

Request for Proposals: Supply Chain Grievance Mechanism Pilot Partner

Call for Tender

Deadline: **14th September 2020 (1300 GMT)**



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ABBREVIATIONS

SCGM	Supply Chain Grievance Mechanism
SP	Service Supplier

INTRODUCTION

To support members with a scheme which they cannot set up on their own, at least not in an efficient/synergetic manner, and to maximise the collaborative nature of amfori's membership, amfori installs a Supply Chain Grievance Mechanism (SCGM) to enable its members in providing access to remedy to impacted workers and communities in their global supply chains.

This document is a call for the interested companies and organizations to participate in the tender process which aims to select a service provider for the delivery of amfori's SCGM pilot in Q2 and Q3 2021.

The purpose of this tender process is to identify and engage a service supplier who will establish and maintain channels to receive grievances in a given geographical area, time frame and supply chains and design, build and roll out a case management system that allows amfori, its members and other parties to assess, process and remedy grievances.

A detailed scope of the work required within this tender can be found on the following pages. This document calls upon interested companies and organizations to submit their tender.

BACKGROUND

At amfori we believe in a world where all trade delivers social, environmental and economic benefits for everyone. We call this Trade with Purpose.

As the leading business association for open and sustainable trade, we bring together over 2,000 retailers, importers, brands and national associations from over 40 countries. Our membership reflects organisations of all sizes from a diverse range of sectors, representing a combined turnover of more than one trillion euros.

Headquartered in Brussels since 1977, we have a strong network of representatives based across 14 countries. We offer our members a practical framework and world-class tools to manage the social and environmental performance of their supply chains and anticipate trends. We also advocate for progressive policy and collaboration with high-level stakeholders to achieve social, environmental and economic progress.

Our work enables organisations to enhance human prosperity, use natural resources responsibly and drive open trade globally. These are major challenges across the world which require a collaborative effort to tackle. So, while our members can't solve them on their own, together we can influence and drive positive change at scale. Ultimately, our ambition is to leverage our unique position – our insight, influence and expertise – to drive open and sustainable trade, which contributes to the achievement of the Sustainable Development Goals (SDGs) of the United Nations.

In 2003, the Business Social Compliance Initiative (BSCI) was created. amfori BSCI enables companies to drive sustainability by monitoring and improving working conditions in their supply chains. In a global marketplace, supply chains are becoming increasingly complex. Particular attention needs to be paid to ensuring sustainable social conditions, auditing tools and training is available to deliver holistic outcomes for workers as well as all those involved in supply chains.

In the next year, amfori wants to take a next step and support its members in establishing a SCGM to provide direct access to remedy. In doing so, amfori responds also to the call of the UN Guiding Principles on Business and Human Rights chapter III on businesses to establish a grievance mechanism which ensures that “when abuses occur, those affected have access to effective remedy”.

With the SCGM amfori aims to enable its members to address grievances raised in their global supply chains which cannot or have not been addressed through the producer's operational grievance mechanism and are raised by: (i) workers and their legitimate representatives; (ii) communities; or (iii) other parties such as importers and producers, in the case of a grievance related to the amfori “Responsible Purchasing Practices in times of COVID-19 amfori Guidelines”.

amfori will support and enable its members on receiving and investigating grievances as well as on providing remedy.

AMFORI SUPPLY CHAIN GRIEVANCE MECHANISM PILOT

Objective

amfori aims to deliver a supply chain grievance mechanism to its members. With more than 27000 engaged producers and more than 6.9 million workers in their supply chains, this is considered as a major undertaking. Given the importance and the complexity of the project, amfori has decided to deliver a pilot limited in time, scope, and geography in 2021. For a period of six months amfori aims to assess developed processes and infrastructure with selected members and supply chains. In doing so, amfori will be able to evaluate:

- the structure and processes of the SCGM;
- the necessary resources for the processing, investigation, and remediation of the grievances; and
- the technical infrastructure required to implement the SCGM globally for all members and supply chains

To deliver this pilot, amfori is seeking a partner to provide a solution, which allows:

- affected individuals or organizations in the selected supply chains of our members to submit a grievance through different channels;
- the amfori secretariat to pre-assess and accept or reject a grievance;
- the amfori secretariat to link the submitted grievance to the involved parties; and
- the members to process the grievance, investigate it (potentially with external parties), engage with the grievant and provide remedy.

