

Terms of Reference

Outcome evaluation of the LABS program

17 July 2023



idh
transforming markets



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1. Introduction

IDH, The Sustainable Trade Initiative (hereafter “IDH”) is a leading organization that works with the private sector, governments, and civil society organizations, to support sustainable and inclusive agricultural production at scale in global agricultural supply chains. 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. IDH convenes the interests, strengths, and knowledge of public and private partners in sustainability commodity programs that aim to mainstream international and domestic commodity markets. We jointly formulate strategic intervention plans with public and private partners and we co-invest with partners in activities that generate public goods. Headquartered in the Netherlands and funded by multiple European governments and private philanthropic donors, including the following institutional donors: BUZA, SECO and DANIDA. IDH works in partnerships with over 600 private sector companies, including global brands and retailers, in over 50 countries.

On basis of these Terms of Reference (“ToR”), IDH aims to select an evaluation consultancy team to support the Life and Building Safety (LABS) Program and conduct a study to evaluate the outcomes of the program in India, Vietnam, and Cambodia.

2. Background information

[Life And Building Safety Initiative \(LABS\)](#) is a collaborative program by a group of brands focused on shared assessments and a shared standard for Life and Building Safety. LABS Initiative is an industry-driven program, in which multiple brands and retailers are joining forces with public organizations to operate a scalable program to mitigate preventable fire, electrical, and structural safety risks in key apparel, footwear, and accessories producing countries in a targeted way. The LABS program currently operates in Vietnam, India, Cambodia, and Indonesia

The LABS Standard and Methodology is based on international best practices and codes, such as the International Building Code, National Building Code of India, Vietnam National Building Code, Cambodia Law on Construction and NFPA. Under LABS, in addition to applicable country laws, factories commit to adhere to a harmonized, country-level standard around structural, fire, and electrical safety.

LABS coordinates activities to identify and solve risks related to fire and electrical hazards, structural building safety, and evacuation to improve worker safety. It leads and coordinates the process with associated firms for the program to help factories become and stay safe.

It promotes life and building safety by:

- effectively identifying and remediating pressing risks related to fire, electrical, and structural building safety, aligned with internal standards and best practices
- creating awareness of trends including root cause analysis and business cases on viable solutions,
- building and improving the local capacity of sector experts to promote and implement workplace life and building safety,
- strengthening workers’ awareness and capacity to identify and maintain workplace safety,



