requirements, IDH can appoint the same evaluation committee to do so or appoint a new evaluation committee. In the event that an Applicant is deemed invalid before the Contract has been awarded, a re-evaluation of the price will be made, and subsequently of the total assessment. The evaluation of quality will remain intact.

13.5. Post-award inability to perform

If after the final award of the Contract, the Applicant to whom the Contract has been awarded can no longer meet (for whatever reason) its contractual obligations, IDH is entitled to award the (remainder of) the Assignment (insofar as possible) to the Applicant who reached the second highest overall result in the tender procedure. The Contract will in that case be awarded on the terms and conditions offered in the original tender procedure, without the necessity of conducting a new tender procedure for such Assignment.

14. Annex

Annex 1: IDH Core presentation

Annex 2: IDH Brand Book 2022

Annex 3: Model Question Form

Annex 4a: IDH Code of Conduct

Annex 4b: IDH Safeguarding Policy

Annex 5: Example Letter of Assignment

Annex 6: IDH General Terms and Conditions