Expressions of Interest for Principal Evaluator/Evaluation Team

External Evaluation of the Fundacion C&A Mexico’s Programme “Yo Quiero Yo Puedo Cuidarme y Ser Productivo” (I Want To, I Can...Take Care of Myself and Be Productive)

Fundacion C&A, Mexico and C&A Foundation\(^1\) seek a Principal Evaluator/Evaluation Team for undertaking an external evaluation of the «Yo Quiero Yo Puedo Cuidarme y Ser Productivo» (I Want To, I Can...Take Care of Myself and Be Productive) Programme implemented by the Mexican Institute for Family and Population Research (IMIFAP) in Mexico. Completed proposals must be submitted to ccaracas@cyamexico.com with a copy to s.mull@candafoundation.org by Friday, 26 August 2016. More details are given below.

1. Purpose

The objective of the external evaluation is to track and evaluate the extent to which the Programme “Yo Quiero Yo Puedo Cuidarme y Ser Productivo” (I Want To, I Can...Take Care of Myself and Be Productive) achieved its stated objectives. The evaluation will assess the extent to which the programme has proven to be effective in improving the quality of life of workers, labour conditions and their productivity in the maquilas\(^2\). The objective of the programme was to promote the integral well-being of the workers in the Mexican textile industry in order to improve productivity and to favor the guidelines of codes of conduct of international companies attached to the principles of the Global Pact of 2020. The program has included middle level managers from maquilas in Puebla, Tlaxcala, Estado de México and México City; as well as operators from the productivity chain such as companies dedicated to fashion design, fabric development, etc.

The evaluation must capture the outcomes and the success and failures (along with unintended outcomes) of the programme and based on the findings, provide a set of recommendations that will enhance the effectiveness of the programme in Mexico and further drive the C&A Foundation’s efforts to strengthen its approach in improving worker’s lives in other countries. The evaluation consultancy will outline the evaluation plan, review the programme survey data from the trainings using a mixed methods approach, review the programme design, achievements and challenges to highlight important lessons for future strategic and programming decisions.

The Expressions of Interest presents a brief description of the programme; the scope and purpose of the evaluation; the objectives and key questions on the evaluation; evaluation design and methodology; stakeholder involvement; roles and responsibilities; evaluation process; deliverables; consultant qualifications and submission process. The evaluation is required to be completed and submitted to Fundacion C&A and C&A Foundation by 15 November 2016.

2. The Yo Quiero Yo Puedo Programme

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\(^1\) Please see Annex 1 for an introduction to Fundacion C&A and C&A Foundation.

\(^2\) Production units

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With the support of the C&A Foundation, Yo Quiero Yo Puedo designed and launched the program: “Yo quiero, yo puedo ... cuidarme y ser productivo” (I want to, I can... take care of myself and be productive). Directed at the textile industry sector in Mexico, the goal of the programme was to further the well-being of textile workers in order to improve productivity. The programme was a pilot activity funded for two years. The first year of activities was from March 2014 to March 2015 and extended for a second year till August 2016.

Fifteen companies have participated in the programme to date. Supervisors undergo 40 hours of life skills and knowledge facilitation training, and the supervisors in turn replicate the program during 15 minutes a week with their seamstresses. More than 1,200 supervisors and workers have participated in the programme. The programme encompasses workers’ wellbeing at that workplace as well as their intrinsic empowerment to act as agents of change and direct their own lives in a way that helps them recognize that they have greater rights and more possibilities. In addition, community support groups have been established to empower citizens to change their lives for the better with access to education and tools that unlock their wellbeing. The programme has several reports providing data on work satisfaction and productivity. These reports will be made available to the evaluation team.

3. Purpose and Scope of the Evaluation

The scope of the evaluation will cover the operations of the “Yo quiero, yo puedo ... cuidarme y ser productivo” between March 2014 and August 2016 (two-year programme cycle with updated set of activities in Year 2) that was implemented in 15 factories covering their beneficiary workers and communities in Mexico. The overarching goal to be addressed by the evaluation is to: assess the approach and report on results and lessons learned.