Please note that this list is not exhaustive and further defined in the section 'Scope of required work for the SCGM pilot'.

Timeline

amfori is committed to deliver the pilot to all members active in the proposed pilot scope (see *Annex 1*) in Q2 and Q3 2021. Preparatory work (e.g. setting up a case management system, implementing business rules) prior to the pilot kick-off needs to be conducted in Q4 2020 – Q1 2021.

Scope of the required work

As mentioned above, amfori is seeking a partner to implement, operate and maintain a solution to receive, process and remedy grievances related to amfori members. Within the scope of the pilot, the system will only be rolled-out for a limited number of supply chains. Further information about the different potential pilot scopes can be found in *Annex 1*.

The scope of the required work for the SCGM pilot contains the following **deliverables**:

Deliverables	Date/Deadline
I. ANALYZE PHASE	Q4 2020
Identification of the (technical) requirements of the SCGM and detailed process description in collaboration with amfori	Friday 20 th of November
II. DEVELOPMENT PHASE	Q4 2020-Q1 2021
Establish access channels in relevant geographies and for selected supply chains (see <i>Annex 1</i> for scope) to receive grievances from individuals and organizations (see <i>Annex 2</i> for tentative process flowchart)	29 th of January 2021
Implement and maintain case-management system (see <i>Annex 2</i> for tentative process flowchart) which <ul style="list-style-type: none"> is a central management system containing all information about the grievance (related to for example, the initial submission, further information provided by the member or third parties, the status of the grievance, communication with grievant, etc.) enables the amfori secretariat to link grievances to involved parties (members) based on a linkage directory provided by amfori allows involved parties (members or other service suppliers) to have an individualized access to the system to access grievances they are involved in facilitates a two-way communication between grievant and amfori secretariat and/or involved parties 	29 th of January 2021
Provide data and activity reporting dashboard to allow aggregated external communication on elements such as: <ul style="list-style-type: none"> Number of grievances overall Nature of the grievances Status of grievances (accepted, rejected, under investigation, closed) 	12 th of February 2021
Provide training to the amfori secretariat and selected members on the SCGM structure, case-management system and its functioning	5 th of March 2021

Provide and support the distribution of communication materials explaining the SCGM in those geographical areas where the pilot will be rolled out	Q1 2021
III. ROLL-OUT PHASE	Q2-Q3 2021
Operate and maintain access channels and ensure intake and registration of grievances	March-September 2021
Operate and maintain the case management systems	March-September 2021
III. FINE-TUNE PHASE	Q4 2021
Adapt the SCGM case-management systems according to the lessons learned in the pilot and provide technical recommendations for a global implementation of the SCGM	29 th of October

amfori may add and remove activities throughout the delivery of the contract without prejudice. Therefore, amfori reserves the right to review and renew the activities and deliverables as SP continues delivery of the tasks.

CONTRACT & APPLICATION

The scope of the contract is limited to the requirements above and the deliverables expected to be delivered between 01st November 2020 and 01st November 2021.

In case of a satisfactory evaluation of the pilot, amfori might consider extending the length and the scope of the contract to roll-out the SCGM to a global scale.

Timeline of the tender process

The selection process will follow the following timeline:

Content	Date/Deadline	Owner
Launch of tender application process	Friday 14 th August	amfori
Submission of enquiries and clarification requests by interested parties regarding the call for applications	Monday 31 st August	amfori
Reply to received enquiries and clarification requests via public documents to be shared with all interested parties	Monday 7 th of September	amfori
Deadline for the tender application and all necessary documentation to be submitted to amfori	Monday 14 th September	interested parties
Review of tender documents and shortlisting of candidates on the basis of the selection criteria	Monday 21 st September	amfori
Online interviews with the shortlisted companies/organisations	28 th September - 2 nd October	amfori - shortlisted parties
Final decision deadline	9 th October	amfori
Feedback to all organisations	12 th - 16 th October	amfori

Selection Process

The selection process will be implemented in line with the timeline presented above. The review and selection of the SP will be completed by the amfori Selection Committee.

