

**External Evaluation of the initiative entitled, “Sumangali: Eradication of Extremely Exploitative Working Conditions in Southern India’s Textile Industry” managed by terre des hommes Germany (tdh) and co-funded by BMZ and C&A Foundation (2016-2019)**

**Terms of Reference (TOR)**

Tdh and C&A Foundation seek an Evaluation Team for undertaking an external evaluation of the initiative “*Sumangali: Eradication of Extremely Exploitative Working Conditions in Southern India’s Textile Industry*”, managed by terre des homes Germany (tdh) and co-funded by BMZ and C&A Foundation. **Complete proposals must be submitted by 7 December 2018.** More details are given in the terms of reference below.

**I. Introduction**

The German Ministry of Economic Cooperation and Development (BMZ) is actively engaged, in close cooperation with the international community, in combating poverty, securing food, establishing peace, freedom, democracy and human rights, shaping globalisation in a socially equitable manner, and preserving the environment and natural resources. Development cooperation is one of the most important instruments for achieving these goals. The German government regards it as an imperative of humanity and of reason. Development cooperation guarantees a future for people in developing countries – and thus for everyone else, too.

C&A Foundation is a corporate foundation here to transform the fashion industry. The foundation works with change-makers all over the world, offering financial support, expertise and networks to make the industry work better for every person it touches. The foundation collaborates with a variety of stakeholders, including NGOs and industry partners, and works closely with smallholder farmers and garment workers. Currently, they are concentrating their current efforts in five key areas: accelerating sustainable cotton, improving working conditions for garment workers, eliminating forced and child labour from the apparel supply chain, fostering a transition to circular fashion, and the strengthening communities where they work. In every programme a specific emphasis is placed on the issues facing women and girls as they are disproportionately affected by the challenges of the apparel industry. C&A Foundation is driven by the belief that despite the vast and complex challenges, collaborative action can make fashion a force for good.

The evaluation is being commissioned to arrive at an objective assessment of successes, failures and missed opportunities as well as a focused set of recommendations and lessons that will enhance subsequent phases of support to the initiative and other similar initiatives in the Forced and Child Labour programme. The evaluation will be based on the OECD-DAC criteria (relevance, efficiency, effectiveness, impact and sustainability) as well as on the standards of DeGEval.

The terms of reference present a brief description of the initiative; objectives and scope; evaluation questions; methodology; stakeholder involvement; roles and responsibilities; evaluation process; deliverables, audience and dissemination; and consultant requirement and level of effort.

**The evaluation must be completed and submitted to BMZ, C&A Foundation and tdh by 10 May 2019.**

## I. The Initiative

The initiative titled “*Sumangali – Eradication of Extremely Exploitative Working Conditions in Southern India’s Textile Industry*” is being implemented by CARE T (Community Awareness Research Education Trust, Coimbatore, Tamil Nadu, India) and a regional network of CSOs<sup>1</sup> (member organizations of the Tirupur People’s Forum) from April 1st 2016 to December 31st 2019. The initiative is supported by the C&A Foundation and the German Federal Ministry for Economic Cooperation and Development (BMZ) through terre des homes (Germany).

C&A Foundation and BMZ have co-financed an initiative managed by terre des homes (Germany) to end the hugely exploitative working conditions in the textile industry in south India. The Sumangali Scheme, specific to the textile industry in southern India, restricts individual young women workers’ (and girls) freedom of mobility, to choose workplace and actively exposes workers to exploitation without any limit of protection. It is perceived as a combination of Child Labour, Forced Labour and Bonded Labour. Eradication of the Sumangali Scheme in the textile industry is the main objective of the project. The direct target groups covered under this initiative are 24,000 girls - who are victims of Sumangali scheme in 440 villages in 12 blocks in 8 districts of Tamil Nadu. Details of the initiative as are as follows:

