TOOL 4 TERMS OF REFEENCE (TORS) SAMPLE

JOBS IN VALUE CHAINS SURVEYS

TERMS OF REFERENCE

SURVEY IMPLEMENTATION FIRM

JOBS IN VALUE CHAINS SURVEYS

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TERMS OF REFERENCE FOR THE IMPLEMENTATION OF A JOBS IN VALUE CHAINS SURVEY IN [INSERT COUNTRY NAME]

BACKGROUND

The Let's Work Partnership (LWP) is a global partnership that unites institutions dedicated to harness the potential of the private sector in order to create more and better jobs that are inclusive. The LWP mission is to bring together governments, the private sector, and development partners with the aim of removing constraints to job creation. Among the aims of the LWP is to improve the measurement of the impacts of private sector and public investments on the scale, quality, and inclusiveness of jobs.

Estimating jobs impacts of investments has traditionally relied on the use of standard input-output tables to develop multipliers. But input-output tables are not always available, and they are frequently out of date and produced at very high levels of aggregation that lose any sectoral nuance. Most importantly, input-output tables are blunt instruments for measuring jobs as they fail to capture the dynamics that shape firms' decisions to expand, hire, and use labor. Moreover, if we want to understand employment dynamics not simply to count (ex post) or estimate (ex ante) jobs but also to understand how and where to focus efforts to help create more and better jobs, then richer instruments like value chain analysis will be needed

This terms of reference (TOR) is designed to implement a value chain analysis approach to support jobs estimation through a rigorous survey methodology.

COUNTRY CONTEXT

[INSERT COUNTRY CONTEXT]

OBJECTIVES

The Jobs in Value Chains Survey aims to achieve the following objectives:

- To generate a full mapping of all critical components of the specified value chain;
- To provide a sampling strategy that ensures relevant, robust, and representative data collection;
- To inform analysis of the enterprise-level dynamics of value chain interactions, labor use, and the drivers of firm growth, investment, and job creation;
- To stimulate systematic policy dialogue on the business environment and to help shape the agenda for reform; and

SCOPE OF WORK AND TASKS

4.1 SURVEY SCOPE AND COVERAGE

4.1.1 Quantitative Surveys

The [XX[1]] will provide a Value Chain (VC) mapping and assessment (see annex 1 for an example). Interviews are expected to be carried out by means of face-to-face interviews with managers and/or owners from the private sector under this contract

The survey will have value chain level coverage in addition to geographic and firm size coverage. The sector composition will be based on the ISIC rev 3.1 statistical classification of economic activities (or if only available ISIC rev.4). The sectoral and geographic coverage of the surveys is subject to change and the final sample design will be decided by the [XX] Project Manager).

Below is a preliminary distribution of the sample by value chain activity for the [INSERT COUNTRY AND VALUE CHAIN] [NOTE: THIS IS OPTIONAL DEPENDING ON WHETHER THIS INFORMATION CAN BE ESTIMATED AT THE TOR STAGE].

Value chain level (activity)	Estimated minimum sample size	Minimum stratification requirements

The primary objective of the survey is to reach a representative sample of firms for each stage or link in the VC. However, if any given sector is exhausted before reaching the target number of interviews, the Consultant may be asked to use other stages or links to conduct additional interviews in order to reach the total number of interviews for each stratum within the country. This procedure can only be used after consultation and authorization by the XX's Project Manager.

The Jobs in Value Chains Survey will typically require interviews with both formal and informal firms.

[1] Organization name

4.1.2 Qualitative Surveys

While the structured surveys are critical for capturing key data in the value chain, it also has its limitations as a methodology. Most importantly, surveys seldom allow for getting an in-depth and nuanced understanding of the dynamics of the value chain, the opportunities and challenges that firms face, and what is required to improve competitiveness, upgrade positioning, and create quality jobs. Therefore, a more semi-structured process of interviews and consultations is absolutely essential to carrying out any jobs-focused value chains assessment. Open conversations with business owners constitute perhaps the most important instrument to gather key information and insights on the value chain dynamics and the challenges within a given business segment. Beyond information gathering, interview and focus groups sessions can be a critical part of engaging key stakeholders in the wider value chain development/ dynamization process – so, it is about action as much as research.

The issues to be covered include the following broad categories:

- Background on the firm
- Global and local value chain dynamics
- Firms products and markets
- Firm segmentation (positioning) and strategy
- Production and cost structure
- Operations / productivity dynamics
- Supply chain and sourcing strategies
- Challenges in integrating local supply chains
- Skills and training
- Business environment
- Industry collaboration

While the focus of the interviews is on firms, an important target for semi-structured interviews will also be government agencies and other institutions (e.g. education and training, technology and research facilities, etc.) that impact the value chain. In fact, interviews here are particularly important as these stakeholders will not normally be interviewed through the structured survey process.

4.2 SURVEY IMPLEMENTATION

The Jobs in Value Chains Survey will be carried out by the selected Consultant by means of face-to-face interviews with each establishment's senior managers. The questionnaires are designed to seek information and opinions from the establishment's senior manager, accountant, supply chain manager, human resource manager, and/or owner. The main body of the questionnaire is designed to solicit managers' opinions from the owner or most senior manager on different aspects of the establishment's operations and links in the value chain. Additional sections of the questionnaire may be better answered by the Human Resources Manager (workforce module); the CFO or Accountant of the establishment (information that is to be taken from the establishment's financial statements); the production manager (production structure module); or supply chain manager (supply chain module). In the case of SMEs and microenterprises interviews will most likely be with the owner-manager. From past experience, it is estimated that it may take up to two (2) visits to gather all data from medium to large manufacturing establishments. For the services, agriculture, and small manufacturing establishments, interviews can be usually completed in one visit.

It is estimated that the implementation of the quantitative firm survey will last about 60-75 minutes. To ensure the highest quality of data obtained according to an agreed schedule, the survey firm will assign a primary contact person and Survey Supervisor for the entire study duration (expected to be XX-XX months in total.) The Supervisor should be available continuously throughout the project in order to handle any and all problems that arise during its course. The Supervisor must send reports at least weekly to the designated XX monitor. The XX team may contact anyone from the firm involved in the survey at any time, and for quality-control purposes. The XX team may also elect to participate in all stages of the research including the actual fieldwork and interviewing.