All the applications will be reviewed and evaluated based on following non-exhaustive list of criteria below and requirements and qualifications listed in the relevant section:

- Quality and clarity of the documentation
- Company structure to ensure global delivery
- Geographical and industry coverage
- Alignment with effectiveness criteria¹ for non-judicial grievance mechanisms of the UNGPs

¹ See [Guiding Principles on Business and Human Rights](#)

- Reference projects for the delivery of similar programmes
- Financial Quote

The shortlisted applicants advancing to the online Interview Rounds are invited to present for max. 30 minutes, after which a Q&A round takes place for 60 minutes. The total duration of the interview will be 1h30.

Documents to be Submitted

Interested companies and organizations must send following documents in line with the limitations (A4 pages and excel) mentioned.

Presentation of your firm – Identification Documents (max 5 pages)	
Brief history and description	1 page
Global Structure and Expertise: Demonstration of experience and your organizations' positioning within the industries of handling grievances/complains	1 page
Geography and Industry Coverage, also highlighting the capacity (e.g. through own staff or subcontracting) to deliver investigation and remediation of grievances	1 page
Org. Chart / Human resources / Turnover / Years of experiences	1 page
Relevant references projects	1 page
Company/ organization policies and procedures on <ul style="list-style-type: none"> • UN SDGs • Gender Equality • Sexual Harassment at workplace • Grievance Mechanism • Environmental policy 	Can be sent as an attachment
Technical Proposal (max 3 pages)	
Understanding of amfori SCGM: Description of proposed methodology in management and service delivery at all levels described in the call *see Annex 2	max 2 pages
Information on the technical and professional capacity in the proposed countries and sectors* *see Annex 1	1 page
Budget Estimation	
Quote for the creation, implementation, operation and the maintenance of the SCGM	Free format
Quote for the creation, implementation, operation and maintenance of a global system* including the company's licensing structure and accompanying cost (delivery of this service is not in the scope of this	Free format

tender) *see Annex 3	
Appendices (if applicable)	
Outlining any circumstances as outlined in the section: Blended Application	Free format

Method of Application

The complete submission should be in one compiled document in pdf format.

All enquiries, clarification requests and correspondence regarding this call should be addressed to:

charline.daelman@amfori.org

All final submissions must be sent by

1300 GMT - MONDAY 14TH September 2020

Subject line should indicate as following:

[Company/Organization NAME] – Call for Expression of Interest – amfori SCGM

Applicant companies and organizations are strongly encouraged to submit a written application in accordance with the requirements in this call. To ensure consideration, your complete, detailed application must be submitted to charline.daelman@amfori.org

Blended Application

It is accepted that one organisation may not hold all expertise to provide the necessary deliverables and so the following blended models could be engaged. To ensure a consistent delivery however, the applicant(s) must designate a single point of contact for amfori (consistent with a PMO office) which is also referred to as the `Lead Applicant`. Interested parties/companies can apply as follows:

- They have designated one party to act as a lead entity, vested with authority to legally bind the members of the joint tender
- If they are awarded the contract, the contract shall be entered into, by and between amfori and the designated lead applicant, who then shall be acting for and on behalf of all the member organizations comprising the consortium
- Expected role and responsibilities of each organization as well as the lead applicant should be defined thoroughly and clearly in delivering the requirements of the tender.

Subcontracting

Subcontracting outside of what is agreed during the tender process shall not be allowed, with the exception of translation services.

Subcontracting will be considered as an organisation who employs a further organisation to complete a part of the SCGM deliverables. This is different from a joint tender, where both and/or all parties submit a tender together where both and/or all parties are considered partners to the project.

Statement of Confidentiality

All information presented in this document or shared with the addressee, as part of the proposing process is considered strictly confidential. As such, the addressee should not disclose this document or any attachments in whole, or in part to any third party without the prior written consent of amfori.

All supporting materials and other documentation included with the response will become the property of amfori unless otherwise requested by the bidder at the time of submission.

Annex 1: Potential scope of the pilot

The scope of the pilot will be limited in time, geography, and sector. The final selection of the scope will also depend on the chosen service supplier. We are foreseeing to define two samples for the pilot. Please find a tentative description of the samples below.