- The interventions include medical and psychosocial care for 24,000 girls who are victims of the Sumangali Scheme. The initiative enables 650 girls to enrol back into high school, 110 girls to be enrolled in colleges, 1690 girls to be enrolled in primary and secondary schools. Further, 6600 girls received skill development training and access to social programs (schemes) of the Indian Government for 6600 families was enabled.
- Capacity development programmes are offered at village, block and district level preventing negative recruitments with false promises. The process involves various intermediaries at different levels: 2800 community representatives in 8 districts, 20 representatives of German textile companies, 20 parliamentary delegates and party functionaries, 10 representatives of spinning mill – and textile export associations, 36 government functionaries on regional authority level, 150 representatives of the social and justice departments and the police, 40 representatives of the media, 40 Civil Society Organizations who belong to the Tirupur People’s Forum.
- On a macro level, exertion of influence on spinning mills and associations of the supply chain mills implementation and expansion of existing guidelines regarding working conditions and the accommodation of the girls in the framework of a multi-stakeholder-dialogue is done. After the consensus of key stakeholders built on the recruitment guidelines, the drafting of a bill on the recruitment for the termination of the Sumangali Scheme to close on the national level existing gaps in the labour law and youth protection is also one of the aims of the initiative.

Additional details will be provided to the evaluation team by tdh and C&A Foundation.

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<sup>1</sup> Rural Education and Development Foundation (READ Foundation), Rights Education And Development Centre (READ), Trust for Education and Social Transformation (TEST), Rural Organisation for Social Education (ROSE), Tirupur Auxilium Salesian Sisters Society (TASSS), Sirumalai Evergreen Multipurpose Community Development Society (SIMCODESS) and HOPE CRST.

## II. Scope

The external evaluation will assess the extent to which the initiative achieved its intended objectives during the project phase (April 2016 – till date). The evaluation must arrive at significant learning to the initiative on the extent to which the project's design is contributing to intended outcomes and on recommendations to improve the effectiveness of the similar initiatives going forward.

## III. Objective and Evaluation Questions:

### The evaluation objectives are to:

1. Review the approach and design implemented by tdh in achieving and / or progress towards outcomes
2. Assess factors (in design and implementation) that have contributed to or impeded achievement of outcomes
3. Examine the relevance, efficiency, effectiveness and results, and sustainability of the initiative
4. Distil actionable and strategic recommendations and lessons from the findings.

**Evaluation Questions:** The specific evaluation questions will include, but are not limited to the following:

### Relevance:

- To what extent are the initiative strategies and objectives aligned to the current vision and mission of tdh, BMZ and C&A Foundation?
- What specific, existing gaps were filled by the initiative in addressing the eradication of the exploitative conditions in the textile industry in south India?
- To what extent was the initiative design and implementation appropriate in achieving the intended objectives?
- To what extent was the initiative successful in identifying the 'most appropriate' partners with regard to their experience and expertise in order meet the intended objectives of the initiative?

### Efficiency:

- To what extent have the initiative modalities been executed in an efficient manner by the implementers? Were the programme targets achieved on time? Were the targets realistic given the scale of operations?
- To what extent has the initiative been cost-effective? What has been the initiative's value for money?
- Did the initiative track outputs and outcomes in a credible, systematic manner? If yes, how?
- What mechanisms (formal or informal) had been put into practice to capture and use results, experiences and lessons (allowing for adaptive management)?

### Effectiveness and Results:

- What were the results of the initiative? To what extent were the intended results (outputs and outcomes) achieved? And what evidence emerges with respect to:
  - Provision of psychosocial care, health care and motivation for changing their life
  - Educational support for a good life
  - Skill building for better wages and livelihood
  - Sensitizing the stakeholders and advance legal protection
- To what extent did the initiative generate unintended (positive or negative) results? What results are yet to be achieved or have been under-achieved?
- What has been the positive and negative perceptions and evidence regarding the initiative in terms of the processes followed?
  - To what extent are there any early indications of changes in the lives and the future prospects for the girls?
  - What has been the effectiveness of providing educational support and skill building for improved livelihoods?
  - To what extent are there results of stakeholder sensitization and legal protection?
- How effectively has the initiative shifted the balance towards improved working conditions and elimination of modern-day slavery practices within the garment industry in Tamil Nadu, India? What external and internal factors as well as challenges and risks have influenced the initiative delivery, successes and failures? And why?
- What were the factors that supported and / or impeded the success of this project? Please delve into this question from the perspective of:
  - community action and resilience,
  - state / panchayat support,
  - role of businesses,
  - access to justice and
  - role of other NGOs and Networks (outside of this project), other institutions at play (including business associations).
- What is the efficiency and the effectiveness of the initiative implemented in comparison with other organisations that are implementing similar programmes in the same geography addressing the same issue?

