



TERMS OF REFERENCE (ToR) OECD APPAREL SUPPLY CHAIN ASSESSMENT IN INDIA

I. BACKGROUND AND RATIONALE FOR THE PROJECT

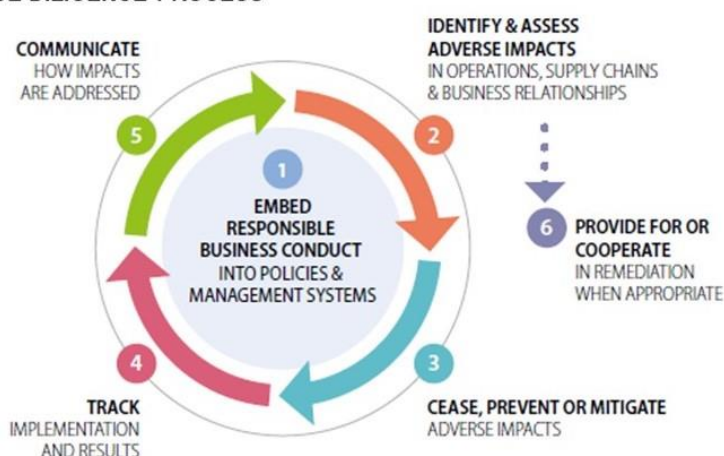
The mission of the Organisation for Economic Co-operation and Development (OECD) is to promote policies that will improve the economic and social well-being of people around the world. The OECD provides a forum in which its 36 member governments can work together to drive economic, social and environmental change.

Creating a level playing field for supply chain due diligence

One of the key mandates of the OECD is to establish a common understanding of a company's responsibility *vis-à-vis* its supply chain. This mandate stems from the OECD Guidelines for Multinational Enterprises (the OECD Guidelines), which lays out the overarching expectations of companies by governments related to disclosure, human rights, employment and industrial relations, environment, combatting bribery and corruption, consumer interests, science and technology, competition and taxation. Importantly, the OECD Guidelines consider the expectations of companies in relation to their own operations *and* their supply chains. Specifically, the OECD Guidelines recommend that companies carry out due diligence, the process by which they identify and account for the negative impacts in their supply chains by focusing their efforts on issues which are most severe in terms of scale, scope and irremediability. Expectations of due diligence for responsible business conduct are increasingly being reflected in international and national policy, as well as in some cases in regulation. Recognising that different sectors present unique challenges and approaches for carrying out due diligence, the OECD develops practical guidance for companies on how to carry out due diligence in their operations and supply chains. These guidances present a common framework for understanding due diligence within a sector by governments, companies, trade unions and civil society and therefore promote a level playing field.

What is due diligence and how does it differ from traditional code of conduct compliance?

DUE DILIGENCE PROCESS



DUE DILIGENCE:

1. Looks **beyond tier 1**, including to sub-contractors
2. Is **risk-based** (i.e. focuses on where impacts are most severe)
3. Involves **workers** at each stage of the process
4. Measures the effectiveness of a company's approach
5. Includes processes to **provide remedy** to those impacted

In 2017, the OECD launched a [Due Diligence Guidance for Responsible Supply Chains in the Garment and Footwear Sector](#) (henceforth the “the OECD Garment Guidance”) which provides a practical application of due diligence for companies working in the sector. It likewise includes targeted recommendations across 11 issues common to the sector including child labour, forced labour, sexual harassment, engagement with trade unions, wages, occupational health and safety, hazardous chemicals, water, greenhouse gas emissions, bribery and corruption and responsible sourcing from homeworkers. The OECD Garment Guidance likewise incorporates a gender lens to applying due diligence. Importantly, it moves away from traditional compliance approaches in many regards and supports an approach that is meaningful, driven by effectiveness criteria and stakeholder engagement and built on a thorough understanding of the local context. It likewise recognises the role of not only manufacturers and producers but also buyers in addressing their purchasing practices to drive improvements. The OECD Garment Guidance, which has been approved by 48 governments, is endorsed by business, trade unions and civil society.