The Consultant is encouraged to use innovative, time saving technologies for data collection such as computer-assisted personal interviews (CAPI) that are able to enforce proper use of skip patterns and verify basic consistency between the answers as specified in the codebook to be provided by the Project Manager. To preserve consistency, it is highly desirable that the Consultant designs a unique CAPI system for data collection in the overall project and transfers this knowledge to any sub-Consultant in any province covered by the project.

4.2.1 Quantitative Questionnaire

Each interview will use a single questionnaire. However, for convenience the questionnaire is internally divided into several modules to allow saving time by skipping certain questions for respondents that may not be eligible to answer or for whom the questions are not applicable (i.e. manufacturing-specific questions asked to agricultural firms etc.).

There are two different versions of the questionnaire, i.e. manufacturing/services and agriculture.

The Manufacturing/Services questionnaire will be used in all interviews with manufacturing or services establishments. The Agriculture questionnaire will be used in all interviews with agricultural establishments and farms. The questionnaires include skip patterns for questions that only apply to certain firms.

The survey instrument includes questions on:

1. **Establishment background:** provides basic information about the establishment, including activities, ownership, and age.
2. **Products, markets, and strategy**: provides information about the establishment’s main products, its selling channels, and its relationship with its main buyers.
3. **Production structure:** provides information about the production function of the establishment, its cost structure, and strategic decisions to invest in capital and labor.
4. **Supply chain:** provides information on the establishment’s main inputs and its sourcing of these inputs; includes an assessment of opportunities and barriers to local sourcing in the supply chain.
5. **Skills and workforce development:** provides information on the structure of the establishment’s workforce, its skills needs, and strategies for workforce development.

Prior to the Questionnaires used to carry out interviews, the Consultant will use a screener questionnaire (the “Screener”) to determine if establishments are eligible to be included in the survey. The Screener is designed to be implemented over the phone, but the Consultant must devise alternative strategies to complete it for those cases where phone communication is not feasible. The Screener contains essential information from which to make determinations about what cases justify substitutions of one establishment in the sample for another, and also collects indispensable information to make adjustments in the projections when the sampling frame is faulty.

Once an establishment has been randomly chosen to participate in the survey and contact with the establishment is made, the Screener is applied and it is used to verify and complete information contained in the sampling frame. Also, at the time of implementation of the Screener, establishments are asked to participate in the survey. If they refuse, the Screener will be used to record the refusal and will contain information on several characteristics of the establishment that refused. Establishments that refuse to participate will be substituted, in almost all cases, with establishments with similar characteristics in the sample. When an establishment is determined to be out of business, has changed its line of business so that it is no longer in the target population, cannot be located, or cannot be motivated to finalize the appointment after several sincere attempts, the establishment will also be eligible for a substitution from the sample. The reason for each replacement should be carefully recorded. Using the information taken from the Screener, only the Project Manager is authorized to make substitutions. If CAPI is used, the information collected with the Screener should be integrated in the CAPI and be accessible during implementation of the Questionnaires.

The Consultant will be expected to keep a record of the full list of firms sampled with the results obtained during the screening, including updated information such as emails and phone numbers. The Project Manager will provide a standard format for this report. At the end of the project, the full report, for all firms selected in the sample, interviewed or not, will be a deliverable of the project on a disaggregated, individual level using the template provided by the Project Manager.

4.2.2 Qualitative Questionnaire

In addition to carrying out the quantitative survey, described above, the Consultant will be expected to conduct semi-structured interviews with a representative sample of business managers and key stakeholders in selected Value Chains, in order to validate and elaborate on the survey results.

While the structured surveys are critical for capturing key data in the value chain, it also has its limitations as a methodology. Most importantly, surveys seldom allow for getting an in-depth and nuanced understanding of the dynamics of the value chain, the opportunities and challenges that firms face, and what is required to improve competitiveness, upgrade positioning, and create quality jobs. Therefore, a more semi-structured process of interviews and consultations is absolutely essential to carrying out any jobs-focused value chains assessment. Open conversations with business owners constitute perhaps the most important instrument to gather key information and insights on the value chain dynamics and the challenges within a given business segment. Beyond information gathering, interview and focus groups sessions can be a critical part of engaging key stakeholders in the wider value chain development/ dynamization process – so, it is about action as much as research. While the final approach to the qualitative surveys will be discussed in conjunction with XX Project Manager, the broad issues to be covered include the following:

Structure and governance of national and global value chain
Overview of the market structure and dynamics of each value chain, including:

- Global market and major trends
- Structure of the global value chain (where relevant): Overview of main players, recent dynamics, governance patterns
- Value chain map, including key services inputs; identify main locations of activity in the country / region

Analysis of actors in the value chain

- Identify the main actors in the value chains (including private actors, state owned enterprises, government subsidized private actors, public actors, etc.) through all the steps from the inputs to the suppliers, producers, marketers, brand-manufacturers, and retailers (as relevant for the specific VC)
- Assessment of the degree to which small firms, microenterprises, and informal players are relevant in the current value chain and, if not, where are the markets for these actors
- Public and private providers of services and supporting services the functioning of the chain (energy, transportation, packaging, etc)
- Value chain promoting agents (government bodies, aid agencies, international organizations, business associations)
- Facilitating institutions (policy, finance, market information, quality standards, R&D, relevant legislation.
- Business enabling environment (regulatory regimes and implementation)
- Map both sector-specific and generic training institutions with the capacity to impact the VC's labor force.

Strategic segmentation and market opportunities

- Identification of prevalent segments active in the national / local value chain
- Current and evolving positioning of the value chain
- Main markets – national, regional, global
- Future opportunities and requirements to serve these segments / markets

Productivity and competitiveness

- Measure cost and time disaggregated into parts of the value chain of a product (including logistics costs and time in moving the products on selected routes both within the country and in the region, through inspections, customs, as well as international markets)
- Evaluate comparative advantages of the actors in the chain.
- Review of competitiveness and constraints facing actors at each stage of the value chain, including:
    - Availability and cost of inputs

- Quality/ standards (national and global)
- Nature of firms – size, competitiveness
- Labor: skills, availability, cost
- Scale economies
- Investment and working capital finance
- Nature of local and regional demand
- Sustainability issues (environmental, social)

Inefficiencies and obstacles across the value chain

Identify major bottlenecks that apply to each section of supply chain, impacting both i) competitiveness; and ii) integration of smallholders and microenterprises, in the areas of:

- Physical infrastructure
- Logistics (including inspections, customs procedures and facilities)
- Business/investment climate issues (policy and regulatory impediments, administrative requirements, etc.)
- Availability and cost of finance
- Labor – regulations and skills
- Trade regime (trade agreements with countries inside and outside the region)