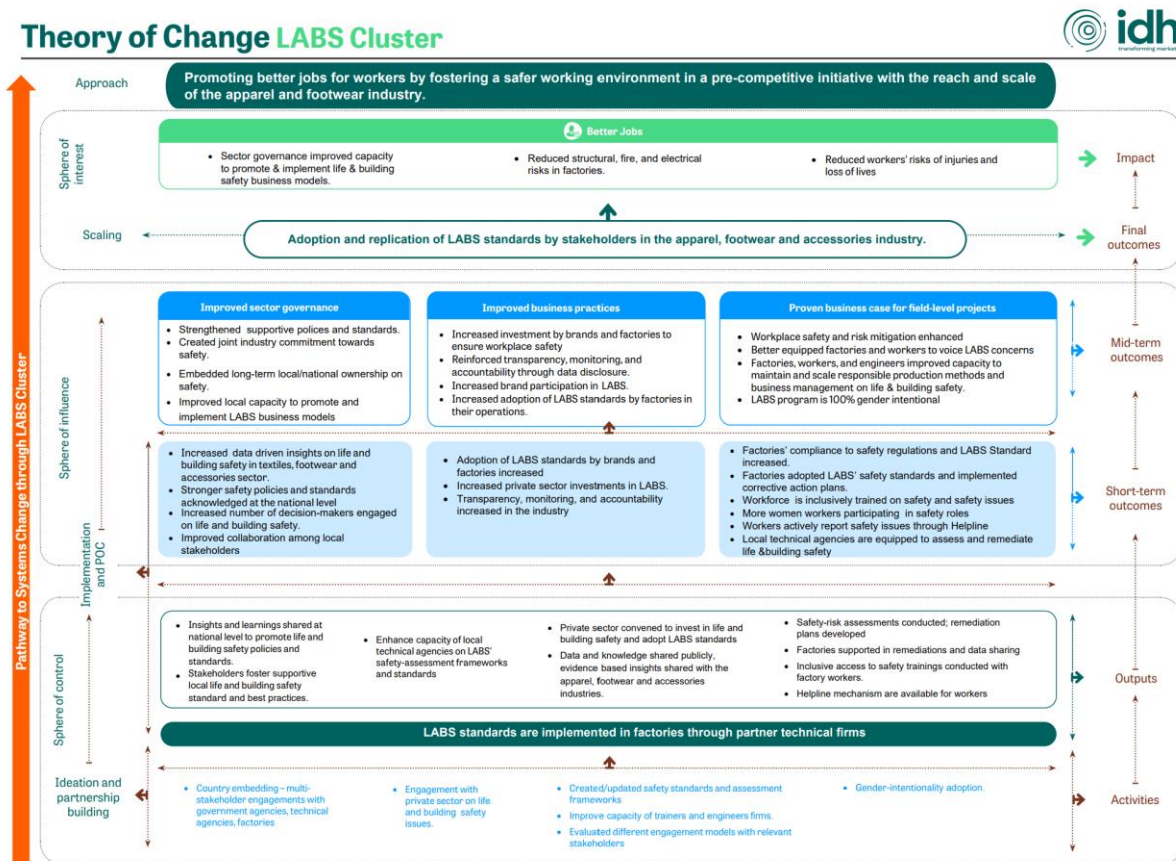
- solidifying partnerships and policies among different stakeholders at global, regional, and country levels to support and increase sector coordination and enable collaboration.

The program has conducted close to 710 trainings in more than 400 factories and has reached 800,000 workers so far.

2.1. Intervention logic and Theory of Change

Many workers in key apparel-producing countries work in unsafe environments which can have lethal consequences. That’s why it’s the mission of the Life and Building Safety (LABS) Initiative to provide safer working conditions for factory workers in the apparel, footwear, and accessories industry.

The LABS program organises activities around identifying and solving risks related to fire and electrical hazards, structural building safety, and evacuation, so workers can lead better lives. This is done by developing country-specific solutions. Here, we create a life-safety program that delivers a harmonized framework for monitoring, assessment, risk reduction, and remediation.





3. Assignment

3.1. Purpose of the Evaluation

As stated in the introduction, IDH is looking to contract an agency to conduct an outcome evaluation of the LABS program in India, Vietnam, and Cambodia.

The **specific objectives** of the evaluation are:

- To determine progress being made toward the achievement of planned targets.
- To identify strengths of and pitfalls in project design and implementation, as well as any challenges that the project may be encountering, good practices, or how external factors favour or hinder project/program activities.
- To issue recommendations for corrective action.
- To assess the LABS program's performance against the key research questions of Relevance, Coherence, Effectiveness, Efficiency, Impact, Sustainability and Lesson learned

3.2. Key Evaluation Questions

IDH adheres to the OECD DAC evaluation criteria, namely, relevance, coherence, effectiveness, efficiency, impact and sustainability of projects and programs. These criteria provide a framework allowing to determine the merit or worth of a development intervention (i.e., policy, strategy, programme, project, or activity) (OECD, 2021). Together they describe the desired attributes of a development intervention: it should be relevant to the context and needs of the target groups, coherent with other interventions, achieve its objectives, deliver results in an efficient way, and have positive impacts that last (OECD, 2019). Additionally, IDH focuses on gender, and on learning.

See below a set of potential evaluation questions developed to tackle the OECD DAC evaluation criteria.