The relevance of OECD due diligence guidance extends beyond OECD member countries and Adherents to producing economies. For example, key end markets for the Indian T&A sector have seen an increase in legislation related to labour and environmental due diligence in the last 5 years.¹ Such legislation holds companies operating in or from their territories accountable to labour and environmental risks/impacts not only in their own operations but also in their supply chains. Furthermore, investors in key end markets for the Indian T&A sector are increasingly being held accountable for their investment portfolios and therefore are taking more stringent measures in ensuring that labour and environmental risks are being adequately addressed in their supply chains. The OECD guidance provides a tool, therefore, which is applicable for companies operating across global supply chains to meet emerging government, company and investor expectations on labour, human rights and environmental due diligence.

Implementation of the OECD Garment Guidance

The OECD seeks to support the uptake of the recommendations contained in the Garment Guidance and the alignment of existing and emerging standards and programmes with OECD recommendations. To this end, the OECD carries out the following activities: (i) Convene stakeholders to share learnings and drive collaboration; (ii) Evaluate the alignment of existing initiatives with OECD recommendations and provide technical support to emerging initiatives or government policy; (iii) Conduct analysis to fill knowledge gaps; and, (iv) Incubate collaboration between stakeholders to drive sector-wide implementation.

Figure 1. OECD activities to support the implementation of the OECD Garment Guidance



¹ Example legislation include the : Section 54 of the UK Modern Slavery Act; Section 307 of the Tariff Act of 1930 (19 U.S.C. § 1307); California Transparency in Supply Chains Act of 2010; and the French law on the corporate duty of vigilance (2017-399).

OECD collaboration in India

In 2018 the OECD facilitated the creation of a platform between Indian garment and textile industry, represented by the Confederation of Indian Industry (CII), and global apparel brands to share information and build capacity within the sector to meet international labour and environmental standards and industry best practices as laid out in the [OECD Due Diligence Guidance for Responsible Supply Chains in the Garment and Footwear Sector](#). In addition, the platform aims to build transparency to enable investors, customers and regulators to access credible and robust information on the sector, and to enhance the competitiveness of the Indian sector with regard to market requirements on responsible business conduct.

The platform's role is to facilitate collaborative work towards that vision, by recognising good business practices where they already are in place, identifying areas where capacity building is needed, and working together on activities to address those needs, via concrete and systematic steps, in collaboration with wider stakeholders, as appropriate.

Activities of the platform to date include:

- July 2018: CII-OECD industry roundtable in New Delhi
- December 2018: CII-OECD South India industry roundtable in Coimbatore
- February 2019: the CII released a report called Vision 2030 : Weaving a New Textile Sector for India, which identified 5 key pillars of activity to support sustainable growth in the sector to double the sector's turnover and create millions of jobs by 2030, including i) a transparency framework, and ii) widespread adoption of due diligence for a responsible sector. The report featured case studies of good practices, and future perspectives from business leaders in the sector.

Overview of the project under these ToR - *A consultative supply chain assessment to establish a common understanding of key due diligence risks in Indian garment and textile supply chains.*

As a key outcome from the roundtables held in 2018 there was broad agreement on the need to establish a mutual understanding and a 'baseline' for the current context on due diligence impacts in Indian textile and apparel supply chains. From this it would be possible to understand what is needed to establish tools and approaches to achieve sustainable growth based on principles of transparency, accountability and responsible business practice that leaves no worker or impacted community behind. This baseline would be established via an independent study of the key labour, human rights and environmental due diligence risks and drivers across the whole supply chain of the Indian garment and textile sector, which brings together different stakeholders and builds consensus around the study's key findings.

The OECD will conduct this study and is now calling for proposals to carry out this supply chain assessment of the apparel and textile supply chain in India. The objectives, scope of work, deliverables and timeframe relating to this assessment are described in these Terms of Reference.