Jobs and skills

- Scale and nature of employment at different stages of the value chain
- Nature of skills required now and in the future
- Skills gaps and challenges / approaches to address

Opportunities and constraints for value chain and supply chain integration of local actors

- Identify the current level of integration of local actors in existing value chains (core activities) as well as the wider supply chains (supporting goods and services), with a specific focus on smallholders, microenterprises, and self-employed
- Assess the main opportunities for deepening local linkages
- Assess the main constraints to integrating smallholders, microenterprises, and self-employed into existing value / supply chains
- Assess the opportunities for addressing information, coordination, and other barriers to ensure that smallholders, microenterprises, and self-employed are able to capture greater value in the chain

While there will be no specific number of interviews required, which will depend on the Consultant's methodology and the number of players in the selected VCs, it is expected that interviews will be conducted with a wide range of stakeholders representing all stages in the value chain, including:

- A selection of domestic firms representing all the phases along the VC and including larger firms as well as microenterprises and the self-employed

- Local and national distributors, exporters and retailers. Interviews with international players are also recommended to understand industry trends and purchase criteria and will be required where the value chain extends into international markets (e.g. global or regional buyers).
- Domestic and international sector experts
- Business associations and cooperatives in the VC.
- Key government ministries and agencies: economy / trade / industry; labor; education and vocational training; SMME development; investment promotion; industrial zones / special economic zones agency; etc.
- Other key non-governmental stakeholders, where relevant – e.g. industry associations, chambers of commerce, unions, NGOs

The outcomes of these interviews will inform interpretation of the survey results, identification of constraints and opportunities in the selected value chains and inform recommendations for the implementation of an action-oriented plans in the selected VCs.

4.2.3 Sampling

Sampling Methodology

The Jobs in Value Chains Survey sampling methodology is designed: 1) to allow benchmarking of Value Chains' labor use patterns, labor skills, and supply chain functions; and 2) to assess the effects of conditions and changes in the firm or value-chain environment on productivity and performance.

To achieve the above listed objectives, the sampling methodology generates a representative sample that can substantiate inferences for the entire target population. The sampling methodology will be designed to generate the necessary sample sizes to conduct statistically robust analyses with a margin of error of 7.5% based on 90% confidence intervals for:

- Estimates of population proportions (percentages) of all variables asked as proportions (percentages), at each stage of the value chain; and
- Estimates of the mean of logarithm of sales at each stage of the value chain. The log of sales is taken as one of the most important quantitative variable from the survey because it has been the variable most commonly used to assess establishment performance in establishment-level surveys.

Unit of analysis

The first step in sampling is to define the target population in as clear and complete a way as possible. The critical first part of the process of identifying the population is to develop a value chain map that is as accurate and comprehensive as possible.

For this project, the unit of analysis is the 'establishment', which may include formal and informal businesses and farms.

For purposes of defining the sample, the Project Manager will clearly define the scope of the value chain to be studied, in particular clarifying the following:

- Vertical scope of the chain: In most cases, all stages of value addition in the product / service, from basic inputs through to final sale and disposal / recycling will be studied.
- Horizontal scope of the chain: While the value chain strictly covers vertical stages of activity related and supporting activities are involved in all value chains – including supply chain and support services such as transport and logistics, financial and business services; research; training, etc. – whose employment will be affected by the dynamics in the core value chain.
- Establishment participation in the chain: The surveys will not be restricted only to establishments that are currently participating in a formal, established value chain. The survey should clearly cover, and stratify for, establishments that operate independently of the value chain relationships of lead firms. This requires identifying firms and farms, especially small and informal ones, which may not be well documented in the sector.

Stratification

Stratification of the sample will be conducted along the following:

a. The stage/link of the value chain;
b. Firm size category (micro/small or medium/large);
c. Position inside and outside the established (lead firm) value / supply chain;
d. And, in some cases, region within the country (particularly in large countries and where there are distinct value chains operating in different regions).

Note that the sample size will in some cases cover the entire population of a stratum or a large share of it. This will particularly be the case in small countries and in the processing stages of the chain.

The sample will be distributed by size in order to achieve the desired minimum margin of error of 7.5% based on 90% confidence interval, without compromising the minimum sample sizes required for other stratification. The final decision of how the sample is distributed across industries, size categories and locations will be made by the Project Manager following consultation with the Consultant. Sample sizes may be increased in order to increase the desired level of precision or to refine the degree of stratification.

Sampling frames

Generating adequate sampling frames for each stage or link of the value chain is critical to the analytical value of this project and will determine its success. Therefore, the Consultant is encouraged to verify the elements and links of the sectors and value chains outlined in 4.1. before the start of the fieldwork using prescreening of the existing frames if necessary.

The goal of the prescreening is to determine the sampling frame's quality in terms of completeness and availability of all required elements such as size, region and sector for all strata that are part of 4.1. The prescreening would be done using a short questionnaire approved by the survey Project Manager with a randomly drawn sample of at least [XX] firms that cover all geographical locations, sizes, sectors and value chain types that are part of this TOR. The results of the prescreening exercise would be used by the survey Project Manager to both fine-tune the sample distribution within the value chains and to ascertain the necessity and type of additional work required by the Consultant in order to obtain and/or build a frame that is compatible with the precision goals of this survey as defined in 4.2.2.

The final sampling frames to be used in the project will have to be approved by the Project Manager. In addition to completeness with respect to industry breakdown, the best sampling frames should be less than three years old, contain information about the number of employees, and current address, phone number or other contact information. Bidding firms are encouraged to verify and discuss in the technical proposal the availability of possible sources of sampling frames.

If the best available sampling frame for a particular stage or link of the value chain is considered unacceptable by the Project Manager, the project may entail the construction of a suitable sampling frame by full enumeration of the units in the regions included in the study as specified in the deliverables for this project. Alternatively, the Consultant must propose other acceptable means for generating a statistically robust and unbiased sample for said stage or link of the value chain. Given the multiple data availability scenarios one can think of for such an exercise, the following will focus on three scenarios to showcase possible approaches for enumerating the population for the value chain analysis.

- **Scenario 1** --- Comprehensive and up-to-date listings are readily available and firm groupings are easily differentiated ex ante: In this case full information on the underlying population is available along with the stratification variables (A-D listed above) containing data on the structural relationship or transaction patterns between the units of analysis. In such a case the information will likely come from a firm census or register with all relevant business entities being formal (or informal firms are fully identified). In such a case, stratified random sampling can be employed in a straightforward manner to ensure representative samples.
- **Scenario 2** --- Comprehensive and up-to-date listings are NOT readily available: In this case, no data is available that enables the generation of details on the population and furthermore no data is available that informs the structural relationships between the business entities under investigation. In such a case all relevant units of analysis may be informal and there are no sources available that provide data on the businesses and their interactions.