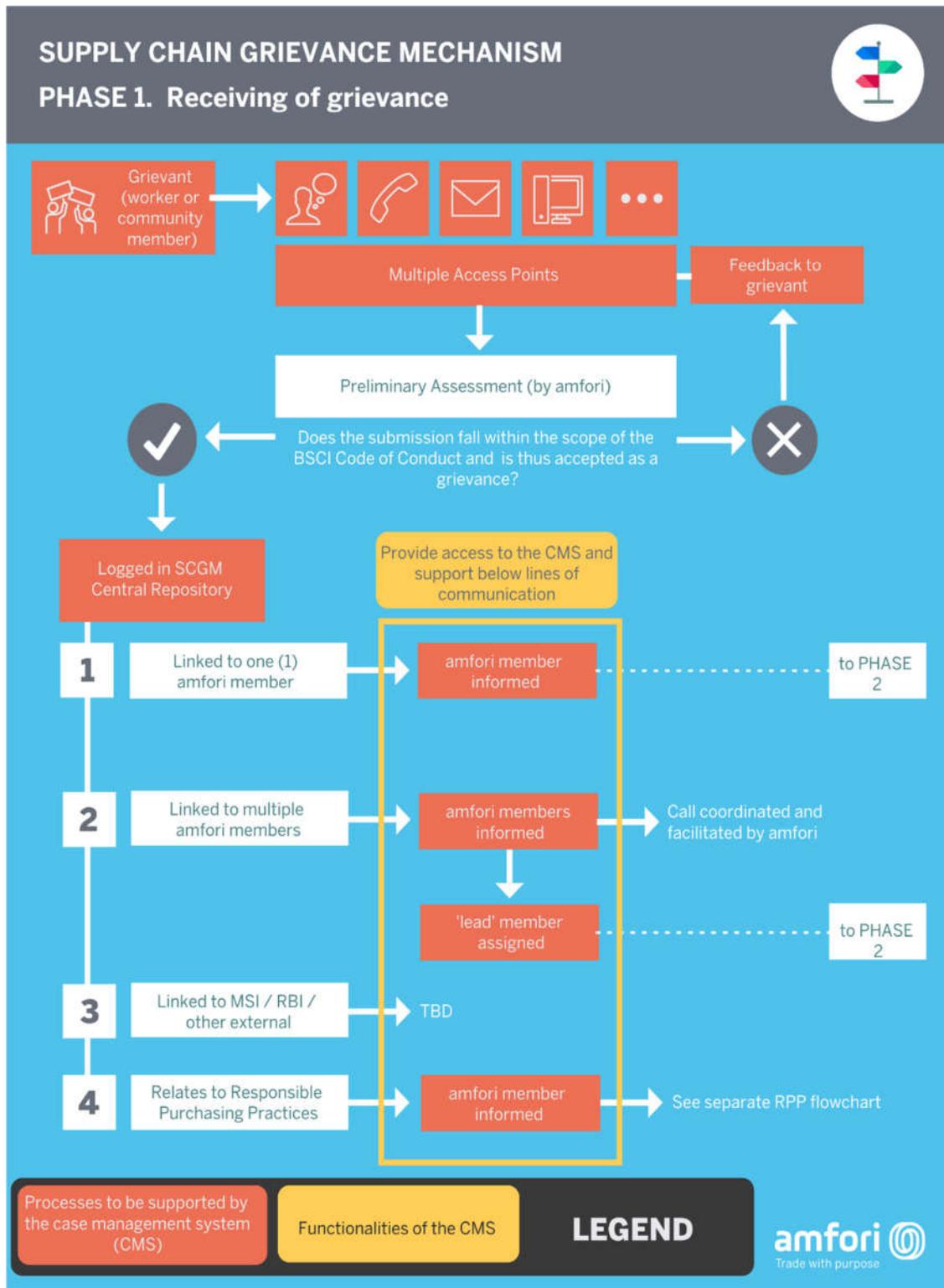
Sample 1: Textile Sector in South-East-Asia

Textile sector in Vietnam, Thailand, Myanmar **or** Cambodia (the country will be defined later in the process, only one country will be selected for sample 1). In all countries there will be about 200 producers/suppliers with approximately 180000 workers.