1. **Relevance:** To what extent are the services and activities delivered by the LABS program relevant to the needs and context of factory workers, leadership and the brands that are part of the program?
 - Do proposed innovations have a potential for replication?
 - Does the program eliminate the main causes of the development problem at hand?
 - Does, and how does, the program contribute to systems change?
2. **Coherence:** The compatibility of the intervention (project/program) with other interventions in a country, sector, or institution as well as the synergies and interlinkages between the intervention and other interventions carried out by. Potential questions to assess the coherence of an intervention are:
 - How coherent is the intervention with IDH's Corporate Theory of Change?
 - What have been the synergies between the intervention and other IDH interventions?
 - What is the additionality of LABS program for internal and external stakeholders?
 - Does the LABS program usefully engage and develop synergies with other stakeholders in the Textiles and Manufacturing sector?



3. **Effectiveness:** Effectiveness helps in understanding the extent to which an intervention is achieving or has achieved its objectives and planned results, the process by which this was done, which factors were decisive in this process and whether there were any unintended effects. Effectiveness is concerned with the most closely attributable results (i.e., outputs and outcomes). Potential questions to assess the effectiveness of an intervention are:
 - To what extent were the targets for the outputs and outcomes of the program/project delivered?
 - What elements of the intervention and external factors contributed to the achievement (or lack thereof) of the results in each of the LABS country?
 - What elements of the intervention and external factors were the most/least crucial for the achievement (or lack thereof) of the intervention's results? Why?
 - Were the intervention goods and service delivery (referring to outputs), as well as results (referring to outcomes) delivered equitably among beneficiaries?
 - Have LABS achieved, or are they expected to achieve, their results objectives at the output and outcome level?
What are the drivers that influence women workers' inclusion?

4. **Efficiency:** The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. The purpose of the assessment of efficiency is to investigate whether resources are used to their best and the extent to which the costs (in broad sense: human environmental, financial, time, etc. – not just budget or money spent) generated are necessary to reach the intervention's objectives. Potential questions to assess the efficiency of an intervention are:
 - Is the relationship between inputs of resources and results achieved appropriate and justifiable? What is the cost-benefit ratio? Was the intervention cost efficient? How high were the costs? To what extent were the costs and benefits of the development interventions in a reasonable proportion to each other?
 - Are the program efforts of LABS program fit for purpose to achieve results at the output and outcome level?

5. **Impact:** The Impact criterion is concerned with higher-level effects and broader changes at impact level. Beyond the immediate results, this criterion seeks to capture the indirect, secondary, and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's wellbeing, human rights, gender equality, sector coordination and business practices. Potential questions to assess the impact of an intervention are:
 - Has the intervention caused a meaningful change (intended and unintended) in the lives of the intended beneficiaries and business partners? Have LABS factories effectively taken steps to protect workers from building safety risks?
 - Is the intervention transformative (Does it create enduring changes in norms, practices, or systems, whether intended or not?) How did the program/project contribute to systems change? Have brands adopted corporate policies to better guarantee safe/sustainable production?
 - How has the LABS program influenced behavioral change towards Life and Building safety among factory workers, leadership, and brands?
 - What would have happened to beneficiaries/implementing partner/in the sector had the intervention not been implemented?
 - To what extent does the intervention contribute to better jobs for the workers?
 - What do beneficiaries and other stakeholders affected by the intervention perceive to be the effects of the intervention on themselves?



- Was there any gender-specific impacts? Did the LABS program influence gender context?
6. **Sustainability:** This criterion refers to the extent to which the net benefits of the intervention continue or are likely to continue after the intervention ends. This criterion assesses whether the programme has created systems and capacities to sustain the program benefits in the future when implementers exit. It involves analyses of resilience, risks, and potential trade-offs.
- Is the intervention leading to other changes, including “scalable” or “replicable” results?
 - To what extent is it likely that the benefits of the intervention will continue after IDH’s work ceases?
 - To what extent did the intervention implementation consider sustainability, such as capacity building of national and local government institutions, communities, and other partners?
 - Is there capacity and intent in the sector stakeholders to continue/capitalize on program activities on their own? Is there a handover plan? Is there a post-project monitoring system that tracks slippage and take corrective action?
 - Is the intervention supported by local institutions, stakeholders, partners, and beneficiaries and well-integrated with local political, social, and cultural conditions?
7. **Lesson Learned-** What are the key lessons to be learnt from the LABS program? What are the key strategic recommendations to improve/enhance program delivery?
- Is the pre-established program’s Theory of Change confirmed by the program result?
 - What are the best practices and lessons learned on the adequacy of existing results frameworks and performance measurement?
 - How can learning from the program be disseminated with stakeholders in the Textiles and Manufacturing sector?