  In scenario 2, the Consultant must obtain or generate sampling frames for the groups of firms to be surveyed. Generating adequate sampling frames can be challenging for informal units and the approach used will depend on the nature of the groups to be sampled and the particulars of the country and study. Below is a list of several possible options for generating frames. The Consultant will use their expertise and local knowledge to propose a methodology for each stage or link of the value chain included in the study. The ultimate decision on what methodology to pursue will be made by the Project Manager:

    a. In cases where the population of interest is known to be relatively small, it may be possible to go about listing all of the relevant units using local knowledge and exploratory research. In cases where completeness cannot be assured, a partial or full implementation of one or more of the techniques below may be necessary.
    b. When units of the population of interest are tightly geographically clustered, the use of a Block Enumeration approach to generate a sample frame and to estimate the

population of interest may be useful. Block enumeration consists of a multi-stage approach to building a frame and sampling. First, detailed maps are used to divide a geographic area (typically urban or peri-urban) into “blocks” and then, using local knowledge, classify each block into the strata defined by the predominant spatial use. Blocks with and without the desired strata value are then randomly selected for full enumeration. This results in a number of census lists representing the whole of the geographic area. Careful attention to initial division into blocks is necessary to ensure that the full population of interest can be estimated from the listing of sample areas derived from the process.

c. Random Geographic Cluster Sampling RGCS can also be implemented when the population of interest is dispersed relative to a geographic attribute (for example: nomadic livestock herders are dispersed relative to water sources and one can stratify by distance from water source and generate a listing of sample areas from within a defined radius of a randomly drawn point with points stratified by distance from water). RGCS requires specialized knowledge of geographic information systems and geospatial analytics but can prove far less expensive and time consuming than Block Enumeration when populations are more widely dispersed. In such a case also, stratified random sampling would then be employed to ensure representative samples.
d. A modified version of a Catch-Mark-and-Release CMaR study can also be used to generate a representative frame and estimate a population. This may be particularly useful for populations of rare or unique units.
e. Other strategies exist and can be proposed. For example, may be efficient to combine a ‘snowballing’ approach with any of the approaches listed above to test the ability of the approach to capture the units of interest. However, any sampling approach that is proposed should be probability-based so that appropriate weights can be calculated and applied in the analysis.

- **Scenario 3** --- Firm groupings are NOT easily differentiated ex ante: In addition to the issue of generating a comprehensive sampling frame, it may be the case that it is impossible to differentiate some strata using the information in the listing. As an example, a comprehensive listing of farmers may be available but there is no way to tell from that list which farmers operate inside the Value Chain as defined and which ones operate outside of the VC. In such a case, it may be necessary to employ Respondent Driven Sampling (RDS) or Social Network Analysis (SNA) techniques in order to reveal the needed strata values. These methods potentially violate rules about representativeness, and may introduce sample bias and/or gatekeeper bias. However, these issues may be calmed if it were the case that the ‘insider’ and ‘outsider’ firms attained through RDS looked similar to the ‘insider’ and ‘outsider’ firms attained through a stratified random sample from the non-differentiated list. In this case, the information needed to perform such a check would only be available after sufficient interviews were completed such that statistical tests could be performed to compare the groups. A second check that may improve confidence in an RDS approach would be to start from multiple stages or links along the VC and see if the list of insiders generated can be replicated from each (start with lead firms, base firms, and middle firms and trace their clients & suppliers). The disadvantage of both checks is that they are each potentially expensive to implement. It is necessary to determine approximate probabilities of selection in order to calculate appropriate weights.

Replacement

Since high non-participation rates could jeopardize the success of the project and can bias estimates based on the data collected, special emphasis must be put into designing and implementing a plan to contact and recruit selected firms to participate in the Jobs in Value Chains Survey. The Consultant is responsible for writing, getting approval of, and sending letters and/or e-mails, making phone calls, setting appointments, visiting in-person, and otherwise making attempts to secure high levels of participation.

A more formal approach to making contact with these establishments has proven to be the best method given the sensitive nature of the information requested and the burden that the interview represents for busy senior establishment officials. The Consultant should expect and prepare for the responsibilities and allocate the resources required for a well-planned and well-executed recruitment campaign.

4.2.4 Translation of Questionnaires and Country Profiles

The Consultant is required to translate all questionnaires and supporting implementation materials into local languages [INSERT LOCAL LANGUAGE(S)] as required by the Project Managers. The Consultant should hire a third party to back-translate the questionnaires into English; the person performing the back-translation must do so without knowledge of the original English version. The purpose of this exercise is to ensure that the original concepts are preserved and to detect potential variations in the understanding of questions emerging from language problems. The back-translation must be provided to the Project Manager for verification, and the XX technical staff and Project Manager will discuss with the Consultant any changes required after this verification. The final questionnaires in each language, including its layout as it will be implemented in the field work, must be approved by the Project Manager.

The Consultant will also be responsible for translating into local language(s) the Questionnaire Manuals, letters of invitation to participate in the survey, and other material for the training (if required). The Questionnaire Manual is a useful tool for enumerators and supervisors in the implementation of the interviews.

4.2.5 Value Chain Survey Design Planning Report (VCSDPR)

All technical standards and implementation requirements for the Value Chain firm survey are summarized in the 'Value Chain Survey Design Planning Report' (VCSDPR). The Consultant Firm will review and prepare the VCSDPR in collaboration with the XX Project Manager and submit it two weeks prior to starting fieldwork. The VCSDPR reflects all the requirements that are set out in these TORs. Once the VCSDPR is completed, the firm must commit itself to following all requirements by signing the VCSDPR before fieldwork starts.

4.2.6 Field Work

Experience shows that in addition to the fieldwork needed to complete the interviews, substantial effort and resources should be allocated to the preparation and logistics before the fieldwork begins. Bidding firms are encouraged to take into consideration the following activities in the costing and planning of their proposals:

4.2.6.1. Sampling frame

The Organizations [XX] will support the Consultant in the acquisition of the sampling frame by facilitating data or information requests to Government agencies. However, the Consultant is responsible for obtaining or building and finalizing the sample frame required for the project.

Below the required attribute for an optimal sampling frame are discussed.

