

Terms of Reference
IDH Sustainable Trade Initiative
Methodological and training support for the IDH Salary Matrix online tool

July 24, 2023

IDH Sustainable Trade Initiative
P.O. Box 1241, 3500 BE Utrecht
Tender: Methodological and training support for the IDH Salary Matrix online tool.

On behalf of Stichting IDH (“IDH”)

Open procurement procedure

Tender Guidelines

Place

Date

Utrecht, the Netherlands

24 July 2023

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1. Introduction

Based on these Tender Guidelines, IDH aims to select a consultant or a team of consultants **to support the work on living wage methodology and training of external partners on the IDH Salary Matrix (“SM”) online tool.**

These tender guidelines (the “**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 7.3 of these Tender Guidelines. This tender procedure consists of one single phase after which the Contract will be awarded.

IDH reserves the right to update, change, extend, postpone, withdraw, or suspend these Tender Guidelines, the time schedule, or any decision regarding the selection or awarding of a contract at any time. Additionally, IDH reserves the right to make any decision subject to conditions which may follow from, a complaint of a third party or a ruling by any governmental body.

IDH reserves the right to exclude an Applicant from the tender procedure, as described in these Tender Guidelines.

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 Letter of Assignment
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
Contract	The object of this tender procedure, as described in these Tender Guidelines
Consultant	The Applicant who has been awarded the Contract by IDH, based on the economically most advantageous offer
Grounds for Exclusion	As described in Chapter 8 of these Tender Guidelines
IDH	Stichting IDH, the contracting authority
Information Notice	The notice with responses from IDH to the questions submitted in accordance with paragraph 7.3
Mandatory Requirements	The mandatory requirements listed in section 5 of the Salary Matrix Scoring Template (Annex 1) and referred to in paragraph 10.4
Proposal	An offer submitted by the Applicant to IDH in response to these Tender Guidelines
Suitability Requirements	The requirements listed in the Salary Matrix Tender Scoring Template (Annex 1) and described in paragraph 10.4
Tender Guidelines	These tender guidelines

3. Assignment Information

3.1. Background

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. We convene 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.

In its effort to support the closure of living wage gaps for workers, IDH developed the [IDH Roadmap on Living Wages](#) in 2019. This platform works to strengthen international alignment and to build tangible solutions regarding living wages. Earning a living wage means workers receive sufficient wages to afford a decent standard of living for the worker and their family.

The [Salary Matrix, owned and managed by IDH](#), is one of the tools publicly available within the Roadmap on Living Wages under step 2 of the IDH Roadmap on Living Wages. It is a practical tool to help evaluate how the total remuneration received by workers (including wages, bonuses, cash and in-kind benefits) compares to the relevant living wage benchmarks for a region. The tool supports supply chain efforts on wage transparency and shared responsibility for addressing living wage gaps.

The Salary Matrix was originally an Excel-based tool developed by IDH and Rainforest Alliance to address possible gaps between workers' total remuneration packages and living wage benchmarks. This first version of the Salary Matrix was published in December 2018. In 2021, the Salary Matrix tool was digitized by IDH.

The key objectives of the Salary Matrix tool are:

- to ensure that users of the SM can upload their payroll data for a worker or group of workers to be able to evaluate how the total remuneration (including wages, bonuses, cash and in-kind benefits) compares to the applicable regional living wage benchmark.
- to calculate and visualise the gap between the different workers or job categories total remuneration and the applicable regional living wage benchmark.
- to support supply chain actors in their effort to bring transparency in supply chains regarding wages.
- to provide aggregate reporting of selected facilities for buying partners interested in getting an overview of their supply chain regarding wages.
- to provide benchmarks for users.
- to accomplish all the above within an intuitive user experience, utilizing a user interface that requires basic online and digital skills and provides clear and understandable feedback.

The actual users and data entrants of the SM tool are generally payroll / finance managers who enter the HR payroll data directly into the online tool or via an Excel mass upload. Users of the selected raw data and/ or aggregate reports generated range from auditors to retail, traders, certification schemes, NGOs, the users themselves and the IDH living wage team and broader IDH teams. All users only have access to the raw data and/or aggregated reports which are within their scope and for which the user (data entrant) has given permission to.

All the data the user of the Salary Matrix provides will remain anonymous (name of the facilities and the name of the company will not be tied to the answers) and will not be shared with anyone other than members of the IDH living wage team and the consultant.