The objective of the evaluation is to evaluate the extent to which the programme achieved its stated objectives and to define the processes that worked to make the programme succeed, if at all. The evaluation is expected to clearly employ a mixed methods approach to assess the outcomes (short-term and medium-term results) through a (re)construction and empirical testing of the programme’s theory of change. The evaluation should assess the approach of the programme (review the relevance, operational design, beneficiary selection, support provided, challenges and achievements) by involving both a results and process oriented approach for future strategic and programming decisions. The programme has a survey data set from the workers pre and post the trainings which will be used to analyse the results. In addition, it is expected that the evaluation will document case studies of workers that were exposed to the programme.

The evaluation is expected to respond to the following specific objectives:

**Internal to Fundacion C&A, Mexico and C&A Foundation:**

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3 Related online article on Workers’ WellBeing: http://www.triplepundit.com/2015/10/investing-workers-wellbeing-can-catalyze-sustainable-apparel-industry-boost-profits

2 Expressions of Interest – Evaluation of the ‘Yo Quiero Yo Puedo Cuidarme y Ser Productivo’ Programme
• Evaluate results of the “Yo quiero, yo puedo ... cuidarme y ser productivo” programme for Fundacion C&A and its programmes
• Summarize the key drivers and lessons learned to inform the further development of the strategy and implementation of like-minded programmes by Fundacion C&A and C&A Foundation
• Follow the beneficiaries by documenting case studies to capture what worked and how (process and results)

External to IMIFAP, End-beneficiaries and Interested Stakeholders:
• Demonstrate results of the “Yo quiero, yo puedo ... cuidarme y ser productivo” Programme including changes in strategies; ways of working and capacities needed to meet the purpose of the initiative
• Summarize the key drivers and lessons learned to inform the further development of the strategy and implementation of like-minded programmes by Fundacion C&A and C&A Foundation
• Evaluate results of the Yo quiero, yo puedo ... cuidarme y ser productivo” Programme on end-beneficiaries and their respective areas of influence (in communities and households – if possible)
• Evaluate the contribution of the Yo quiero, yo puedo ... cuidarme y ser productivo” Programme to sustainability
• Provide evidence-based recommendation(s) in terms of what works and what does not work for empowering the workers to increase their wellbeing and productivity; and their roles as change agents

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

Relevance:

• To what extent were the “Yo quiero, yo puedo ... cuidarme y ser productivo” programme strategies and objectives aligned to the Fundacion C&A / C&A Foundation’s past, current and future vision and mission?
• To what extent was the programme successful in identifying the ‘most appropriate’ factories, workers and management that needed the intervention?

Efficiency:

• To what extent were the approaches and implemented activities aligned with and contributing to the objectives of the “Yo quiero, yo puedo ... cuidarme y ser productivo” programme?
• To what extent has the “Yo quiero, yo puedo ... cuidarme y ser productivo” programme methodology been executed in an efficient manner? Were the programme targets achieved on time? Were the targets realistic given the scale of operations?
• What trade-offs and adjustments, if any, were made by the programme in order to drive efficiency?
• What has been the learning in terms of programme implementation for IMIFAP, and for Fundacion C&A?
• To what extent was the staffing and resources at an appropriate level to effectively and efficiently implement the programme (quality and quantity), within IMIFAP?
• Did the programme track outputs and outcomes in a credible, systematic manner? If yes, how? What mechanisms (formal or informal) had been put into practice to capture results, experiences and lessons?

Effectiveness:

• What specific, existing gaps were filled by the programme in addressing worker wellbeing and productivity in the respective factories across both years?
• How did the programme support the identification of the most effective approaches for achieving the programme objectives? What explains the different outcomes in each of the two years?
• What evidence emerges from the programme in promotion of workers’ wellbeing and productivity? To what extent did the programme increase workers’ productivity through mobilizing them to be change agents?
• What training strategies and approaches offered to the beneficiary workers and management have been most effective? And why?
• Did the programme design (including the results frameworks) facilitate an internal learning feedback loop within IMIFAP and Fundacion C&A that informed programme implementation?
• How has Fundacion C&A’s support been instrumental in filling specific gaps in programme design and management of IMIFAP to further its goals and vision in relation to the programme?
• What has been the positive and negative perceptions regarding the programme in terms of the processes followed for the “Yo quiero, yo puedo … cuidarme y ser productivo” programme?