3.3. Expected deliverables

The consultant is expected to provide quality services and deliver:

Deliverable 1	<p>Inception Report, including</p> <ul style="list-style-type: none"> • Project background and problem analysis, Project objectives, Theory of Change diagram and narrative, and Results Measurement Framework. • Research design and updated methodology (including detailed outline of the methodology and sampling methodology) after discussion with IDH team. • Evaluation matrix • Updated workplan and timeline, including all activities required to produce the requested deliverables and information regarding fieldwork logistics. • Data analysis plan • Outline of evaluation report <p>Supporting documents as annexes:</p> <ul style="list-style-type: none"> • Data collection tools draft (e.g., survey questionnaire, FGD or KII guides) ahead of field work
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Deliverable 2	Draft evaluation report with preliminary findings Supporting documents as annexes: <ul style="list-style-type: none">• Data collection tools• Raw data (databases of survey responses, datasets used for data processing, transcripts of interviews or FGD)• List of stakeholders consulted (i.e., respondents & interviewees)• List of references and data sources• Data analysis records and rating system• Validation session on the preliminary findings with IDH evaluation management team and/or beneficiaries and/or donors (optional for baseline and midterm evaluations)
Deliverable 3	Final Evaluation Report , including the following annexes: <ul style="list-style-type: none">• The expected length of the final evaluation report is not more than 50 pages with an executive summary.• The report should have detailed chapters for study findings from each country.• Updated Annexes and supporting documents included in Deliverable 2.
Deliverable 4	Learning session with key stakeholders, including <ul style="list-style-type: none">• a Power point presentation of key findings, conclusions, recommendations, and other lessons learned of the evaluation (optional for baseline and midterm evaluations)• a designed executive summary (infographic) of the study findings

3.4. Evaluation quality

IDH adheres to the evaluation quality criteria of the Department of International Research and Policy Evaluation of the Ministry of Affairs of the Netherlands (IOB)¹. The evaluation will be reviewed against the 26 criteria. In line with IOB's guidance, when assessing the overall quality of the final evaluation report and the evaluation process, at least 23 of the 26 evaluation criteria must be scored as 'adequate' or 'good' to consider the final report valid and accepted by IDH. In addition, there are 13 knock-out criteria. If an evaluation scores 'inadequate' on one of these 13 criteria, the evaluation should be regarded as inadequate and cannot be accepted by IDH.

3.5. Approach and methodological requirements

It is expected that applicants describe and justify an appropriate evaluation approach/methodology and methods for data collection in the tender. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report. Limitations to the chosen approach/methodology and methods shall be made explicit by the applicants and the consequences of these limitations discussed in the tender. Applicants shall to the extent possible,

¹ IOB. (2022). *IOB evaluation quality criteria*. Department of International Research and Policy Evaluation of the Ministry of Affairs of the Netherlands (IOB). <https://english.iob-evaluatie.nl/publications/guidelines/2022/04/22/evaluation-quality-criteria>



present mitigation measures to address them. A gender responsive approach/methodology, methods, tools, and data analysis techniques should be used.

Applicants are invited to propose an evaluation design which includes the collection of qualitative and/or quantitative data that best allows to meet the objectives and cover the scope of the evaluation. The methodological approach should be in line with the intervention set up, allow to answer key evaluation questions, and fit the tentative evaluation matrix, which applicants are expected to propose – see section 4 of these ToR - considering that the baseline evaluation design will condition the endline evaluation. IDH welcomes innovative approaches to data collection and evaluation”.

Applicants are expected to develop their methodological approach in line with prescriptions laid out in section 4. The proposed methodology may be further discussed with IDH after contract awarding and finetuned during the inception phase.