Sample 2: Textile and Agricultural Sector in Morocco

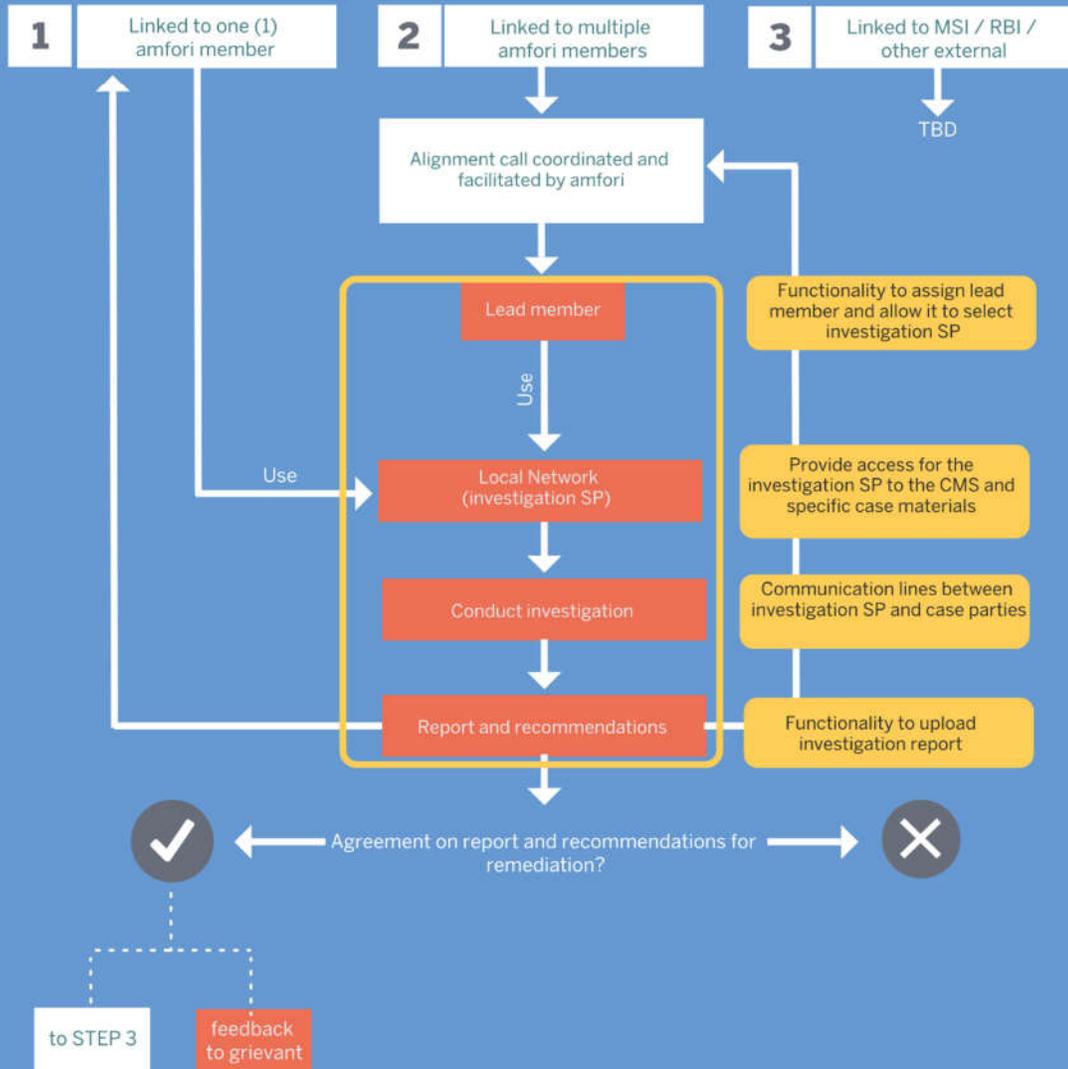
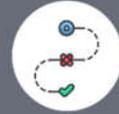
In Morocco, two industries will be in the scope of the pilot: the textile and the agricultural sector. Within the textile sector, there will be 74 producers with approximately 25000 workers. In the agriculture sector there will be 10 producers with approximately 7500 workers.