IDH aims to further develop the Salary Matrix tools in the years to come. More background and information about the tool and the IDH Living wage roadmap can be found here: <https://www.idhsustainabletrade.com/living-wage-platform/salary-matrix/>

3.2. The Assignment

With this tender procedure, IDH aims to select a consultant or team of consultants (hereinafter: the “Consultant”) to **support the work on living wage methodology and training of external partners on the IDH Salary Matrix (“SM”) online tool.**

In particular, the Consultant shall provide support with: (i) Living Wage methodological matters, (ii) the development and maintenance of Salary Matrix guidance materials for users, and (iii) trainings to users and partners of the Salary Matrix. The three key support components may be described as follows:

(i) Support on Living Wage methodological matters

The Salary Matrix uses living wage methodologies that produce benchmarks for specific regions or countries. The Salary Matrix operates in close relation with these living wage methodologies to have the most recent and up-to-date benchmarks included in its reports. The methodological support requested with this tender procedure is to support the Salary Matrix team by answering questions from users or partners about the methodologies and the benchmarks, and to make sure that the Salary Matrix is aligned with these methodologies. The Applicant is expected to support the Salary Matrix to develop clear guidelines regarding the use and selection of living wage methodologies and benchmarks that are recognized by IDH.

(ii) Support the development and maintenance of the Salary Matrix guidance materials for users

The Salary Matrix has a dedicated “E-learning website” where all the detailed guidance regarding the utilization of the Salary Matrix and the methodologies and calculations used in the Salary Matrix are provided. Also extensive guidance is available within the Salary Matrix tool. The Consultant is expected to support the IDH Salary Matrix team to keep the guidance within the Salary Matrix tool and the E-learning site updated.

(iii) Support with Salary Matrix related trainings to users, trainers and partners

To help the users of the Salary Matrix tool, the Consultant will support the team by leading trainings to different types of users (users, external partners, trainers and auditors). The trainings include explanation of the Salary Matrix tool, available support materials and Q&A from trainees. It could also include Living Wage Methodology deep dive training.

3.3. (Availability of) Consultant

The Consultant is required to dedicate a continuous availability of capacity and resources to the Assignment. The estimated number of hours for this Assignment is 400 hours per year. The contract will be awarded for a one-year period, with the intention to extend for two additional years.

The Consultant can expect to work approximately 20 to 25 hours per month on this Assignment. Please note that these hours can vary depending on the work needed each month.

IDH has the preference to work with the same assigned Consultant(s) throughout the Assignment. Equally important is the availability of additional competent and skilled resources to hand- and takeover responsibilities in case of need from the assigned team.

The Consultant is expected to carry out this work in close collaboration with IDH’s Salary Matrix team based in Utrecht, the Netherlands. This may include joint working sessions either at the IDH office in Utrecht or another location in the Netherlands, as agreed upon between IDH and the Consultant.

3.4. Policies

IDH has a limited number of internal policies and strategies relevant to the Assignment, which include a data strategy (under development), communication policy, safeguarding and privacy policies. These policies and strategies will be made available to the Consultant at the contract signing stage. IDH expects the Applicants to acknowledge and adhere to these policies or similar standards. The IDH Code of Conduct and the IDH Safeguarding Policy are annexed to these Tender Guidelines.

3.5. Services and deliverables

The following services and deliverables are requested from the Consultant:

	Services	Deliverables
1	Support on Living Wage methodological matters: <ul style="list-style-type: none"> • Provide support for the continuous development of the Salary Matrix on living wage gaps methodologies and calculations and for the improved capturing of data within the Salary Matrix • Provide on demand support for helpdesk queries relating to living wage methodologies 	<ul style="list-style-type: none"> • Guidelines regarding the use of the different living wage methodologies linked to the Salary Matrix tool • Collection of feedback from users on the methodological guidelines created by the Consultant • Materials (e.g. position paper) to support the dialogue with partners on the further development of the Salary Matrix • Provide adequate and timely answers to users' queries regarding living wage methodologies
2	Support the development and maintenance of the Salary Matrix guidance materials for users	<ul style="list-style-type: none"> • Detailed guidance materials with information and examples on specific components within the Salary Matrix • Guidelines for entering specific cases of workers on the Salary Matrix • Instructional videos and/or instructional written documents for users • Tailoring tools and guidance materials for the manufacturing sector
3	Support with Salary Matrix related trainings to users, trainers and partners	<ul style="list-style-type: none"> • Host monthly demo sessions for users of the Salary Matrix and answer questions • Recording of the online trainings • Develop case studies for the trainings of trainers and of partners

3.6. Profile requirements

IDH highly values that its partners adhere to a level of affinity with the work of IDH. Requirements on the general profile relate to:

- Demonstrated knowledge of living wage methodologies
- Demonstrated extensive experience working on the topic of living wages
- Means and frequency of periodic in-person or online meetings
- Fluency in English and Spanish are compulsory
- Additional languages (Chinese, Vietnamese, French or Portuguese) are considered an advantage
- Experience working with IT systems or tools is considered an advantage

4. Pricing and quotation

The Assignment will be awarded to the Consultant with the most economically advantageous tender. This is determined based on the evaluation criteria price and quality, described in paragraph 10.3 and 10.4.