### **Sustainability:**

- What are the main factors that promoted and/or reduced the sustainability and results of the initiative?
- What were the missed opportunities? How can the initiative address gaps in the remaining years?
- What has been the change in the enabling environment and landscape during the last two phases of implementation?
- What are the recommendations and lessons learned that can be applied to improve results for the next phase of programming (if at all)?

In addition to answering the above questions, this evaluation, should also throw light on:

- a. Efficiency and effectiveness of the Regional Resource Centers in catering to the needs of the young girls and women who are victims of Sumangali Scheme and effectiveness of psychosocial care and life skills education in bringing change, better coping mechanisms among the girls and rehabilitation of the survivors
- b. Efficiency and effectiveness of preventive measures in stopping the recruitment of young girls into Sumangali Schemes

- c. Effectiveness of advocacy in ensuring the responsibility and self-commitment of member companies of Spinning mill associations and association of textile exporters in Tamil Nadu
- d. Effectiveness of the advocacy regarding the policy change (state) that this project aims to achieve.

#### IV. Methodology

The evaluation will employ a predominantly participatory evaluation approach to ensure that data can be sufficiently triangulated to deliver aggregate judgments. The methodology will cover review of initiative documents; any existing monitoring data; interviews and focus groups as well as document case studies. The final methodology will be signed off in consultation with C&A Foundation and tdh.

The evaluation is expected to use participatory outcome analyses and a target/actual comparison based on the project proposal and indicators to determine the project results and impacts achieved so far (direct and indirect, short and medium-term, intended and unintended).

In addition to this, the evaluation team will employ a rating system (Good, Adequate, Poor) that rates the initiative's overall performance. The rating will be developed in consultation with the Effective Philanthropy team at the C&A Foundation. The evaluation will follow, but is not restricted to, the below mentioned data collection methods. Attention needs to be paid to triangulating feedback different actors in order to ensure validity. The evaluation must adopt a gender and youth sensitive approach.

<b>Review of Relevant Documents and Monitoring Data</b>	All initiative related documents and monitoring data (if any) held by Tdh, BMZ, Care Trust and C&A Foundation will be reviewed
<b>Semi-structured Interviews (including Key Informant Interviews) and Focus Group Discussions (FGDs)</b>	Conducted with: <ul style="list-style-type: none"> <li>• Girls rescued</li> <li>• Educational institutions where the girls are enrolled</li> <li>• Resource personnel for skill building</li> <li>• Specific government and Panchayat functionaries</li> <li>• Parents, teachers, women SHGs, officials and members of local bodies, community leaders, NGO representatives, employers</li> <li>• Relevant Tdh and Care T staff</li> <li>• Relevant BMZ staff</li> <li>• Relevant C&amp;A Foundation staff</li> <li>• Staff from NGOs and Networks that are not a part of this project directly (but are working on the same issue in the same geographic location)</li> </ul>
<b>Sampling</b>	<p>Purposive sampling will be done for identification of the girls. The evaluation must follow a gender sensitive approach.</p> <p>The selection of case studies will be done in consultation with C&amp;A Foundation's Effective Philanthropy team.</p>

## V. Stakeholder Involvement

Stakeholder involvement is critical to the successful execution of the evaluation. The evaluation consultancy is expected to retain independence in coming to judgments about the initiative and employ participatory and collaborative approach providing for meaningful involvement of BMZ, C&A Foundation, tdh and Care Trust and any additional actors and beneficiary girls. The draft report will be circulated to BMZ, C&A Foundation, tdh and Care Trust for review and comments prior to finalisation.

## VI. Roles and Responsibilities

The evaluation will be jointly managed by tdh and C&A Foundation.