Impact & Sustainability:

• To what extent did the programme achieve its objectives for:
  o Fundacion C&A / C&A Foundation
  o IMIFAP
  o Target beneficiaries (workers, managers, factories etc.)
• Which training strategies were most and least effective at generating results? And why?
• What factors have influenced the programme’s successes and failures? And why?
• What unintended results (positive or negative) did the programme produce?
• What strategies or approaches adopted by the programme produced medium-term impacts? Which of these strategies and initiatives can be replicated? What are the main lessons learned by the IMIFAP programme for Mexico and also of wider applicability to other geographies? To what extent did the programme disseminate knowledge gained regarding practices and methodologies applied?
• What are the main factors that promote and/or reduce the sustainability and results of the programme? To what extent are the initiatives likely to continue after programme completion?

4. Design and Methodology

**Design:** The evaluation design will be primarily based on the review of the existing survey data and reconstruction of the programme theory with appropriate indicators. The programme theory will be empirically tested through review of quantitative survey data and conducting qualitative fieldwork. The programme theory will establish a logical model of cause-effect linkages by exploring the delivery of results for the beneficiaries. Reconstructing the programme theory will be a critical first part of the evaluation prior to conducting review of data and fieldwork and will be done through a combination of documentary review and interviews with Fundacion C&A and C&A Foundation’s Impact Team.

**Methodology:** The evaluation will be required to employ a mixed-methodological approach to ensure that data can be sufficiently triangulated to deliver aggregate quantitative and qualitative judgments on the basis of a broad range of data (covering the two year implementation period); documents; existing survey data; interviews and focus groups.

The qualitative data (such as a sample of case studies) will be used to provide critical insight into the implementation and results of the programme internally and externally and why the programme has produced results or not. The qualitative data will be complemented with quantitative data from the existing structured survey of beneficiaries. The evaluation will follow, but is not restricted to, the below data collection methods:

<table>
<thead>
<tr>
<th>Portfolio and documentary review</th>
<th>All data held by Fundacion C&amp;A and IMIFAP on implementation modalities under the programme.</th>
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<tbody>
<tr>
<td>Review of Survey Data</td>
<td>The programme has carried out surveys of the workers on a periodic basis. The survey data will be analysed covering the two years and raw data will be provided to the evaluation team.</td>
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<tr>
<td>Semi-structured Interviews and Focus Group Discussions (FGDs)</td>
<td>To complement and inform quantitative data streams gathered internally by the programme, interviews and FGDs will be conducted with workers in the same factories and the workers that have moved on to management positions in the factories. In addition, relevant IMIFAP, Fundacion C&amp;A and C&amp;A Foundation staff will be interviewed. Furthermore, in</td>
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4 The evaluation consultants will be given complete access to all documentary data held by Fundacion C&A on the programme and including email communications and informal memos and documents.

5 Such as programme and projects proposal, action plans; monitoring reports and any other memos and reports held by Fundacion C&A.

5| Expressions of Interest – Evaluation of the ‘Yo Quiero Yo Puedo Cuidarme y Ser Productivo’ Programme
order to document what-works, the evaluation (if possible) should identify selected sample case studies on the success achieved by the programme in Mexico.

| Sampling  | Include survey data from all factories covered. Based on the sample of factories that have received the intervention, purposive stratified sampling will be done for case studies with workers who are in the same factories and those that have moved. |

7. Roles and Responsibilities

The Fundacion C&A Programme Manager (the Evaluation Manager) is responsible for:
- Overall responsibility and accountability for management and delivery of the evaluation
- Facilitation and day-to-day assistance to the evaluation consultants including access to portfolio data, all documents, and access to stakeholders (internal and external);
- Approval of all deliverables (in Spanish only) and;
- Joint-coordination of the internal review process with C&A Foundation.