The Applicant is requested to include a quotation for the entire Assignment in its Proposal: for the first year and for two potential extensions of one year. This quotation will have to cover all services listed paragraph 3.5 and any other costs related to the Assignment deemed necessary by the Applicant to carry out the Assignment. The budget must be submitted in euros (€) and show costs including and excluding VAT. Any currency risk is borne by the Applicant.

5. Timeline

Time	Activity/ Delivery
24 July 2023	Publication of Tender on IDH website
19 August 2023 (9:00 AM CET)	Deadline submission of proposals by Applicants
29 August 2023	Selection decision
September 2023	Detail alignment of scope of services and workplan
September 2023	Contracting and signing of Agreement
September 2023	Start of Assignment
March 2024	Mid-year contract meeting
End August 2024	Intended extension of Contract

The Assignment schedule is a suggestion for the planning of the key services and deliverables and reflects the current need for support in IDH's Salary Matrix team.

Following a few hours of handover and onboarding, the first deliverables are expected within 2 weeks after the start of the Assignment and at full capacity and speed the month after. In this period, the responsibilities of the current service provider will be transferred to the Consultant who is awarded the Contract.

6. The Contract

6.1. Background

The Assignment is envisioned to start in September 2023 and end in August 2024. After evaluation of the collaboration and the outcomes of the Assignment, IDH may offer the Consultant contract extensions for two additional years. In case significant changes in scope are foreseen, IDH and the awarded Applicant can agree to amend the budget.

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 Dutch procurement law and the Contract will be extended on the terms agreed between the parties. If an agreement cannot be reached, the Contract will not be extended. The Assignment will then be re-tendered, and the Consultant will have the opportunity to bid.

6.2. The terms of the Agreement

The Consultant will be contracted via a Letter of Assignment (hereinafter also referred to as the “Agreement”, attached to these Tender Guidelines as Annex 4).

The IDH General Terms & Conditions for Services will apply to the Agreement between IDH and the Consultant (attached to these Tender Guidelines as Annex 5).

7. Description of the procedure

7.1. Tender procedure

All proposals submitted by the Applicants will first be assessed against the Grounds for Exclusion (described in chapter 8) and the Suitability Requirements. After this first assessment, the proposals and Applicants that meet the requirements will be assessed against the evaluation criteria. The Contract will be awarded on the basis of the criterion “Most Economically Advantageous Tender”, described in chapter 10.

7.2. Schedule

This tender procedure is based on the following schedule:

1	Publication	24 July 2023
2	Deadline submission of questions by Applicants	31 July 2023 (5:00 PM CET)
3	Publication of information notice with answers to questions	4 August 2023
4	Deadline submission of proposals by Applicants	19 August 2023 (9:00 AM CET)
6	Presentation (exact timing will be communicated via e-mail)	After submission (from 21 August onwards)
7	Intended selection of the Consultant	29 August 2023
9	Intended signing of the Agreement	1 September 2023
10	Start of the Assignment	1 September 2023

The dates specified above under 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 and questions submitted after the deadlines will be returned and will not be considered in this tender procedure.

7.3. Questions

Questions regarding the tender procedure can be submitted until 31 July 2023, 5:00 PM CET, by e-mail to mulder@idhtrade.org. With the subject mention: “Questions Tender Salary Matrix online tool”. Questions must be submitted in the English language and per the Model Question Form, attached as Annex 2.

Questions will be answered via an information notice that will be shared with all Consultants that indicated their interest in the assignment or submitted questions.

Questions that are deemed **confidential** by the Applicant must be **clearly indicated** as such. Please note that if the answer could result in an advantage of the Applicant, the question will be aggregated and published in the 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.

7.4. Proposals

Proposals must be submitted before **19 August 2023** (9:00 AM CET) via email to duchatel@idhtrade.org and mulder@idhtrade.org with the subject line containing: "Tender Support Salary Matrix online tool".

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.