**The Head of Effective Philanthropy at C&A Foundation<sup>2</sup> & the Regional Coordinator at tdh (the Evaluation Managers) is responsible for:**

- Review and selection of evaluation consultants;
- Overall responsibility and accountability for management and delivery of the evaluation up to and including approval of the final report;
- Technical guidance for the evaluation consultants;
- Leadership of the evaluation draft report review process including collating comments and facilitating discussion; and
- In all of these roles, necessary support will be provided by other members of the C&A Foundation Effective Philanthropy Team – specifically, the Evaluation Specialist located in India.

**The Programme Manager (Gender Justice and Human Rights) at C&A Foundation and the Programme Manager at tdh is responsible for:**

- Review and be involved in the selection of evaluation consultants;
- Technical guidance for the evaluation consultants to understand the programmatic perspective of the initiative;
- Facilitation on the evaluation including access to initiative related data, all documents, and access to stakeholders (internal and external);
- Participate in evaluation related meetings (kick off meeting and findings meeting);
- Reviewing and commenting on drafts of the inception and evaluation report; and
- Preparing a management response, as and when necessary.

**The Manager at Care Trust is responsible for:**

- Facilitation and assistance to the evaluation consultants including access to initiative data, all documents, and access to stakeholders and beneficiaries;
- Participate in evaluation related meetings (kick off meeting and findings meeting); and
- Reviewing and commenting on the work-plan and draft evaluation report.

**The evaluation consultants are responsible for:**

- Conducting all necessary qualitative assessments;

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<sup>2</sup> The Head of Effective Philanthropy and the Evaluation Specialist is not involved in the management of the initiative or the day to day operations.

- Day-to-day management of the evaluation;
- Formal and informal reporting to the Evaluation Manager, as necessary;
- Participate in evaluation related meetings (kick off meeting and findings meeting); and
- Production of deliverables (evaluation report) in accordance with the Terms of Reference and contractual arrangements.

The evaluation consultants will report to the Evaluation Manager – Head of Effective Philanthropy and the Regional Coordinator of tdh on all issues related to the evaluation and deliverables and feedback processes.

## VII. Evaluation Process

The evaluation will be carried out in conformity with the principles and standards set out in C&A Foundation [minimum requirements](#) and [policy](#) for Monitoring and Evaluation.

The consultants will prepare **an evaluation inception report and brief work-plan** that will operationalize the Terms of Reference.

The inception report will address the following elements: expectations of the evaluation; roles and responsibilities within the evaluation consulting team; any refinements and elaboration to evaluation questions; methods – qualitative data collection and case study, including possible constraints; outline of the final evaluation report and an evaluation matrix linking questions – methods – data sources and indicators.

The inception report will be approved by the C&A Foundation Head of Effective Philanthropy and tdh representatives and act as an agreement between the consultants and, C&A Foundation and tdh on how the evaluation is to be conducted.

The consultants will prepare the **draft and final evaluation reports** that describe the evaluation methodology (briefly), findings, recommendations and lessons.

The main activities and evaluation timetable for this consultancy is set out below:

Evaluation Process	Deadline	Responsibility
Consultant contracting	December 15, 2018	Tdh/ C&A Foundation
Evaluation work-plan and Inception report	January 15, 2019	Consultants
Completion of documentary review / interviews / case studies	March 20, 2019	Consultants
Draft report submission for comment by C&A Foundation and tdh	April 15, 2019	Consultant Team / Head of Effective Philanthropy (facilitator)
Final report	May 10, 2019	Consultants
Consultant Team / Head of Effective Philanthropy (facilitator)	Consultant Team / Head of Effective	Consultant Team / Head of Effective

	Philanthropy (facilitator)	Philanthropy (facilitator)
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## VIII. Deliverables

The consultants will prepare; in English, (a) Inception Report (less than 10 pages not including the evaluation matrix and other annexes); and (b) an independent evaluation report in English and in accordance with the C&A Foundation M&E Policy. The evaluation requires the consultant to submit the following deliverables:

- Evaluation Inception Report
- End of Fieldwork – initial findings meetings with relevant C&A Foundation, tdh and Care T staff (to be delivered in India or virtually)
- Draft evaluation report
- Findings Meeting (in person meeting to be held in India with relevant C&A Foundation and tdh and Care T staff)
- Final evaluation report, not to exceed 35 pages (excluding annexes), with a two page executive summary

All reports are to be submitted to Head of Effective Philanthropy, C&A Foundation, and to be reviewed, prior to finalisation, by the C&A Foundation Forced Labour Team, tdh and Care T.