The Evaluation Specialist is responsible for:
- Technical guidance for the evaluation consultants throughout the implementation of the evaluation;
- Approval of all deliverables (in English only) and;
- Joint-coordination of the internal review process with Fundacion C&A.

The evaluation consultant/team is responsible for:
- Designing the mixed methods approach;
- Conducting all necessary qualitative and quantitative assessments and fieldwork and analysis;
- Day-to-day management of the evaluation;
- Regular formal and informal reporting to the Evaluation Manager and Evaluation Specialist;
- Production of deliverables in accordance with the Terms of Reference and contractual arrangements.

The evaluation consultant(s) will report to:
The Programme Coordinator on all issues related to the evaluation, contracts, fees and expenses, and deliverables. The contract partner will be with Fundacion C&A, Mexico.

8. Evaluation Process
The evaluation will be carried out in conformity with the principles and standards set out in the C&A Foundation minimum requirements and policy for Monitoring and Evaluation.6

The evaluator will prepare an evaluation inception report, budget and work-plan that will operationalize the Terms of Reference. The inception report will describe how the evaluation is to be carried out, bringing refinements, specificity and methodological elaboration to the Terms of Reference. It will be based on an initial documentary data collection, review of survey data and interviews and will also present a draft reconstruction of the programme theory. It will be approved by the Programme Coordinator and Evaluation Specialist and act as an agreement between the consultants and Fundacion C&A / C&A Foundation on how the evaluation is to be conducted.

The inception report and work-plan will address the following elements: expectations of the evaluation; roles and responsibilities within the evaluation consulting team; elaboration of the evaluation methodology including qualitative and quantitative approaches; sampling; identification of workers for case studies; draft programme theory model(s); evaluation data collection and analyses issues, including possible constraints; reporting timetable; outline of the final evaluation report; and evaluation matrix linking key questions7; methods and data sources etc.

The evaluation local studies: The consultants will sample an appropriate number of workers in Mexico informed by initial data collection and portfolio review for case studies. The consultants will brief the Evaluation Specialist and the Programme Coordinator at the conclusion of the initial visits to allow for any feedback and adjustments to be made.

The consultants will prepare the evaluation report (along with an Executive Summary) that describes the evaluation methodology, findings, recommendations and lessons as well as case studies. The consultants will develop an initial outline as part of the work-plan and inception report. The draft evaluation report will be circulated to relevant Fundacion C&A and C&A Foundation staff for review and comments prior to finalization.

The timeline for the evaluation is from September-November 2016. The key activities and timetable for this evaluation is set out below:

<table>
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<tr>
<th>Evaluation Process</th>
<th>Deadline</th>
<th>Responsibility</th>
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<tr>
<td>Selection and contracting of consultancy</td>
<td>Late August/ Early September 2016</td>
<td>Fundacion C&amp;A</td>
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<tr>
<td>Inception report preparation (including initial data collection / programme theory reconstruction)</td>
<td>Mid- September 2016</td>
<td>Evaluation Team</td>
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6 To be provided to the consultants as an annex to the contract.
7 Make relevant changes to and distill the evaluation questions, in consultation with the Evaluation Manager.

Expressions of Interest – Evaluation of the ‘Yo Quiero Yo Puedo Cuidarme y Ser Productivo’ Programme
| Portfolio / documentary review and interviews | Late September 2016 | Evaluation Team |
| Analysis of Survey Data | October 2016 | Evaluation Team |
| Interviews | October 2016 | Evaluation Team |
| Analyses and Report Drafting | October 2016 | Evaluation Team |
| Draft Report | 1 November 2016 | Evaluation Team |
| Comment (Internal) | 7 November 2016 | C&A Foundation / Fundacion C&A |
| Final Report | 15 November 2016 | Evaluation Team |
| Presentation of the report to Fundacion C&A Investment Committee | December 2016 | |
| Presentation of the report to Fundacion C&A Board | First Meeting of 2017 | Fundacion C&A / C&A Foundation |
| Communication of the evaluation (internal and external) | January – March 2017 | C&A Foundation / Instituto C&A |