7.5. Tender conditions

The following terms and conditions apply:

- The proposal deadline is a firm date. Proposals that are not received before 19 August 2023 (9:00 AM CET) will not be considered. Applicants are responsible for the timely and correct delivery of the Proposal.
- If the Applicant is of the opinion that the Tender Guidelines, or any of its Annexes contain omissions, errors, contradictions or is otherwise flawed in any way, the Applicant may report this in writing in accordance with paragraph 7.3 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. Grounds for Exclusion

Applicants shall be excluded from 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;
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.

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

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

9. Documents and information to be submitted with the Proposal

The documents referred to in this chapter must be submitted together with the Proposal. The absence of any of the documents referred to in this chapter 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. Narrative proposal

The Applicant must provide a Proposal together with a completed Annex 1 (the Salary Matrix Tender Scoring Template) in order to demonstrate compliance with all Suitability Requirements.

Additionally, the Proposal must contain a description or vision for each requested service that covers the following elements:

- **Approach:** Description of activities and project management structure and procedures to show organizational capacity to deliver on the service and deliverables.
- **Team capacity:** Description of project team and their roles and qualifications to deliver on the service and deliverables.
- **Workplan:** Description of activities and deliverables of the approach.
- **Organizational capacity & network:** Evidence/reference (incl. contact details) of past projects that involved methodological documentation on living wages, and other experience requirements related to the services and deliverables.
- **Coordination and co-creation with IDH:** Describe approach to coordination and co-creation with IDH. Including roles and responsibilities and expectations from IDH.

Further to the above, the Proposal should at least clarify the following aspects:

Service	Description
1: Support on Living Wage methodological matters	<p>Provide support for the continuous development of the Salary Matrix on living wage gaps methodologies and calculations and for the improved capturing of data within the Salary Matrix:</p> <p>The Applicant should be able to demonstrate in-depth knowledge and experience on living wage methodologies and feel comfortable supporting the IDH Salary Matrix team on the continuous development of the Salary Matrix tool and on living wage gaps calculations.</p> <p>Provide on demand support for helpdesk queries relating to living wage methodologies:</p> <p>The Applicant should be able to demonstrate in-depth knowledge and experience on living wage methodologies and feel comfortable supporting the IDH Salary Matrix team on answering questions from users regarding methodologies.</p>
2: Support the development and maintenance of the Salary Matrix guidance materials for users	<p>Support the development of the Salary Matrix tool and create guidance materials for users:</p> <ul style="list-style-type: none"> a) Description of the type of materials to improve the guidance on the use of the Salary Matrix tool b) Coordination and co-creation with IDH: Describe approach to coordination and co-creation with IDH for the guidance materials
3: Lead the trainings on the Salary Matrix for users, for trainers and for auditors for verifying living wage gaps by using the Salary Matrix	<ul style="list-style-type: none"> • Provide trainings for the Salary Matrix users • Provide training to trainers for verifying living wage gaps by using the Salary Matrix tool: The Applicant should be able to demonstrate experience in giving trainings on a tool. • Provide training to auditors for verifying living wage gaps by using the Salary Matrix tool: The Applicant should be able to demonstrate experience in giving trainings on a tool.

Further, the Applicant's company profile must include the following general requirements:

- Description of location and ability to travel to facilitate meetings in the Netherlands at least 2 times a year.
- Description and supporting documentation on how the company has affinity for or commitment to environmental sustainability, working conditions in emerging economics, or other sustainability goals and efforts.
- Language proficiencies for carrying out the proposed activities to achieve the listed objectives.
- 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)

The Proposal shall not contain more than 10 pages (excluding annexes). Pages exceeding this limit will not be considered in the Proposal.

9.2. Budget

The budget should reflect the total estimated hours for the different workstreams, and any other costs as explained in Chapter 4. It should also reflect the bottom-up build-up of the budget and clearly reflect the assumptions made and hourly rates calculated for each of the workstreams and expected job profile(s).

The Applicant must submit a budget that is split out as stated above and a total budget figure per year as well as a total budget figure for three years in total (a one-year Contract and two potential one-year extensions). The budget must be submitted in euros (€) and show costs with and without VAT. Any currency risk is borne by the Applicant.

9.3. References

The Proposal must include client references (including name of the client and contact details) relevant for the deliverables described in these Tender Guidelines:

- The references must concern projects that have been finalized within the last three (3) years.
- The references may be in the process of being commissioned, provided that the assignment is finished.
- One reference may cover more than one Suitability Requirement.

9.4. Professional qualifications

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

9.5. Documentation

The proposal must at least include the following documents:

- Completed detail request form (Annex 6)
- Statement of acceptance draft contract (Annex 7)

Upon request from IDH, the Applicant will provide the following additional documentation within seven (7) calendar days after receiving such request:

- 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.