- The sampling frame for the Jobs in Value Chains Survey should include all firms in the following sectors according to ISIC Rev. 3.1 which are represented in the selected Value Chains [INSERT SELECTED VALUE CHAINS]. The final sampling frame to be used in the project will have to be approved by the Project Manager. In addition to completeness with respect to industry breakdown, the best sampling frame should be less than three years old, contain information about the number of employees, and current address, phone number or other contact information. Bidding firms are encouraged to verify and discuss in the technical proposal the availability of possible sources of sampling frames for all links to be assessed in the Jobs in Value Chains Survey
- If the best available sampling frame is considered unacceptable by the Project Manager, the project may entail the construction of a suitable sampling frame by full enumeration of the units in the regions included in the study or by other means approved by the Project Manager.
- In case reliable estimates of the universe of inference cannot be reliably obtained from the sample frame source, the Consultant is required to obtain these figures.

Testing the sampling frame

In cases where an existing sampling frame is used for a particular link in the VC, depending on the age and reliability of the frame, [XX] firms should be contacted to check the accuracy of the information. The Consultant may also be required to complete the information necessary to locate potential firms. Names, addresses, phone numbers, and other relevant information may not be up to date and steps may be necessary to complete the information. Industry classification and employment size are indispensable variables of the sampling frame; these must be accurate and updated if they are found to be out of date.

Administrative personnel and interviewer turnover

It is important that the selected Consultant puts in place mechanisms to guarantee low rotation of personnel. Bidding firms are encouraged to demonstrate in their proposals that they will be able to preserve the core team throughout the duration of field work, which could be up to 8 months.

Knowledge transfer

In case any person involved in the Jobs in Value Chains Survey has to be permanently or temporarily replaced during the duration of the study, the Consultant should inform the Project Manager no later than 7 business days after the change and furthermore ensure sound knowledge transfer and training. In case of replacement of key personnel, i.e., project coordinators, regional managers, regional supervisors, IT manager or sub-Consultant the proposed replacement should be approved first by the Project Manager. If necessary, the Project Manager may request re-training of the Consultant's staff involved in the project. All staff that have missed the XX's training seminar should be trained using materials approved by the Project Manager, and evidence of such training should be presented to the Project Manager.

Staff Status Reports

The Project Manager reserves the right to request information confirming the status of key survey team members, including but not limited to regional managers and supervisors. In case the Consultant has hired sub-Consultants, pending Project Manager approval, the same information may be requested regarding sub-Consultants.

Collection of email addresses

The selected Consultant is expected to collect email addresses of all interviewed establishments, whenever available.

GPS coordinates of the interviewed establishments

The use of Global Positioning System (GPS) to conduct the fieldwork is required. The data could be collected with the GPS unit before the interview or the location of the enterprise could be recorded on a map and latter transformed to GPS coordinates.

4.2.7 Format of Questionnaires and CAPI script

The Project Manager will deliver all questionnaires to the Consultant. It is intended that before beginning the work, all parties, including the Consultant, should be confident that the surveys will achieve the objectives and be feasible within the budget provided for the surveys. The final formatted questionnaires will be delivered by the Project Manager to the Consultant ready for translation, with all required formatting, coding scheme, and appropriate skip logic/patterns. The final format of the questionnaires as they will be used in the actual interviews will have to be authorized by the Project Manager.

The Consultant is also responsible for developing the script for data collection in CAPI, should this preferred mode of collection be used. The XX will provide a codebook with the name of the variables and the internal controls that should be incorporated into the script. The Project Manager will have to also approve the final script.

4.2.8 Training

The Consultant must have a well-developed plan to thoroughly train their field supervisors, enumerators and the data entry staff on the questionnaire and survey procedures. Every Jobs in Value Chains Survey enumerator must completely understand which of the questionnaire modules he or she should use. Enumerators must also be able to interpret all questions consistently, and ask all questions in the prescribed manner. All supervisors and enumerators are expected to read, study, and understand the Questionnaire Manual for the survey they will work on.

The XX will conduct a two-day Training of Trainers for the Employer survey by video conference. All training materials will have previously been provided to the survey team for translation and study. These training materials will be used for the interviewer training, and will include slides, exercises and tests.

At least three persons, including the head trainer from the firm should attend the Training the Trainer sessions, and should then be available full-time as trainers for the interviewer training. The person who will be designated as head trainer should be named in the technical proposal, and his or her CV should be provided.

4.2.8.1 Enumerator and supervisor selection and training

Supervisors and enumerators should have previous experience in survey implementation, should be available throughout the entire duration of the field work, and ideally have some knowledge of accounting and/or finance; some familiarity with the topics of the survey facilitates the detection of inconsistencies and misunderstandings.

The selected Consultant needs to take into account that given the characteristics of the respondents, careful planning of the work load is required as a typical enumerator cannot expect to complete more than 2 interviews per day and, depending on the efficiency of the process to make appointments, there may be days with very low productivity. The experience in previous surveys shows that to get appointments with selected firms is a process that requires time and effort.

In preparation for the actual fieldwork, all enumerators will be thoroughly trained by the survey firm's core team and XX. Training materials will be provided by the XX, to be translated by the survey firm.

The training should be in one location in [INSERT COUNTRY], attended by all potential field team members.

The Project Manager and/or other staff of the XX will be part of all these training sessions.

Enumerator training is expected to last for at least 4 days, including explanations of all questions, role-playing of enumerator and actor-respondents, actual firm interviewing, and a quiz at the end.

All enumerators and supervisors will be paid for participating in the training, but those not deemed qualified enough will not be employed for the rest of the project. The XX team may also choose to exclude any enumerators or supervisor from further participation at any time without specifying the reasons.

The list of enumerators and supervisors, including name, mobile phone numbers, and email address, will be provided to the XX, which may contact them at any time.

Basic components of training include the following:

a. A manual to provide operational definitions for the data to be gathered

b. Emphasis on special concepts and definitions attached to the survey explained during an intensive training session

c. In order to ensure that enumerators are fully competent to assist respondents in recalling events and reporting accurate information, techniques, including those to be used if respondents have difficulties with questions or are reluctant to supply information, are demonstrated.

d. In cases of non-responses due to refusals, either partial or total, enumerators and supervisors should be trained to make all efforts to fully explain the purposes and importance of the survey in simple and persuading terms and to reassure the respondent about the confidentiality of information. Courtesy and patience is the best and last resource.

