

IDH: Terms of Reference

Strengthening Living Wage Analysis and Reporting

1. Introduction

Stichting IDH (“**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 commodity sectors. We convene the interests, strengths and knowledge of public and private partners in sustainability commodity programs. We jointly formulate intervention plans with public and private partners, and we co-invest with partners in activities that generate public goods.

Over the past five years, IDH has developed the [Living Wage Roadmap](#) to advance the global work on living wages for workers worldwide. The success of the Living Wage Roadmap, exemplified by active participation and engagement from diverse sectors, underscores IDH's commitment to create impactful solutions from accurate data. Building on this momentum, IDH now seeks to further elevate its impact by enhancing the data analysis capabilities of the [Salary Matrix](#) tool to better support our partners in decision making. The Salary Matrix is a digital platform that allows producers to measure current wages and compare with Living Wage Benchmarks. This tool is used by supply chains and sustainability standards worldwide as a uniform measurement tool. The methodology of the tool is supported by various members of the Living Wage Community through the Roadmap governance groups. To date, the tool has been used to gather over 2000 producers' wages and compare them with living wage benchmarks.

On the basis of this Terms of Reference (“**ToR**”) IDH aims to select a party to design a solution that will improve the data analysis options and capabilities for the Salary Matrix tool. The purpose of this improvement is to ensure data collected from the Salary Matrix can be used by several external partners for robust data analysis and reporting.

The current database is populated by data entered in the [Salary Matrix](#). This database is developed and managed by an external party that has developed the Salary Matrix. Currently, we are interested in having a database that is IDH-owned and maintained, while allowing for data sharing under binding principles and abiding by regulations with relevant third parties. The purpose of this improvement is to facilitate IDH partners and other stakeholders working on living wages to access data collected by the Salary Matrix to further refine their data analytics, living wage strategy and reporting under a set of binding principles and user roles and data access authorizations in place.

To address these challenges and enable seamless data analysis options, IDH seeks a qualified service provider proficient in building connections with a Google BigQuery and Azure Databases (as these are the technologies currently in use for data-collection tool).

The selected service provider will be responsible for **designing** a solution that allows secure and consistent access to the data for several parties (replacing what is currently in use). Data security and options for anonymization are critical aspects, as the database contains highly



sensitive wage data. Additionally, compliance with relevant regulations, including GDPR, must be ensured throughout the project.

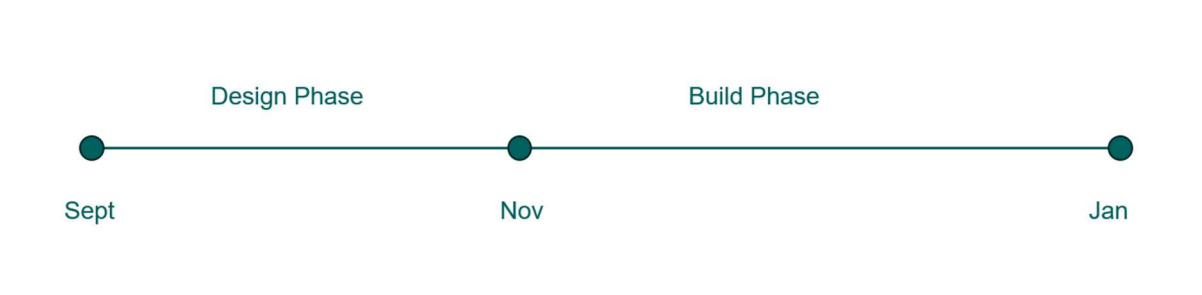
In this ToR, IDH outlines the assignment objectives, scope of work, requirements, deliverables, timeline, budget, proposal submission and evaluation process, data security measures, confidentiality agreement, and contact information. Interested service providers are invited to submit their proposals based on this ToR for consideration. The assignment will be awarded to the service provider with the most economically advantageous tender, taking into account both price and quality criteria.

Current connection for data analysis



2. Stages

This solution will be developed in two distinct stages. The initial phase, the Design Phase, described in this ToR, will focus on the design and planning aspects. The subsequent stage, the Build Phase, that falls out of the scope of this ToR, will encompass the implementation and development of the proposed solution. IDH reserves the right to engage another service provider for the second phase.



3. Assignment

The scope of the assignment involves the following key objectives:

- Understanding and documenting the current technical setup of the Salary Matrix and relevant database and data pipeline. A strong understanding of current constraints is necessary to build a future-proof solution.
- Understanding and documenting business and analytics needs from relevant stakeholders, including internal teams.