9.6. 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

10.1. Evaluation procedure

After the deadline to submit a Proposal has passed, the evaluation committee will evaluate the Proposals.

The Proposals will first be tested for completeness. Incomplete proposals or the absence of requested documents or 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 Chapter 9 of the Tender Guidelines and the Salary Matrix Scoring Template are tested against the criteria as stipulated in this chapter. IDH may verify the submitted references, documentary evidence, and answers. This verification may include direct contact with the contact persons of listed references.

10.2. Evaluation committee

The evaluation committee has been assigned the task to evaluate the Applicant. The Evaluation Committee shall consist of three people, 1) Salary Matrix Product Owner, 2) Senior Program Officer Salary Matrix; and 3) Director Sector Initiatives.

10.3. Award criterion: MEAT

The Contract will be awarded to the Applicant with the most economically advantageous tender (MEAT). The most economically advantageous tender is determined on the basis of the evaluation criteria of price and quality.

10.4. Evaluation

The proposals are evaluated according to the criteria and procedure described below. The quality of the Proposal will account for 60% of the total score, while price will account for 40% of the total score.

Step 1 – Quality criterion

Each Suitability Requirement will be given a score to assess the quality of the Proposal. The final score will be calculated with two variables:

- **Weight:** A score which is fixed and ensures that requirements are weighted based on the importance.
- **Compliance:** A score awarded to each requirement based upon the Applicant's compliance with the requirement.

The calculation of **Compliance Score * Weight** provides a calculated score for each criterium. The calculated scores of all criteria are added to provide a final score.

The below table shows the weighted maximum score for each component of the Suitability Requirements as well as the total overall achievable score:

Suitability Requirements	Weighted max score
1: Support on Living Wage methodological matters	160
2: Support the development and maintenance of the Salary Matrix guidance materials for users	100
3: Support with Salary Matrix related trainings to users, trainers and partners	80
4: General requirements	30
5: Mandatory Requirements*	n.a.*
Total weighted requirement scores	370

* Applicants that are not compliant with one of the Mandatory Requirements will be excluded from this tender procedure.

These Suitability Requirements are also listed in the Salary Matrix Tender Scoring Template (attached hereto as Annex 1), that should be filled in to demonstrate compliance with each Suitability Requirement.

Step 2 – Price criterion

Finally, the pricing of the Applicant's bid is weighted in relation to the pricing of the lowest eligible bid received, to provide a weighted pricing score multiplier. The highest possible multiplier on pricing is 1, for the Applicant with the lowest price and eligible quality proposal.

Step 3 – Total score

The Applicant with the highest number of points has the most economically advantageous tender and is awarded the Contract.

If scores of Applicants are equal, priority between those Applicants will be based on the total scores that were given for the criterion 'quality'. The Contract will be awarded to the Applicant that has received the highest score for the criterion 'quality'. If the evaluation of the Criterion Quality does not lead to a distinction, the score for the component "Support on Living Wage methodological matters" will be decisive. In the event the score for the Support on Living Wage methodological matters component does not lead to a distinction, the ranking will be determined by the least expected effort of transferring the services from the current service provider to the new Consultant.

10.5. Presentation

All Applicants are invited to present their Proposal to the evaluation committee between from their proposal has been submitted. The date and time reserved for each presentation will be announced by email after the Proposals have been checked and approved. The presentation serves for the Applicants to clarify their Proposals to IDH in case the Proposal raised questions. The presentation will not be awarded with additional scores.

The presentation, including a question round, will take a maximum of 30 minutes and include the following elements:

- brief introduction of all persons present (maximum 5 minutes);
- presentation of the Proposal (maximum 10 minutes);
- opportunity to ask questions (maximum 15 minutes).

The presentation will take place virtually 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. 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.

10.6. Award

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

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 duchatel@idhtrade.org and mulder@idhtrade.org. The Applicant is thus explicitly prohibited to prevent discrimination of the other Applicants and, in order 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 presentation as referred to in paragraph 10.4 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 a ground 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. Miscellaneous

12.1. Variants

Variants are not allowed.

12.2. No remuneration or compensation

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.

12.3. 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.

12.4. 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.

12.5. 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 another Applicant.

13. Annexes

- Annex 1: Salary Matrix Tender Scoring Template**
- Annex 2: Model Question Form**
- Annex 3a: IDH Code of Conduct**
- Annex 3b: IDH Safeguarding Policy**
- Annex 4: Letter of Assignment**
- Annex 5: IDH General Terms and Conditions for Services**
- Annex 6: Completed detail request form**
- Annex 7: Statement of acceptance draft contract**