3.6. Timeline and resources

The assignment is expected to be completed by 20th December 2023. Bidders are invited to develop a detailed workplan of the activities that will be conducted allowing to achieve the deliverables requested in section 3.3 of these ToR within the given timeframe. A generic template of the evaluation workplan is included in Annex A for applicants’ reference but it is by no means mandatory to follow its format, applicants are free to design a detailed workplan under their preferred format.

4. How to apply

Interested candidates/institutions should submit a technical proposal and a financial proposal in to **Preity Khandelwal, M&E Advisor- Textiles and Manufacturing at khandelwal@idhtrade.org no later than 10/08/2023**

4.1. Technical proposal

The technical proposal must include the following elements in the following order. Please be mindful to fulfil the requested level of detail for each element. Except for the value of previous relevant contracts and company financials, no financial information is expected in the technical proposal.

- 1. Consultant background and profile:** Presentation of the company/team of consultants, date of incorporation of the consulting company, specialization(s) and fields of expertise, service provision, country(ies) of operation(s), acknowledgements received, etc, including visuals.
- 2. Track record:** please include the following table and fill it in with information on relevant work completed which is of similar nature to the scope of the work requested in this TOR.

Name of the consultancy	Client	Date (from/to) during which the assignment was carried out	Value of the contract	Type of consultancy (ex. Baseline / midline / endline / Program / Portfolio / research / survey / evaluation)	Summary of activities, tasks and services provided	Contact details of client representative



3. **Technical approach:** A succinct, well-elaborated approach of the understanding and methodology to deliver the requested services. The proposed methodology must describe:

- **Understanding of the ToRs:** Applicants provide their general understanding of the project, its objectives, and the requests of these terms of reference.
- **Overall approach:** In line with their understanding of these ToR, applicants develop the evaluation/ research design, the methodological requirements to implement this research design, key activities to conduct to deliver the evaluation in line with the requested products, as well as the risks and limitations of the proposal. Key aspects to describe are:
 - **Evaluation/ Research design:** Describe the evaluation design and justify why opting for this approach (allocated budget can be one but not the only justification);
 - **Evaluation framework:** In line with the scope of the evaluation and applicants' understanding of the ToR, a tentative evaluation framework needs to be drafted by the applicants, including research objectives, Key Evaluation Questions and sub-question where relevant, indicators, sources of information and research methods (which can include quantitative and qualitative primary data, secondary data, soil samples, GIS data, and project documentation), data analysis and triangulation methods, and strength of the evidence. Note the evaluation framework is to be refined during the inception phase;
 - **Research methodology:** Describe **why** the evaluation will collect qualitative and/or quantitative information in line with methods described in the evaluation matrix.
 - **Data collection:** Describe **how** the consulting team intends to go about collecting the information with the methods. Describe the primary data collection methodologies and type of information to be collected, as well as the secondary data sources to be reviewed. Describe how key stakeholders to be consulted or/and surveyed and information sources will be accessed. Describe the sampling method, design, and size for primary data collection methods.
 - **Data analysis:** Applicants are expected to include a description of how qualitative and quantitative data will be analysed². The assignment will require that the evaluation consultant ensures triangulation of data to address the specific questions and an integrated analysis of the different data sources are used. Applicants need to thoroughly describe how data will be triangulated, including a justification of the approach. Requirements regarding data visualization are of the highest standards. Applicants should describe in the proposal the tools and methods that will be used in this respect.
 - **Potential limitations and risks, including mitigation strategies:** Applicants should include the challenges and potential limitations of the proposed approach in terms of use of findings, substantiation of results claims and the implications in terms of evidence-based strength (i.e., limitations when no control groups are included or counterfactual to project targeted beneficiaries and the consequence in terms of substantiation of the result claims). The potential risks to be encountered during the consultancy shall also be

² i.e., the household survey dataset will be processed using Stata 17 and visualization prepared using Tableau. Descriptive statistical analysis will be conducted including cross-tabulation by sex and age -young or adult categories- of all relevant variables.



described along with the mitigation strategies to address them. For longer term assignments, applicants shall describe how continuity of the relevant team will be ensured over time.