4.2.8.2 Data entry training

Data Entry persons should participate in the enumerator training because a thorough knowledge of the questionnaire is a valuable asset. There will be a one-day training session for data entry persons at the end of the interviewer training.

4.2.9 Piloting

Immediately after the Training of Trainers training and before the surveys are launched, the Consultant must pilot the questionnaires on a selection of 10-15 establishments. The pilot will also be used to test the data entry system. When CAPI is used, the pilot will also test the CAPI script. In addition, these interviews must be timed to ascertain the length of implementing the questionnaire. The Consultant must immediately report any issues that arise as a result of piloting to the Project Manager.

The pilots (or pretests) are essential for examining the following sets of issues:

a. the extent to which the questions move smoothly and are easy to ask;

b. the translation is appropriately phrased for the local environment

c. indications that some questions are misunderstood, answered incorrectly because of ambiguities, or not answered at all because of lack of information or resentment;

d. clarity of time reference;

e. the interaction between the interviewer and the respondent, indications as to the latter being puzzled or reluctant, extent of cooperation and response, evidence of embarrassment or uncertainty on the part of the respondent in answering certain items;

f. the most appropriate type of employee who would respond to various kinds of information.

The pilot will provide useful feedback on length of interview, strategies for approaching firms, and will inform the content of the interviewer-training program. It is expected that the survey firm will work in close collaboration with the XX team in identifying areas that may require fine-tuning (translation, adapting questions to country context while ensuring comparability with other countries, etc.)

Associated adjustments to the implementation manual and training program for interviewers and field operators will be made upon completion of the adjustments to the instruments. The survey firm will be expected to update the training accordingly using the adjusted questionnaire and implementation materials.

All modifications to the questionnaires, instructions and sampling structure that may be suggested from the piloting results must be approved by the Project Manager before the surveys are implemented. The full surveys may not be launched until the survey instruments are finalized and approved by the Project Manager and documented in the VCSDPR. Any changes to the format or ordering of the questionnaire to facilitate implementation must be cleared with the Project Manager and fully documented.

4.2.10 Interviewing - Quantitative Interviews

The survey may be launched after piloting and enumerator training are completed and after the final questionnaires and VCSDPR have been approved by the Project Manager. The survey will be administered through face-to-face interviews. In some cases, the questionnaire can be divided by sections to be answered by relevant staff, such as general manager, financial manager or human resources manager.

Survey fieldwork and interview completion is determined by the Project Manager by taking into consideration the number of completed interviews and the quality and comprehensiveness of the data gathered from these interviews. For a survey to be complete, the large majority of the relevant information, including the accounting data, must be obtained and entered into the data base. No questions should be left blank except the ones skipped due to correctly applied skip patterns. The integrity and accuracy of the data are vital. The Consultant will establish procedures to check the quality of the interviews. At least ten percent (10%) of the completed interviews will be back checked by telephone by the Consultant; the proportion of callbacks will also depend on the quality control feedback provided by the [XX]. Managers of the survey will randomly check enumerators and accompany interviewers on some interviews. Representatives of the [XX] may accompany survey teams to monitor effectiveness, ensure quality and check for progress in the field.

The duties of the enumerator will be: to visit the selected establishments and ensure their participation; to conduct face-to-face interviews with the selected respondents; to accurately record respondents' answers; to code the questionnaires accordingly; to ensure completeness and accuracy of answers; to perform accuracy checks on the questionnaires; to ensure security and confidentiality of the completed questionnaires; to deliver completed questionnaires to supervisors; to respond to other needs related to the field work as assigned from time to time; and to safeguard the confidentiality and privacy of the collected information.

The duties of the supervisors will be: to supervise all activities of their assigned enumerators and to monitor their activities during the data collection process through spot checks and call backs; to assess the quality of the work of the enumerators and the quality of the data from the completed questionnaire; to approve questionnaires for data entry ensuring that the assigned enumerators did not overlook inconsistencies and skip patterns; to explain clearly to each enumerator his/her duties and responsibilities; to assist enumerators in securing establishments' participation if necessary; to provide all logistical support and material to enumerators; to provide feedback to enumerators on quality assurance and methodology requirements.

A project coordinator will oversee the field work. The duties of the project coordinator will be: to supervise all activities of supervisors and enumerators; to coordinate the selection of establishments and the screening process to ensure that selected establishments meet the requirements of the study; to assign establishments to be surveyed to supervisors and enumerators; to assist the team to ensure maximum participation and minimize non response; to coordinate with supervisors the quality control of the data collection process; and to ensure that the data entry is carried out efficiently and in an environment that minimizes human error.

4.2.11 Interviewing - Qualitative Interviews

The survey may be launched after piloting and enumerator training are completed and after the final questionnaires and VCSDPR have been approved by the Project Manager. The survey will be administered through face-to-face interviews.

Two broad types of semi-structured approaches will be most commonly used in the value chains analysis:

- **Key informant or expert interviews:** these are generally interviews with individuals from a specific firm or institution who bring expertise on the value chain or specific issues within it.
- **Focus group discussions**: these are interviews and discussions with a larger number of participants, which bring together various actors related to the value chain. Focus groups bring together value chain participants with a common background – this may be by firm type (e.g. a group of key suppliers to lead firms, a group of farmers, microenterprises, etc.), a specific topic (e.g. institutions and other actors involved in training and skills development, standards-setting, logistics, etc.), or a group (e.g. women, youth, etc.).

The two techniques are very different in terms of approach and the benefits that can come from them (Table 1). It is recommended that both methods be employed in carrying out a 'Jobs in Value Chains' analysis.

- Focus group sessions should be managed as an open discussion. They will still require some guiding structure but should also be allowed to flow depending on how the discussion emerges. A skilled facilitator should be on hand to manage the session.

Table 1: Key informant interviews versus focus groups

	Key Informant Interviews	Focus Groups
# of participants	• Normally 1; may be a small group (up to 3)	• Ideally 5-12
Advantages	• Provides very specific knowledge / expertise • Relatively easy to target and control outcomes • Can address sensitive issues not appropriate for group discussion	• Stimulates broad discussion • Provides opportunity to understand different perspectives on the same issue • Potential for generating new ideas • Potential for testing reactions to ideas • Potential to mobilize actors
Disadvantages and challenges	• Issues may be very specific to the firm or individual • Difficult to test veracity and assess whether opinion is broadly held • Less likely to generate new ideas	• Requires significant planning and potentially cost • Requires skilled facilitator • Risk of discussion veering off-course or being hijacked by specific issues / individuals • Risk of 'groupthink'
Important considerations	• Identifying the most relevant key informants • Ensuring senior-level interviewer for high-level informants • Building trust with the interviewee • Ensuring an open and transparent conversation, but controlling the flow	• Managing the demographics of the participants to ensure the most effective mix • Ensuring all participants are involved ('voice') • Managing (loosely) the conversation • Managing expectations of participants

Survey fieldwork and interview completion is determined by the Project Manager by taking into consideration the number of completed interviews and the quality and comprehensiveness of the data gathered from these interviews. For a survey to be complete, the large majority of the relevant information must be obtained and entered into the data base. No questions should be left blank except the ones skipped due to correctly applied skip patterns. The integrity and accuracy of the data is vital. The Consultant will establish procedures to check the quality of the interviews.