Annex 2: Process flowchart



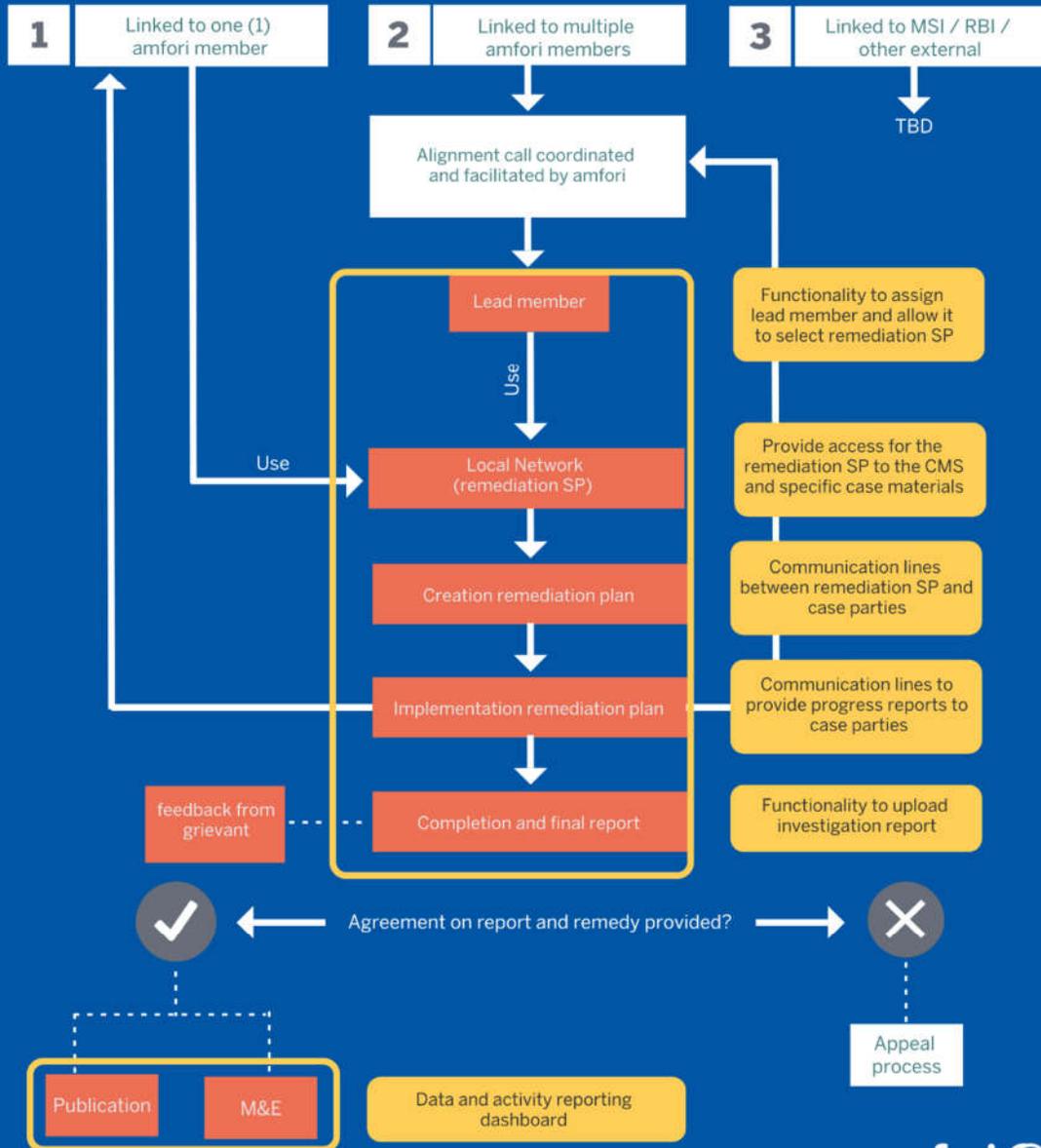
SUPPLY CHAIN GRIEVANCE MECHANISM

PHASE 2. Investigation of grievance



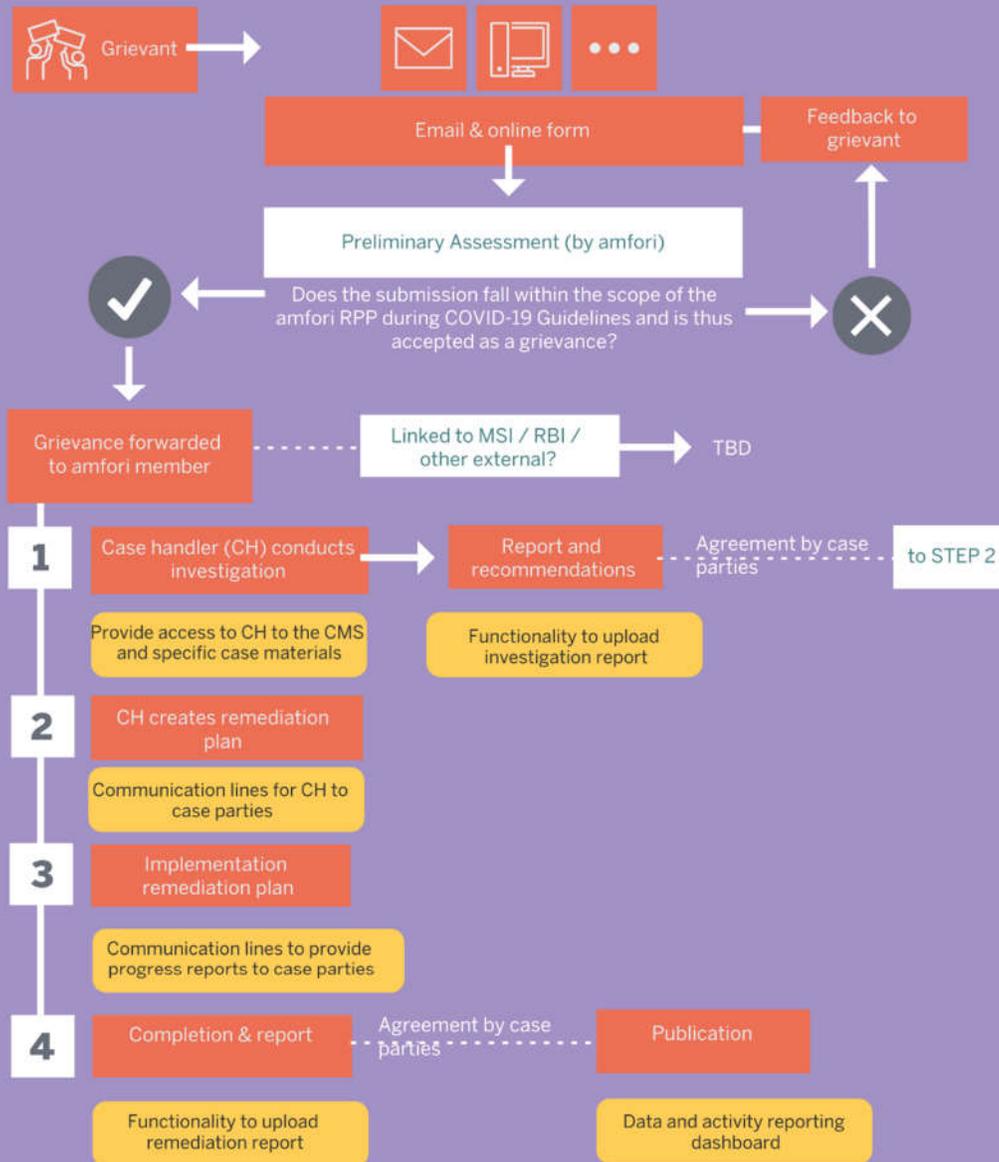
SUPPLY CHAIN GRIEVANCE MECHANISM

PHASE 3. Remediation of grievance



RESPONSIBLE PURCHASING PRACTICES GRIEVANCES

Flowchart



Annex 3: Scope of a global roll-out

In 2022, amfori is foreseeing to roll-out the SCGM to all members and producers. Within the scope of the global SCGM will be approximately 2500 members and 27500 producers with 6.9 million workers. The producers are based in 82 countries and operational in more than 12 different sectors.