- **Validation session** with key stakeholders to cross-check the main findings.
- **Learning:** the evaluation consultant is expected to present the findings and recommendations in a sensemaking session with key stakeholders. Applicants shall describe the approach to identify lessons learned during the evaluation and the strategy to promote learning and active interaction with IDH and its partners in the sensemaking session.

4. **Team composition:** Clear description of the project team, relevant experience of team members, relevant experience, task, and time allocated per team member. For this section, please list the name and surname of the consultants proposed as part of the evaluation team and describe:

- their experience in results-based management, in conducting evaluations or any other research activities;
- their technical and language skills;
- their role in the evaluation team, the main tasks they will execute and the time they are expected to be involved.

5. **Workplan:** Detailed activities and expected deliverables and timeline. An indicative template is included in Annex A of these ToRs; this template displays some features IDH is interested in being informed about but is by no means prescribed.

6. **Quality assurance and interaction with IDH:** Include here the proposed management of the evaluation process, quality assurance and proposed interaction with IDH and key stakeholders as envisaged by the bidder. Please describe any support or inputs required from IDH to deliver the assignment, if any.

7. **Annexes to the technical proposal:**

- Legal company documents: Legal incorporation, Chamber of Commerce registration, VAT number, copy of the company's most recent audited accounts³, etc.
- Full CVs of the consultancy team;
- Signed Statement of acceptance (Annex E);
- Signed statement on grounds for exclusion based on what is listed in section 4.3 of these ToR.

4.2. Financial proposal

The financial proposal document must include a budget in Euros (excluding VAT) and the final budget with taxes. The financial proposal should include:

- Daily fee per consultant. This later will be considered by assessors regarding their seniority level and their place of residence (i.e., international vs local);
- Travel and transport expenses;

³ If the applicant has not been audited at all, it is not request that an audit is performed for the sake of this tender. In this case, a copy of latest unaudited financial accounts suffices.



- Data collection unit costs;
- Cost per deliverable;
- Contingency budget;
- Overall budget.

IDH is interested in seeing a detailed breakdown of each consultant's daily fee, the total number of working days for each consultant, the consultancy's total budget including taxes, the cost per primary data collection item as well as the cost of travel and transport, etc. Applicants are also encouraged to provide budget notes informing the assumptions used for budget calculation.

4.3. Statement on Ground for exclusion

Applicants are expected to include a written confirmation stating they are not in one of the situations in the grounds for exclusion listed below, nor do they intend to use child labour or forced labour or practice discrimination.

Grounds for exclusion

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 shall not make use of child labour or forced labour 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).

5. Selection process

5.1. General tender procedure and timeline

The procedure will be as follows:



1. Publishing the tender and inviting evaluation consultants to submit a proposal based on this ToR.
2. Interested consultants can send out questions on these ToRs by email until the below-mentioned deadline. Questions can only be addressed to the contact person mentioned in these ToRs. All questions will be processed at the deadline day and responses to all questions received will publicly published before the proposal submission deadline.
3. Evaluation of the proposals by the Assessment Committee. The Tender Assessment Committee will evaluate the proposals based on the selection criteria as published in these ToR.
4. If deemed necessary, the service providers of the best proposals can be invited to do a pitch for the Assessment Committee. This ranking will be made according to the scoring on the selection criteria by each member of the Assessment Committee.
5. Decision on selection of the service provider.
6. Awarding of the contract
7. Inception meeting with the selected service provider.

Tender process	Timeline
ToR published	24/07/2023
Deadline to submit questions on these ToR*	03/08/2023
Deadline for submission of proposals**	10/08/2023
Applicants pitch ***	16/08/2023
Selection of Service provider	18/08/2023
Inception meeting with the selected service provider	21/08/2023

*Questions received by IDH after this date will not be answered.