II. OBJECTIVES

The objective of this Market Consultation is to source a Contractor who will carry out a comprehensive and independent assessment (the "assessment") to analyse the apparel and textile sector in India and establish a common understanding and 'baseline' of the prevalent RBC due diligence risks and adverse impacts, taking a whole supply chain approach to the textile and apparel sector in India. The assessment will also seek to establish

an understanding of the drivers for these risks and impacts and identify important gaps in knowledge and the potential to build responsible supply chains as defined in the OECD Garment Guidance. It should furthermore assess stakeholders' awareness of supply chain risks, the Due Diligence Guidance and the level of implementation of due diligence initiatives, as well as related government initiatives that could be leveraged.

The assessment will be based on desktop research, interviews and consultation with relevant stakeholders, and result in a report with key findings and strategic recommendations that reflect a broad consensus as a result of the study. Recommendations should focus on advancing responsible sourcing in the apparel and textile sector by addressing potential and actual adverse human rights, labour rights, environmental and corruption impacts in textile and apparel supply chains, and thereby make a positive contribution to India's socio-economic development and particularly India's commitments to the Sustainable Development Goals. Recommendations should target Business (Manufacturers, and Indian and Global buyers), Multi-stakeholder initiatives, Investors, Regional, state and federal Government, and inform private sector implementation and policy-making by the countries concerned, donors and multilateral institutions.

The main deliverable will be submitted as a final draft for publishing by the OECD.

III. SCOPE OF WORK AND TIMELINE

This work will be divided into 6 key stages:

i) Research planning

The consultant will design a research plan in consultation with the OECD, designed to probe prevalent risks (defined by severity and/or likelihood) that are well established in existing literature (see OECD literature review 2019²) as well as to scope and categorise risks that may be less well reported. The consultant should plan some flexibility into the research plan, as new risk information is likely to come to light through the process of research which may lead to adjustment of plans, such as a change of interviewee or consultation location.

The research plan should include adequate provisions for all the following stages of the project.

ii) Core research: interviews designed to test and substantiate existing risk information, as well as to carry out new research for areas where there were significant gaps in knowledge.

iii) First draft: comprising an overview of the textile and garment sector in India, description and analysis of the results of the core research, methodology and limitations, key stakeholder perspectives, and conclusions and recommendations.

iv) Consultations: partnering with the OECD on a consultation process to test the findings and recommendations of the first draft, and running a process for written feedback on the first draft.

v) Second draft: incorporating feedback from consultations and written feedback.

vi) Final draft

² An internal-facing document in draft form which will be made available to the consultant(s).

This work is expected to start in June and take place over a period of at least nine months and maximum thirteen months to June 2020). The consultant will work independently under the supervision of the OECD Secretariat. It is anticipated that regular (monthly) conference calls will be held between the Secretariat and the consultant to feed into the research and review findings together.

Expected activities, supporting deliverables and the indicative timeline are outlined in Table 1 in Annex I.

IV. KEY DELIVERABLES

As the final deliverable (“final draft”) the consultant will deliver **ONE report** comprising the following sections:

1 Overview of the Garment and Textile sector in India, 15-20 pages

- A mapping of hubs by region, types of manufacturing and production and actors; extent of large scale manufacturing, small and medium-sized enterprises, informal work;
- Trade routes and final destinations of products
- Identification of control points³ of key production processes (e.g. mills, traders, exporters)
- Statistics and figures, where relevant, on size of industry at textile level, at CMT level, production numbers, trade and biggest trading partners, imports of raw materials v sourcing domestically, etc.
- Demographics and type of employment and context around employment (e.g. mapping of worker migration flows, overview of labour brokers/ recruitment agencies, etc.)
- Overview of key sector dependencies (natural resources, raw materials, carbon, chemical and water footprint)
- Policy context for responsible business conduct in the sector, including:
 - Global frameworks, eg. OECD Guidance, ILO, UNGPs, UN SDGs, Paris Accord, Aichi Biodiversity Targets and Post-2020 global biodiversity framework, G20 (India presidency in 2022).
 - Indian national and regional legislation, eg. Labour laws, POSH Act
 - Industry codes of practice, eg. SIMA Guidelines for mill owners.
 - Government or industry strategy commitments, eg. SDGs, Paris Accord, Make in India, Vision 2030.