- Designing a system that meets business needs of all relevant stakeholders. The design should consider current deadlines but may also suggest future phases of development.
- Development of a flowchart and standard operating modules for operating the database and analytics module, for both back-end users (IDH staff) and front-end users (partners). Final design should reflect IDH feedback.

Requirements for design of the solution:

- The system must allow IDH team to provide access to the following stakeholders using robust data-security measures in accordance with GDPR and all other relevant data regulation:
 - Internal - Accessing necessary data for connectivity with BI tools in order to generate insights, reporting, analysis (Front-end development team will also need to access data.)
 - Researchers - Accessing anonymized data for Insights, reporting, analysis via APIs
 - Private sector partners - accessing selected sub-set of data via solutions such as API connections, reporting, etc.
- The system will need to allow for data to be added from other sources (for example, external databases or input lists that define subsets of data).
- The system must include clear and well-defined protocols for uploading data into the database along with a rights management system that allows IDH permission to assign rights regarding data entry, edits, or removal to select users.
- The system must include public documentation and definitions to ensure interested users are informed on the type and scope of data gathered.
- The system must be able to handle live/ near-live data efficiently while also ensuring the tool's database has a stable data structure that can accommodate changes in the front-end tool without disrupting data analysis processes. In other words, the database that supports the front-end of tool and its structure will remain the purview of development team; analysis pipeline will seamlessly connect, while having its own structure optimized for analysis, APIs, etc.

The successful execution of this assignment will significantly enhance IDH's ability to conduct meaningful analysis, generate insightful reports, and contribute to the global understanding of living wages in supply chains. Service providers are invited to propose their solutions to address the specific challenges and requirements outlined in this ToR.



Deliverables

The deliverables of this assignment will be:

Deliverables of assignment
Design Phase Deliverables – deadline: November 6 th , 2023
1. Assessment and foundational analysis: conduct a thorough documentation and understanding of the current set up, including limitations, with a focus on data flow and pipeline from tool's database to analytics database (PowerBI). Deliverable format: written report
2. Stakeholder interviews and needs assessment: conduct interviews with key stakeholders, including development team, internal users, external researchers, and private sector partners to understand their specific business needs and requirements regarding data analysis, reporting, and access to the database. Through this process the service provider should clearly define key user groups and the needs for each group. These insights to inform the design of the improved database pipeline. Deliverable format: written report
3. Solution proposal: based on the assessment and stakeholder inputs, the service provider should propose a technical solution that meets the needs of the user groups. This technical solution must consider budget and time limitations. It must also include a detailed description of data flows, data pipeline and governance structure so as to provide all necessary information for Build Phase Deliverable format: written report

4. Selection Procedure

The procedure will be as follows:

1. Publishing the tender and/or inviting services providers to submit a proposal based on this ToR.
2. Option to submit questions regarding the assignment and the ToR. Questions will be answered via an information notice that will be shared with all service providers that indicated their interest in the assignment or submitted questions.
3. Evaluation of the proposals by the evaluation committee. The evaluation committee will evaluate the proposals based on the selection criteria as published in this ToR.
4. Decision on selection of the service provider.
5. Inception meeting with the selected service provider.



The schedule below indicates the timelines for the tender procedure:

Tender process	Timeline
ToR published	September 1st
Closing date questions*	September 11th
Publication of information notice	September 13th
Deadline for submission of proposals**	September 18th COB
Selection of Service provider	September 25th
Start of assignment	October 2nd

* 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 Service providers to a pitch session at the IDH HQ in Utrecht, Netherlands or via video conference.

After the deadline to submit a proposal has passed, the evaluation committee will evaluate the proposals. The proposals will first be tested for completeness:

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

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

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

Questions

Questions regarding the assignment or the ToR can be submitted until September 11th, 5:30 CET, by e-mail to johnson@idhtrade.org. With the express mention: **"Questions for TOR: Strengthening Living Wage Analysis and Reporting."**

Questions must be submitted in the English language and using the Template Question Form, attached to this ToR as annex 1.

The submitted questions will be grouped, anonymized, and combined in an information notice. This notice will be sent to all service providers in a reply to the e-mail in which the questions were submitted.



The responsibility for the timely and accurate submission of the questions lies with the service provider. When IDH indicates that questions have not been received by IDH before the indicated deadline, the service provider must demonstrate that the questions were sent timely.

5. Proposal requirements

IDH is requesting the service providers to hand in a proposal of maximum 8 pages (excluding company biographies, CVs, sample work and references). The proposal must be handed in a MS Word or PowerPoint version next to a PDF submission to facilitate any copy-and-pasting of content that we may need during evaluation.