The evaluation inception report is to be submitted within 14 working days of signing the contract. The consultant will submit the draft evaluation report for review by Head of Effective Philanthropy (C&A Foundation), C&A Foundation Programme Team, tdh and Care Trust.

Within 1 week of receiving comments, the final evaluation report including an executive summary and annexes will be submitted to C&A Foundation, tdh and Care Trust. The final evaluation report, not including annexes, will be no longer than 20 pages with an executive summary of no more than 2 pages.

C&A Foundation (programme staff) and/or tdh may append a management response to the evaluation in the event of disagreements regarding the in evaluation findings and recommendations.

## IX. Audience and Dissemination

The main audiences for the evaluation will be: C&A Foundation, BMZ, tdh and Care Trust and other stakeholders who have been directly involved in the initiative.

The final evaluation report (unedited) will be published and disseminated through the website and social media channels of C&A Foundation and tdh. Learning products including a lessons notes will be developed by C&A Foundation after the completion of the evaluation.

## X. Consultant Requirements and Level of Effort

Applicants may be individual consultant, a group of individual consultants (with sufficient gender balance) with a designated team lead, or consulting companies with relevant evaluation

expertise. The team leader is expected to be a German national (as per BMZ rules). Applicants must have at a minimum the following qualifications:

The consultant team will be required to have the following experience:

- Substantial experience in conducting evaluations to a high standard in the region that utilize mixed methods and participatory approaches;
- Experience in the evaluations of projects and programmes in the field of gender, forced labour/modern day slavery initiatives and community based development in the international and/or Indian context; and experience in India is preferred;
- More than 10 years of experience in international development cooperation with a focus on labour, global supply chain mechanism, gender justice and advocacy;
- University degree or comparable degree in the field of community development and gender studies or political science;
- Knowledge of the conditions, guidelines and quality requirements for projects funded by the Ministry of Economic Cooperation and Development (BMZ) and C&A Foundation;
- Understanding of corporate responsibility, philanthropic programmes and development cooperation preferred;
- Excellent fluency (written and spoken) in English and the local Indian language (where the project operates, i.e. Tamil Nadu) is required. At least one member of the evaluation team must speak the local Indian language (i.e. Tamil);
- Good knowledge of the country and practical expertise on India (preferably Tamil Nadu);
- Willingness to travel to communities where the project operates; and
- No conflict of interest with C&A Foundation or BMZ or tdh or Care Trust.

The expected level of effort for the evaluation is approximately 40-45 working days. This is an estimate – the level of effort proposed must be aligned with the proposed methodology.

**Please submit the following to Lee Alexander Risby ([l.risby@candafoundation.org](mailto:l.risby@candafoundation.org)) with a copy to Savi Mull ([s.mull@candafoundation.org](mailto:s.mull@candafoundation.org)) and Lena Niehaus ([l.niehaus@tdh.de](mailto:l.niehaus@tdh.de)) by 7 December 2018.**

#### A. Technical Proposal

- A narrative proposal (no more than 5 - 6 pages excluding annexes) and including the following sections:
  - a) Evaluation Methodology: Describe your overall approach and evaluation methodology including, and not limited to, evaluation questions, evaluation design and methodology.
  - b) Relevant Experience: Provide details of projects of similar scope, complexity and nature you have worked on previously. Please include any experience with corporate philanthropy. Include also any experience with evaluations in forced labour, education and life skill development.
  - c) Specific Expertise: Describe your level of knowledge and expertise conducting evaluations on education and financial and social vulnerability, particularly in South Asia.
  - d) Key Personnel and Staffing: Describe the key personnel. Include CVs (no more than 2 pages each and attached as annex) of key personnel who would be part of the proposed plan.

- e) Timeline: Include a detailed timeline of key activities.
- f) Sample reports: two sample evaluation reports (published reports or unpublished reports approved by the respective clients) focusing on the same sector/theme.

B. Financial proposal

- The financial proposal should include a line-item budget and a budget narrative. The cost estimates used to prepare the budget should be presented in Euros.