2 Description and analysis of prevalent Responsible Business Conduct risks in the sector, 20-30 pages

- Summary of key findings
- Description of identified prevalent potential (“risks”) or actual adverse impacts by sector, sub-sector, geographical region and demographic bias/vulnerability of persons affected or dependency and impact on the environment, together with analysis indicating why these issues were determined to be highly likely and/or severe (determined in terms of scale, scope and irremediability) through the study, and the key contributing or driving factors for the potential or actual adverse impacts as determined by the research.

³ Also known as ‘choke points’ see OECD Garment Guidance, Terms used in the Guidance, p13

- Analysis, including methodology and limitations of research, testing the key findings of the research on risk particularly focusing on: (i) the accepted context around labour, human rights and environmental issues in the sector supply chain, (ii) research gaps on potential risks or enabling factors⁴. The analysis should be provided in a 20 – 30 page narrative, and broken down by type of business and position in the supply chain, with full consideration of the steps of the due diligence process and the overarching characteristics of due diligence and the special considerations affecting businesses working in the textile and garment sector, including attention to the prevalent risks in the sector.

3 Existing responses to risks and gaps in response 15-20 pages

- Scale and scope of existing government interventions to address identified potential and actual adverse impacts
- Scale and scope of existing business, civil society or other interventions to address identified potential and actual adverse impacts
- Gaps in scope and scale of existing interventions

4 Conclusions and recommendations, 4-5 pages

5 Methodology and research limitations 1-2 pages

- A brief methodology detailing how the core research was conducted and any desktop research that was carried out as well as the consultation process.
- Analysis on the limitations of the research based on the desktop review, interviews and outcome of the consultation process.

This could be incorporated into an introduction or as an annex, to be determined in consultation with the OECD.

V. METHODOLOGY AND GOVERNANCE STRUCTURE

1. Methodology: The study will include some desktop research for issue framing and background to the industry, and then the substantial part of the research will consist of targeted interviews. The research will also go through a consultation and review process as a key part of the study process. A proposed methodology should form part of any prospective consultant proposal, and agreed between the successful candidate and the OECD Secretariat during the research planning (project stage 1). The consultant should include a methodology in the final report, see section IV, Key Deliverables, 5, above.

2. Governance Structure: The project will be overseen by the OECD Secretariat. While the consultant will be responsible for delivering all activities under these ToR, the OECD Secretariat will play an active role in supporting the project in the following way:

- Providing inputs into the list of proposed interviewees and participants in the consultation;
- Providing feedback on questions for interviewees;

⁴ For example, the consultant may identify that freedom of association is not adequately evaluated in the body of research. Similarly, the consultant may find that research on labour brokers and contracts is insufficient.

- Shadowing or leading select interviews.
- Full organisation of the consultation (e.g. room bookings, registration, coffee, etc.)
- Support the moderation of the consultation (as appropriate)
- Review drafts and provide substantive and timely feedback⁵.

VI. MINIMUM REQUIREMENTS FOR BIDDERS

An offer may be made either by an individual or organisation (company, research institution, etc.) responding to the minimum requirements described below:

- Be able to demonstrate in-depth and relevant knowledge and expertise of the garment and footwear sector in India, including understanding supply chain structures and market drivers for the sector, and be able to demonstrate a good understanding of the relevant policy environment in India.
- Have a proven record of strong research, analytical and drafting skills, ability to speak with and interview people, and have excellent project management and communication skills;
- Have demonstrated experience leading or co-leading a multi-stakeholder consultation process on highly sensitive issues, ideally relating to responsible business conduct, human rights, corruption or environmental due diligence topics, and have a proven track record of contribution towards successful outcomes in consensus-building between stakeholders in this context.
- Successful candidates will be able to demonstrate the ability to exercise great sensitivity, tact and patience in communicating with stakeholders and to observe appropriate social norms and diplomatic protocol.
- Successful candidates will be available to work in India for the majority of the project and flexible to travel within India for the needs of the project (during the research and consultation phases).