**9. Deliverables**

The consultants will prepare (a) an evaluation inception report and work-plan; and (b) an independent evaluation report in accordance with the C&A Foundation M&E Policy. These deliverables are to be:

- Evaluation inception report and work-plan (Prepared in English only)
- Evaluation Draft Report (Prepared in English only)
- Evaluation Final Report (Prepared in English and Spanish)
- All reports are to be submitted to the Programme Manager and the Evaluation Specialist.
The evaluation inception report and work-plan is to be submitted within two weeks of signing the contract. The consultant will submit the draft evaluation report for review by the C&A Foundation / Fundacion C&A. The final evaluation report including an executive summary and annexes will be submitted to the C&A Foundation / Fundacion C&A electronically. The final evaluation report, excluding annexes, should be no longer than 50 pages.

10. Profile of Evaluator/Evaluation Team & Expression of Interest Requirements

The Evaluator/Team will be required to have the following experience:

- Demonstrated technical expertise and substantial experience in conducting programme / project evaluations to inform strategy development and operations
- Strong background and experience preferred in:
  - Workers' rights and labour productivity
  - Apparel industry in Mexico
  - Life-skills education
  - Theory-based evaluation designs
  - Qualitative and quantitative methods
- Familiarity with corporate philanthropy in Mexico
- Sound understanding of the textile sector and influencing the labour policy in Mexico
- Excellent analytical skills with experience in mixed methods, process-oriented evaluation, outcome evaluation, conducting interviews, surveys, interpreting data and information
- Fluency in Spanish and English (spoken and written) is essential.

Team members can complement or add to the expertise of the Principal Evaluator. If the proposal is for a team, please include a paragraph detailing the structure and share of responsibility of different team members.

Submission of Expressions of Interest: The following information and documents must be provided as part of the proposal:

a. Proposed Evaluation Methodology

The application will provide a short overview of the proposed evaluation design and methodology, including a proposed timeline/schedule as well as a budget.

b. Proposed Evaluation Team and their Qualifications

Please include the following information in the proposal:

- Detailed CVs for Principal Evaluator and any other team member(s)
- Contact details of three references
- Daily rate for your last 3 assignments
• Two examples of recently completed evaluation reports. If possible, at least one of the reports should be relevant, or similar to, the subject of this evaluation
• Confirmation of availability of the Principal Evaluator and/or the team members from September 2016

Complete proposals must be submitted by email to ccaracas@cyamexico.com with a copy to s.mull@candafoundation.org by Friday, 26 August 2016. Please indicate “EOI: Evaluation of the IMIFAP Programme” in the subject line of your email message. There will be telephone and/or face-to-face interviews with the applicants of the shortlisted proposals. Only applicants of shortlisted proposals will be contacted. For any questions, please email ccaracas@cyamexico.com with a copy to s.mull@candafoundation.org.

Contact:
• Carolina Caracas, Programme Manager: ccaracas@cyamexico.com
• Savi Mull, Evaluation Specialist: s.mull@candafoundation.org

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Graufenweg 10  
Zug, Switzerland

Fundacion C&A  
Camino al Iteso 8350  
Col. El Mante CP. 45609. Mexico
Annex 1: About C&A Foundation and Fundacion C&A

C&A Foundation was created in 2011, to deepen and expand the work of the C&A Initiative for Social Development (CISD) (1996–2010), to lead and manage all of the corporate philanthropic entities of the C&A company in retail and sourcing countries, including Instituto C&A in Brazil and Fundación C&A (founded in 1999). C&A Foundation is a private foundation affiliated with the global clothing retailer C&A. The Foundation works to transform fashion by helping to build a more sustainable industry that respect the rights of workers, improve livelihoods and that conserves the environment. It works with key partners to achieve the best results and greatest long-term impact. From farmers to factory workers, the Foundation helps build strong, resilient communities in all countries it touches.