4.2.12 Sub-contracting

Bidders intending to sub-contract to local firms must present the names and references of all the proposed sub-Consultants. The [XX] reserves the right of approving each sub-Consultant. Any change of the sub-Consultants must be confirmed by the Project Manager in advance. Bidders are encouraged to include sufficient information on the sub-Consultants for the selection committee to decide on their ability to carry out the survey in each country. Bidders must be able to accommodate alternative sub-Consultants whenever the Project Manager and the conditions of the country determine it to be necessary.

4.2.13 Non-Participation and Progress Report

The Consultant must maximize efforts to reduce non-participation rates. To keep track of this effect and to separate non-participation from sampling frame problems, a weekly report will be submitted to the Project Manager for the Jobs in Value Chains Survey. The Report will be based on a template provided by the [XX]. The Consultant will be required to fill in the template with the required information necessary to monitor the survey progress and send an up-to-date copy to the Project Manager at least once each week.

This report is designed to be prepared after the implementation of the Screener Questionnaire and an updated version should be submitted to the Project Manager every week. Every establishment contacted during fieldwork must be classified according to specific codes provided by the [XX] (see table in appendix III). Those establishments that successfully answered this questionnaire can be classified into eligible or non-eligible. Whenever the Screener Questionnaire cannot be administered, either because of an explicit rejection or because the establishment was impossible to locate, the establishment should be classified as unobtainable. To the extent possible, it is desirable to keep as much information as possible for the "out of target" establishments and for those establishments impossible to locate. For the "out of target", it is important to distinguish the following groups: establishments that are no longer in operation, establishments dedicated to economic activities that are not of interest in this survey (such as education services), and establishments that are not private businesses (such as individuals, not-for-profit organizations, and cooperatives).

In addition, information will be kept on the sampling frame as regards the status of all the firms, so that we can distinguish between firms that have: (i) been contacted and refused, (ii) been contacted and accepted; (iii) been contacted but without a conclusive response; (iv) been contacted and not appropriate (out of business, not eligible, never answer the phone etc.), and (v) not been contacted at all.

4.2.14 Data Entry

Data entry will take place concurrently with the survey. This allows the survey manager to identify any inconsistencies in how questions are being asked and interpreted or other errors before the survey is completed. Data will be entered into a database using a data entry program, approved by the Project Manager that automatically checks for logical consistency and skip patterns and non-eligible or out-of-range variables. The Consultant must check for the presence of outliers according to procedures supplied by the Project Manager. The Consultant will flag the outliers and re-check the information with the appropriate establishments. All values in the survey that are 0 will be entered as 0 and not left blank. If the interviewee responds "don't know" the answer will be coded as -9 and not left blank. Refusals to respond will be coded as -8, and not applicable will be coded as -7. Other special codes for specific questions will be authorized by the Project Manager. Acceptable values for each question of the three (3) questionnaires are specified in the Codebook and will be made available to the Consultant. The only acceptable blanks in the final data set are those generated by skip patterns.

The Consultant will provide the collected data at any time following a request by the Project Manager and at three predefined stages during the data gathering/entry process for consistency check and quality control. The first set will be delivered after ten percent (10%) of the total number of interviews have been completed and entered into a data base. The second set will be delivered after fifty percent (50%) of the total number of interviews has been completed and at least ten percent (10%) in no less than sixty percent (60%) of the project country. The final set will be delivered after completion of one hundred percent (100%) of the interviews. Each delivery should include translated and verified values for string variables to enable [XX] review.

The Project Manager may request more frequent data updates in addition to the three main deliveries. The [XX] will check the data and provide feedback to the Consultant on any errors or inconsistencies.

4.2.15 Data delivery

The quantitative survey data will be delivered to the [XX] in STATA or SPSS electronic format. The qualitative survey data will be delivered to the [XX] in [SPECIFIED SOFTWARE] electronic format. In case the Consultant prefers to submit data in alternative formats, this should first be approved by the Project Manager. The final format of each variable in the data set will follow the guidelines defined by the Codebook provided by the [XX]. All filled-in copies of the questionnaire must also be returned to the [XX]. The Consultant and any of its sub-Consultants will not retain any information or data from this survey in physical or electronic form.

DELIVERABLES

Outputs with regards to preparation and delivery of quantitative survey data

The Consultant:

a. Will assemble sampling frames appropriate for assessing each link in the Value Chain identified in the mapping exercise, clean them by purging foreign elements and present them to the XX Project Managers for approval. [XX] should be randomly drawn and verified by the Consultant prior to the start of the fieldwork.
b. In some cases, portions of the Value Chain identified in the Value Chain Mapping exercise will not have readily available sampling frames. In these instances, the consultant will create new sampling frames by full enumeration (or other acceptable methods) where existing sample frames are found to be unacceptable. The decision to proceed to construct a new sample frame will be made in consultation with the Project Manager. The resulting sampling frame(s) will be delivered in electronic format to the [XX].
c. Will provide tables with the universe population figures for each link of the Value Chain separately. The tables will summarize the total number of establishments that are in a specified location, size, and industry.
d. Will propose sampling strategies including stratification variables for each link of the VC. The decision to proceed with each proposed sampling strategy and/or design will be made in consultation with and approval from the Project Manager. Sample designs must ensure a margin of error of 7.5% based on a 90% confidence interval for each link in the VC. The sampling frames and all samples derived from them must be approved by the Project Manager. The Project Manager will issue the sample using the sampling frames provided by the Consultant. Any changes to the sampling designs must be approved by the Project Manager.
e. Will translate from English into the local language/context: the questionnaire and all related survey materials, i.e. questionnaire Screener, Questionnaire Modules, the Questionnaire Manual, Training Materials including Power Point presentations used during the training of enumerators and survey managers. The Consultant will provide the Project Manager with a copy of each translated document.
f. Will have the translated questionnaire back-translated into English by someone who has not seen and has no knowledge of the wording in the English questionnaire
g. Will seek approval for the final translated questionnaires from the Project Manager prior to launching the surveys.
h. Will complete the Value Chain Survey Design Planning Report (VCSDPR) and have it approved by the Project Manager at least two-weeks prior to the launch of fieldwork.
i. Will provide both English and local language versions of the questionnaires with the variable names used for data entry written down next to the appropriate question prior to launching the surveys.
j. Will participate in the Training of Trainers by the XX and train the enumerators using supplied training materials and referencing appropriate portions of the Questionnaire Manual.