It is recommended that the consultant:

- Have a strong understanding of supply chain due diligence, and particularly familiarity with the OECD Due Diligence Guidance (see further reading in Section IX).
- Hold at least a Masters degree in a relevant discipline (e.g. economics, international development, public policy, business, etc.)
- Further to fluency in English (written and spoken), spoken fluency in Hindi and/or Tamil or another Indian language is desirable.

⁵ The consultant should receive written sign off from the OECD on every draft before moving onto the next stage of the project.

VII. RESPONDING TO THE MARKET CONSULTATION

Update: Extended time for market consultation to 18 June, 23:59 Paris time.

To participate in this market consultation, interested bidders are requested to provide a technical offer (the technical offer includes the concept note, CV(s) and written sample) and budget proposal in two separate documents by **18 June 2019, 23:59 Paris time** by email to Avra ZACHARIOU, Avra.ZACHARIOU@oecd.org, copying Dorothy LOVELL, Dorothy.Lovell@oecd.org. The technical proposal shall not mention any information regarding the financial proposal.

The proposal should include:

i) A concept note of five to seven pages including the following sections:

- A general description of the consultant's availability to undertake the project in conformance with the proposed set of tasks and the timeline that has been proposed; and the consultant's qualifications and experience with respect to the different minimum criteria identified above;
- A list of key research questions and proposed methodology and governance of the project (including roles and responsibilities of each member of the consultant's team if applicable).
- A completed budget providing the cost to carry out the services and provide the deliverables described above.
- The timeframe when the bidder will be able to start and complete the tasks.

ii) The CV of the key elements of the proposed consultant's team, highlighting the following aspects:

- A detailed CV that will provide details of any relevant professional qualifications and work experience to demonstrate skills, abilities, professional network described in the section "Minimum Requirements for Bidders", description of previous practical experience in the garment and footwear sector, due diligence and/or international organisation working on garment & footwear supply chains, as well as experience conducting research based on interviews and carrying out consultations and building consensus;
- Relevant professional qualifications and work experience related to the minimum requirements indicated in section VI; and
- Any additional qualification.

iii) A 3-10 page written sample which demonstrates the consultant's drafting and analysis capabilities.

- The subject of the sample should be relevant to the topic of supply chain due diligence, the garment and footwear sector supply chain, the Indian context or relevant labour, environmental or integrity issues, but does not have to directly relate to the subject matter of the supply chain assessment.

iv) **A budget proposal** providing the cost to carry out the services and provide the deliverables described above. The candidate is expected to submit a financial proposal using the template below:

The proposal should include:

- A lump sum for the execution of the work, excluding travel fees;
- A detailed fee for the activities under each project stage;
- An indication of the daily rate of each member of the consultant's team.

Any travel required for this work will be funded separately by the OECD as required and paid according to OECD rules and procedures, and should therefore not be estimated as part of the proposal. The OECD will not cover any additional consultants' expenses related to implementation of their tasks.

		Number of days	€
Lump sum for execution of the described activities			
Lump sum for execution of the described activities, <i>minus project stage 6</i>⁶			
Detail of activities:			€
Project stage 1	Create Research plan in consultation with OECD		
	Review with CII-OECD-Industry subcommittee and other selected stakeholders and incorporate feedback.		
Project stage 2	Core research, including desktop review		
	Interviews with 100 interviewees (to be determined during the planning stage) some by phone, others in-person, ideally arranged by cluster.		
	Share preliminary findings with OECD		
Project stage 3	Outline for OECD review		
	First draft, with OECD review		
	First draft of full report		
Project stage 4	Supporting OECD in government review period (arranging meetings, attending and helping synthesise feedback)		
	Prepare questions for consultation		
	Partnering with OECD to carry out 4-5 consultations		
	Noting/recording outcomes of consultation		

⁶ Stage 6 is a key stage of the project, but may need to be invoiced separately within a different OECD funding cycle.

	Setting up and running online review and written feedback consultation process		
Project stage 5	Draft 2, including outcomes of consultations, section re-write if required		
	Share with OECD for feedback		
Project stage 6	Final draft.		