The proposal must at least include:

Content:

- a. A succinct, well-documented approach addressing the requirements set out this ToR. We request that the proposal structure match the selection criteria as closely as possible. It would be beneficial to clearly outline how the service provider intends to address each requirement and how their proposed approach meets the project objectives.
- b. Minimum of three client references and a sample of previous work relevant to the deliverables in this ToR. However, it might be helpful to specify the type of work or projects that are considered relevant to the deliverables in this ToR. This will ensure that the references and samples provided are directly applicable to the current project.
- c. An overview of the project team, including the CVs of the project team members. Ensure that the CVs highlight relevant experience in similar projects and technologies.
- d. Budget presented in Euros with a breakdown of days/rate per project team member is necessary for evaluating the financial aspect of the proposal. Budget must include all applicable taxes and fees such as VAT. Consider specifying any specific budget constraints or limits if applicable.
- e. Description of safeguarding approach¹ The description of the safeguarding approach is crucial, especially when dealing with sensitive wage data. Ensure to provide a clear statement on safeguarding policy and how they plan to identify and mitigate any safeguarding risks related to the project.
- f. Statement on Ground for exclusion (see section 7 below)

Administrative:

- g. Completed detail request form (annex 2)

¹ IDH's safeguarding approach means taking all reasonable steps to identify and minimize the risk of harm caused by sexual exploitation, abuse, harassment ("Harm") to children and vulnerable adults arising from coming into contact with our staff, partners or our work. In addition, safeguarding means protecting our staff itself from such Harm. For more information, please find IDH's Safeguarding Policy [here](#).



- h. Copy of most recent (audited) financial accounts
- i. Statement of acceptance draft contract (annex 5)

The proposal must be submitted to Honore Johnson at johnson@idhtrade.org before **September 18th, 5:30 CET**.

6. Testing and weighing

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

Grounds for exclusion

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

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

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

Scoring and weighing



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

Step 1 - Criterion Quality

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

IDH values quality highly, therefore a minimum grade of 3 must be scored by the service provider on each component. If the service provider scores a grade of 3 or less on one of the components they will be excluded from the tender procedure and awarding the contract.

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

Component		Criteria	Max. Grading
1	Proposal overall	The extent to which the proposal meets the requirements set out in Section 3 above and throughout this document. Can the service provider deliver the required deliverables? Will the service provider be able to deliver a comprehensive solution?	5
2	Technical Expertise and Experience	This criterion assesses the service provider's proficiency in relevant technologies, as well as their track record of successfully implementing similar database pipeline improvement projects. It ensures that the selected service provider has the necessary skills and experience to handle complex data analysis tasks and integrate the database with visualization tools effectively. The extent to which the Service provider presents the required level of expertise and knowledge to fulfil the requirements both at team member and company level. The extent to which the service providers gives a clear description of the project team, relevant (delivering similar projects) experience of team members and time allocation per team member. Relevant experience in non-profit sector is advantageous.	5
3	Project Management, Design and Development process	<p>The extent to which the Service provider demonstrates that a clear project management, and design and development process will be followed and IDH is adequately consulted for input during the design and development.</p> <p>The extent to which it is clear what is required of IDH in terms of human resources, digital assets and other input to deliver the project without being too onerous on our staff.</p>	5
4	Data Security and Safeguarding	This criterion focuses on the service provider's commitment to data security and safeguarding sensitive wage data. It assesses the service provider's data anonymization strategy, compliance with GDPR regulations, and their understanding of safeguarding risks and the measures taken to mitigate them during the project.	5



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

Step 2 - Criterion price

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

Step 3 - Weighting

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

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

Award

Once IDH has decided to which service provider it intends to award the assignment, a written notification thereof is sent to all service providers participating in the tender procedure. The service provider is contracted via a letter of assignment.

7. Communication and Confidentiality

The service provider will ensure that all its contacts with IDH, with regards to the tender, during the tender procedure take place exclusively in writing by e-mail to Honore Johnson via johnson@idhtrade.org. The service provider is thus explicitly prohibited, to prevent discrimination of the other service providers and to ensure the diligence of the procedure, to have any contact whatsoever regarding the tender with any other persons of IDH than the person stated in the first sentence of this paragraph.

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

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



8. Disclaimer

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

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

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

9. Annexes

Annex 1: Template Question Form

Annex 2: Detail request form

Annex 3: Letter of Assignment

Annex 4: IDH General Terms and Conditions for Services

Annex 5: Statement of acceptance draft contract