k. Will pilot the surveys on 10-15 companies prior to launching the surveys.
l. Will confirm with the Project Manager any necessary or suggested changes in the questionnaires based on the results of piloting the surveys.
m. Will complete the surveys in face-to-face interviews using the samples approved by the Project Manager.
n. Will provide weekly Progress Reports that include response rates differentiating between refusals and problems with the sampling frame in a format approved by the Project Manager, for each country.
o. Will provide regular Staffing Reports noting any changes in staffing including managers, supervisors and enumerators, for each country.
p. Will enter the data into an electronic database using a method that automatically restricts out of range variables, checks for inconsistencies, does not allow missing fields where they are not appropriate, and ensures the accuracy of the entered data.
q. Will provide the survey data to the [XX], for quality control checks at any time at the request of the Project Manager and when the following milestones are reached: ten percent (10%) of the overall number of interviews; and again when fifty percent (50%) of the overall survey sample has been completed.
r. Will translate open ended question to English (to be made available at the time of each data delivery) and recode them as per instructions provided by the Project Manager. The Consultant will be responsible for the quality of open-ended questions, particularly the level of detail and quality of required description questions.
s. Will clean the data if needed after data entry.
t. Will provide the [XX] with a clean labelled database comprised of a total of all completed interviews in separate database files for each value chain surveyed. The database will be in the STATA or SPSS electronic database format. The database will contain all variables included in the questionnaires, following the codes included in them. Each establishment should have a unique numeric identifier.
u. Will provide the [XX] with a clean final data comprised of a total of all completed qualitative interviews in separate files for each value chain surveyed. The database will be in [SPECIFIED SOFTWARE] electronic database format. The database will contain all variables included in the questionnaires, following the codes included in them. Each establishment should have a unique numeric identifier.
v. Will provide the [XX] with a second database for each value chain including the location information of each interviewed establishment for both survey types: name, address, GPS coordinates, phone number, fax number, email/web address, name of the person interviewed and his/her position title in the establishment. Each establishment will have a unique alpha code identifier.
w. Will provide the [XX] with a full report firm-by-firm of the full sample contacted based on the results of the screening process. The Project Manager will provide the Consultant the final format of this report.
x. Will provide a brief report on the call-backs (at least 10 per cent (10%) of the completed interviews should be verified). This will correspond to quality control feedback provided by the [XX].

y. Will prepare a technical report, in English, on the data describing all codes, sampling biases introduced in the survey implementation and other pertinent information for researchers. The report will cover observations/experiences arising from the survey and the methodology employed. Any data changed or removed in the "cleaning" process other than through clarification with the responding establishment will also be reported.

z. Final Quantitative Dataset: Will provide the final clean dataset in SPSS or STATA electronic format.

Preparation for Qualitative Survey

a. Recommendation for specific topics, special regions to focus, sampling approach and methodology prepared by survey firm in report format and submitted. This will also include a list of proposed interviews.

b. Final approach and methodology discussed and approved by the XX prior to implementation.

Interim Qualitative Report and Quantitative Report

a. Initial draft findings from the quantitative and qualitative surveys organized around thematic sections as agreed upon before commencement of work

b. All transcripts and recordings from the focus groups or qualitative interviews

Final Implementation Reports

a. This will include a summary of the findings from both methods, and two sub reports covering the two surveys separately.

CONFIDENTIALITY AND DATA OWNERSHIP

The Consultant will protect the confidentiality of establishments and individuals participating in the survey at all stages. All data is confidential and the property of the [XX]. Its sole purpose is to support research on the business environment, management, organization and innovation and is not for commercial use. No data or other information from this survey will be released to third parties without the written approval of the [XX]. The Consultant will turn over all data, questionnaire and other material to the [XX] and will not retain any information or material after the survey data collection has ended. The Consultant will provide the names and addresses of participating establishments to the [XX] in order to facilitate future surveys. The names of participating establishments and the GPS coordinates of the establishments will not be released by the Consultant to any other party for any reason

TIMETABLE

The tentative timeline of the assignment is as follows: (subject to change based on contract start date)

Task	Est. Date
1. Quantitative Survey Implementation	TBD
2 Sample frames are built and tested	TBD
3 Translation of all survey materials	TBD
4 Technical Training	TBD
5 CAPI script building	TBD
6 Training of Trainers	TBD
7 Questionnaire pilot and finalization	TBD
8 Enumerator Training	TBD
9 10% data collected	TBD
10 50% data collected	TBD
11 100% data collected	TBD
2 Data cleaning and verification	TBD
13 Final Dataset	TBD
14 Qualitative Survey Implementation	TBD
15 Interim findings shared with XX	TBD
16 Final Report	TBD

**Note*: more frequent batches may be requested by the Project Manager

If due to problems encountered during survey fieldwork these deadlines cannot be observed, a revision of this time schedule and of the following compensation plan will take place between the [XX] and the Consultant. Any delay in this schedule caused by the [XX] will result in an equal delay of all dates described above.

PAYMENT SCHEDULE

- An initial payment of ten percent (10%) of the total contract value will be made upon signing of the contract and the outset of the work.
- A second payment of ten percent (10%) will be made upon receipt of the final and approved sample frame, VCSDPR and the translated questionnaires. *Note*: the contract can be terminated at this point should the Consultant be unable to generate a sampling strategy that is acceptable to the [XX]. (cumulative 20%)
- A third payment of twenty percent of the value of the contract (20%) will be paid upon receipt and approval of the first ten percent (10%) of data. (cumulative 40%)
- A fourth payment of thirty percent of the value of the contract (30%) will be paid upon receipt and approval of the first fifty percent (50%) of data. (cumulative 70%)
- A fifth and final payment of thirty percent of the value of the contract (30%) will be made upon receipt and approval of the final dataset, the Implementing Consultant's final report, and final