PROJECT TEAM

Daily rate	Profile type (manager, senior, junior)	# of days/staff	Total in €

VIII. EVALUATION CRITERIA

The OECD Secretariat will conduct an initial review of all submissions. The OECD Secretariat may follow-up with questions and an interview with a short-list of bidders. The following criteria will be used for the selection of the best bidder:

- 20%: Knowledge and familiarity with the garment and footwear sector in India, and policy environment, as demonstrated in the concept note.
- 30% Appropriate research skills as demonstrated by the CV, concept note and writing sample. This also includes relevant experience carrying out successful research interviews and consultations for consensus-building or comparable objectives, as demonstrated in the concept note.
- 10%: A strong understanding of the OECD Due Diligence Guidance and familiarity with responsible business conduct instruments as demonstrated in the concept note.
- 15%: Availability in India for the timeframe of the project.
- 25%: Financial proposal

IX. ADDITIONAL ITEMS

Engagement with government

Government buy-in is critical to the recognition of the findings of the supply chain assessment. The OECD will engage with the Indian federal government, including the Ministry of Textiles and other relevant ministries (such as the Ministry of External Affairs and Ministry of Commerce) at several stages of the process. This is anticipated to include:

- Providing an overview of the project and scope for comment to key government agencies;
- Government participation in key interviews and consultations;

- Government consultation on draft one of the report;
- Government feedback on further drafts of the report (including final draft).

The OECD will likewise engage with State governments in the states where the research is to be conducted through key interviews and feedback on key drafts of the report.

Language

The outline, drafts and report will be written in English. Any translation or interpretation services for the purpose of consultation meetings or interviews will be arranged directly by the OECD and do not come under this ToR.

Travel

It is anticipated that any significant travel required under this ToR would be expensed separately by the OECD and so should not be included within this budget. This includes the consultant's travel for the purpose of interviews and consultations, as well as the travel of stakeholders that may require travel expenses, to be agreed on a case by case basis by the OECD.

Event management and costs

The OECD will coordinate venue booking and hospitality organisation and costs for events (eg. consultations) foreseen as part of this project. The consultant should only budget their associated time for attending events.

Publication

The final report will be published by the OECD and final editing, translation or publishing work does not come under the scope of this project.

Intellectual Property

Any intellectual product that results from this framework contract shall be the property of the OECD.

Background reading

- [OECD Due Diligence Guidance for Responsible Supply Chains in the Garment and Footwear Sector](#), 2017
- [OECD Guidelines for Multinational Enterprises](#), OECD, 2011
- [OECD Due Diligence Guidance for Responsible Business Conduct](#), OECD, 2018
- OECD literature review and initiative mapping (internal documents)
- [Weaving a New Textile Sector for India: Vision 2030](#), Confederation of Indian Industry, 2019

ANNEX I – Table 1

Table 1. Expected activities, deliverables and timeline of the project

Expected activity	Example sub-activities	Deliverable(s)	Indicative timeline
Kick-off	Phone call or in-person meeting (2 hours)	N/A	June 2019
Stage one: Research plan	Define:	Research plan (Expected to be ~8 pages)	June 2019
	- Research methodology, including research feasibility & data access concerns;		
	- List of reports and documentation to review		
	- The main research regions & textile clusters for the study and justification;		
	- Prevalent risk factors and profiles of affected workers or impacted communities;		
	- Outline for research interviews, including proposed distribution of interviews by stakeholder group and location, size, length and type of interview per stakeholder profile, data objective and highlevel overview of key research questions;		
	- Outline (i.e. headings) of the final report		
Stage two: Core research	Carry out desktop review:	Documentation for desktop review:	July 2019
	- Review of OECD literature review and other key documents and available data sets to inform background information section of report (see IV Key Deliverables) and establish baseline information to test via interviews.	- List of documents for report bibliography - Draft structure for Section IV	
	- Analyse results	Documentation for the interviews	July - September 2019

Conduct ~100 interviews as a mixture of phone or web interviews as well as in-person, ideally grouped by cluster, to seek Stakeholder perspectives on the main prevalent risks for the sector as identified by the desktop research, preparing questions⁷ that would

- test the issues presented in desktop research including available industry RBC data sets;
- understand more detail about issues that were raised but about which there is not much information;
- What are the potential drivers of due diligence that should be evaluated (e.g. legislation, benchmarks, advocacy pressure, multi-stakeholder initiatives)?