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

***IDH may request shortlisted applicants to a pitch session in person or via video conference.

5.2. Evaluation of the proposals

1. **Completeness check:** The proposals will first be tested for completeness. The absence of the information referred to in section 4 of this document will lead to exclusion from further participation in the tender procedure.
2. **Scoring and weighting procedure:** The assignment will be awarded to the consultant with the most attractive bid based on quality and price. The evaluation criteria are scored between 1 and 5 (from *very weak* to *very strong*), compared between applicants and weighed according to the procedure below. The final score will be weighted 70% on *Quality* and 30% on *Price*. If the weighted final scores of consultants are equal, two procedures may occur:
 - a. Priority can be given to score on the *Quality* criterion; in this case the assignment would be awarded to the evaluation consultant that has received the highest score for the *Quality* criterion.
 - b. Applicants may be invited to do a pitch for the Tender Assessment Committee and final deliberation can be made by the Tender Assessment Committee based on the later.



5.2.1. Quality

Assessment scores will be awarded for each of the components. The Tender Assessment Committee will score each component unanimously.

Criterion 1: Quality		Sub-criteria
Component 1	Consultant profile and team composition	The extent to which the consultant(s) present(s) the required level of expertise and experience to fulfil the objectives of these TOR. The following aspects shall be considered:
		<ol style="list-style-type: none"> 1. Relevant expertise and sector experience of the proposed consultant(s): the extent to which the consultant provides evidence of the required experience in results-based management and in conducting evaluations, in the field of Life and Building Safety, Worker well-being, improved working condition as well as expertise in Textiles, Apparel and footwear industry and in primary data collection with factory workers and private partners. 2. Relevant regional, local, and field-level experience of the proposed consultant(s): the extent to which the consultant provides evidence of: <ol style="list-style-type: none"> a. the required research experience in Vietnam, India, and Cambodia. b. its capacity to operate and collect primary data in the above-mentioned countries, and c. its understanding of the local context and dynamics of the region where Project/Program activities take place.
Component 2	Methodological approach	The extent to which the consultant demonstrates a clear understanding of these ToRs, and the soundness of the methodology proposed to achieve the objectives listed out in these ToRs:
		1) Clarity of the methodological approach developed in the technical proposal;
		2) Appropriateness of the methodological approach to deliver on the objectives set out in section 3 of these ToR;
		3) Quality of the proposed methodology, including the extent to which the methodology elaborates on prescriptions set out in section 5 of these ToR;
		4) Sampling design, method, and size
		5) Quality of the overall proposal writing, argumentation, structure of the text and diagrams;
		6) Adequateness of the workplan and timeline;
		7) Adequateness of the time allocation of the consultants;



		8) For longer term assignments (e.g., combined design of baseline + midline or endline): a proposed approach to ensure continuity of team members.
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5.2.2. Price

A combined price in Euros (including VAT) is to be presented. The Tender Assessment Committee will assess the financial proposal in terms of the “the best price for the proposed level of quality” with a grading ranging between 1 and 5 on the below sub-criteria:

Criterion 2: Price		Sub-criteria
Component 1	Best price for the proposed level of quality and depth of the proposed deliverables	Daily fee per consultant. This later will be considered by assessors in regard to their seniority level and their place of residence (i.e., international vs local)
		Travel and transport expenses
		Data collection unit cost
		Cost per deliverable
		Contingency budget
		Overall budget

5.3. Awarding process

Once IDH has selected the consultant to which it intends to award the consultancy, a written notification thereof is sent to all applicants, including the results of the tender assessment.

6. Communication and confidentiality

Applicants will ensure that all their contacts with IDH, with regards to the tender, during the tender procedure take place exclusively in writing by e-mail to Preity Khandelwal at khandelwal@idhtrade.org. Applicants are thus explicitly prohibited, 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 the person stated in the first sentence of this paragraph.

The documents provided by or on behalf of IDH will be handled with confidentiality. Applicants will also impose a duty of confidentiality on any parties that it engages. Any breach of the duty of confidentiality by an 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 applicants.

7. 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, applicants accept all terms and reservations made in this ToR, and subsequent information and documentation in this tender procedure, albeit applicants are allowed to pull out in case updated ToR are issued which they do not accept.