Interviews should be held with key stakeholders⁸ including (not an exclusive list and not in any order):

- Workers and worker organisations
- Civil society representatives, which could include community organisations as well.
- Multi-stakeholder initiatives
- Businesses through out the supply chain and representing different clusters of Indian garment and textile production downstream (RMG, embellishment and export) and upstream (fibre processors, spinning, dyeing, weaving); working for export market and/or local market, formal or informal economy, global and local brands and

- List of proposed interviewees
- Questions for interviewees
- Interview notes (1-2 pages per interview)
- Summary note (e.g. 3-5 pages or PowerPoint) on findings

⁷ The questions for the interviews should be created by the consultant(s) in consultation with the OECD.

⁸ The OECD will support the consultant to identify and establish contacts for interviews. The consultant is not expected to have all necessary contacts up front. The OECD will join several of the interviews to determine in consultation with the consultant(s) during the planning phase.

	buyers etc. agents and labour providers, as determined in the research planning stage; <ul style="list-style-type: none"> – Indian federal government, state government, including Labour Departments, Women's commissions) – International Governmental Organisations. Share summary note with preliminary findings with the OECD Secretariat		
Stage three: Drafting	– Outline for OECD review	Outline (~3-5 pages)	End September (outline)
	– First draft	Draft 1 report	October (first draft)
	– OECD review period	– (~70-80 pages excluding appendices)	End-October (first full draft) 2019
	– Revised first draft (Consultant to incorporate OECD feedback)		
	– First draft of full report, including overview, draft analysis, methodology.		
Stage four: Stakeholder consultation & review period	Partnering with the OECD on a consultation process to test the findings and recommendations of the first draft ⁹ , to include:	Government review:	Government review period – November 2019
	– Support OECD to conduct first review (3-4 weeks) with Government prior to commencing broader stakeholder consultations ¹⁰ .	– Summary note of key points of feedback	
		– Updated first draft incorporating government feedback and OECD review.	

⁹ Use the consultations to explore and determine where possible the availability, accessibility and comparability of data on which the findings are based, across different clusters or regions.

¹⁰ As above the OECD will support the consultant in establishing key contacts for interviews and government consultation.

	<ul style="list-style-type: none"> - Incorporation of government feedback in first draft and OECD review before broader consultations start¹¹. - Identification of stakeholders¹² and locations for 4-5 consultations¹³ (as part of the research planning stage) - Preparation of evaluation questions for consultation in consultation with the OECD - Attend and co-lead consultations in partnership with OECD. 	Documentation for the consultations <ul style="list-style-type: none"> - List of proposed participants - Questions for discussion - PowerPoint during the consultation - Summary note on findings 	Preparation for consultations -November Consultations late Nov – mid Dec
	Running a process for written feedback on first draft. <ul style="list-style-type: none"> - Review of feedback and incorporation into second drafting stage. 	Documentation for written feedback <ul style="list-style-type: none"> - Procedure and submission process available online (OECD website); - Draft email for OECD to share - Summary of written feedback and analysis. 	Nov– Dec 2019 (3-4 week process)
Stage five: Draft 2 Report	Draft 2 Report will include any comments from the OECD Secretariat and relevant information gleaned from the consultation and written feedback procedure.	Draft 2 report	January 2019
Stage six: Draft 3 Report ¹⁴	Draft 3 will include final comments from the OECD Secretariat.	Final report	March 2020 (following OECD Forum in February 2020).

¹¹ The OECD will review and sign off the first draft before moving forward to consultation. In all instances, the OECD will review and sign off drafts before moving onto the next stage of the project.

¹² Targeting all stakeholder groups with at least 50% business represented.

¹³ Costs associated with hosting the meetings and consultant and expert travel will be covered separately by the OECD. The consultant(s) should just account for their own time.

¹⁴ Stage six may be invoiced separately from the rest of the project as it may fall within a new funding cycle.