Terms of Reference for the Independent Evaluation of
“Advancing Worker Leadership in Supply Chain Monitoring”

C&A Foundation seeks an Evaluation Team for undertaking an external evaluation of the initiative “Advancing Worker Leadership in Supply Chain Monitoring”, initiative implemented by International Labor Rights Forum (ILRF) and funded by C&A Foundation.

Complete proposals must be submitted to by 5 October 2018.

I. Introduction

C&A Foundation is a corporate foundation here to transform the fashion industry. They work 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.

C&A Foundation is commissioning the evaluation to arrive at an objective assessment of successes, failures and missed opportunities as well as a focused set of recommendations and lessons to inform ILRF and C&A Foundation’s future work.

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

The evaluation is required to be submitted to C&A Foundation by 25 January 2019.
II. The Initiative

The initiative “Advancing Worker Leadership in Supply Chain Monitoring” started in January 2017 and is set to continue until early 2019.

Most factory monitoring efforts are led by brands or western organisations, with limited worker participation. This restricts improvements to factories with motivated buyers, and generally focuses on issues that can be identified through audits. Brands may discover issues and leave factories without informing workers or government. As a result, workers remain in poor conditions, sometime ignorant of threats to their safety and even lives. This initiative aimed to place workers as leaders in supply chain monitoring; enabling them to develop their own monitoring tool, designed by and for workers, and strengthening national worker organisations to participate in ongoing monitoring initiatives and reforms.

In partnership with the Bangladesh Center for Worker Solidarity (BCWS), in Bangladesh, and the Center for Alliance of Labor and Human Rights (CENTRAL), in Cambodia, ILRF proposed to work to strengthen worker organisations’ leadership in designing and improving supply chain monitoring and transparency, while also strengthening women worker leadership in driving industry improvements.

The initiative was designed around five activities:

1. Assess: Collate lessons learned from existing monitoring initiatives and technologies (such as negotiated co-governance agreements, worker-driven monitoring initiatives, mobile-phone based reporting) identify success factors, evaluating lessons from workers’ perspective. This workstream included a future lens, looking at which initiatives have worked in other industries and may be relevant for the apparel industry in future.;

2. Innovate: Explore how technology innovations can enable worker-driven monitoring and information sharing, drawing on success factors identified in the assessment, resulting in a phase II proposal and budget for development and implementation of a worker-driven monitoring tool;

3. Strategize: Identify priorities and advocacy strategies, drawn from assessment findings, to establish monitoring and reporting agreements with apparel brands;
4. Build Leadership: Disseminate advocacy strategy proposals and strengthen worker leadership skills, especially women worker leaders;

5. Share Learning: Convene worker organisations from 5 to 7 countries in Asia to share lessons learned, strengthen mutual support networks and identify potential for adapting approaches tested to new contexts.

With this, the initiative aimed at creating systemic change in worker-driven factory monitoring, grassroots workers’ engagement in negotiating new solutions with brands, and the strengthening of regional support networks.

III. Scope

The independent evaluation should be a summative evaluation that assesses the extent to which the initiative achieved the intended objectives. The evaluation must also arrive at significant learning on the extent to which the initiative’s design and implementation contributed to intended outcomes.

IV. Objectives and Questions

The Evaluation Objectives are to:

- Examine the initiative’s overall effectiveness, sustainability and impact in strengthening the leadership role of workers, especially women workers, in the development, implementation, and governance of initiatives for improving working conditions in Bangladesh and Cambodia;

- Assess factors (in design and operations) that have contribute to or impeded achievement of results, allowing to learn from success as well as failures;

- Assess the extent to which the initiative is ‘fit for purpose’;

- Distil actionable and strategic recommendations and lessons from the findings to feed into future C&A Foundation and ILRF operations.

Evaluation Questions:

The specific process and outcome evaluation questions similar, but not limited to the following:

Relevance:

- To what extent are the initiative strategies and objectives aligned to the promotion of better working conditions?
• To what extent are the initiative strategies and objectives the vision and mission of aligned C&A Foundation and ILRF?

• What specific, existing gaps were filled by the initiative in promoting better working conditions in the countries where the initiative was implemented?

• To what extent ILRF and its local partners had the relevant skills and experience to deliver the activities proposed?

• To what extent was the initiative design appropriate in achieving the intended objectives?

Efficiency:

• To what extent have the initiative been executed in an efficient manner?

• To what extent has the initiative been cost-effective?

• To what extent did the initiative align with the partners strengths?

• 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? Did it meet the outcome targets as per the log-frame?
  
  o What external and internal factors as well as challenges and risks have influenced the initiative delivery, results, successes and failures? And why?

• What has been the positive and negative perceptions and evidence regarding the initiative in terms of the processes followed?

• Did the initiative sufficiently involve/engage with relevant actors and stakeholders? If so, how?

• What has been the effectiveness of engagement with local partners in achieving the programme results?

• What are the drivers (both positive and negative) that influence women worker leadership?

Sustainability:
• What are the main factors that promoted and/or reduced the sustainability and results of the programme?

• To what extent is the initiative likely to continue after the C&A Foundation funding ends?

• What were the missed opportunities?

V. Methodology

Design: The evaluation design will be primarily based on the review of the existing documents, monitoring data, and reconstruction of the programme theory with appropriate indicators. The programme theory will be empirically tested through review of and collection of quantitative data and conducting qualitative fieldwork. The programme theory will establish a logical model of cause-effect linkages by exploring the delivery of results. 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 C&A Foundation’s Effective Philanthropy Team, Working Conditions Programme Team, ILRF, local partners and women workers.

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; initiative documents; existing monitoring data; interviews and/or focus groups, etc.

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 foundation. The data analysis will be used to provide critical insight into the implementation and results of the initiative internally and externally and why as well as how the initiative has produced results or not. The qualitative data will be complemented with quantitative data from the monitoring data and/or survey of workers, implementers and key actors. 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.

| Review of Monitoring Data, Reports, and Relevant Documents | All monitoring data held by ILRF and C&A Foundation and other relevant documents |
| Semi-structured Interviews and/or Focus Group Discussions (FGDs) | Conducted with BCWS and CENTRAL, workers, any other partners, key stakeholders. In addition, relevant ILRF and C&A Foundation staff will be interviewed |
VI. 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 but employ participatory and collaborative approach providing for meaningful involvement of C&A Foundation and ILRF management and staff, local partners and the beneficiary organisations and women workers.

The key stakeholders are:

- Relevant ILRF staff both part of management and those involved in initiative delivery
- Key staff at C&A foundation involved with this initiative
- Local partners (BCWS and Central)
- Women workers

The draft report will be circulated to relevant IRLF and C&A Foundation staff and management for review and comments and discussed in a meeting prior to finalisation.

VII. Roles and Responsibilities

The Evaluation Manager (João Martinho) at C&A Foundation is responsible for:

- 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 throughout the implementation of the evaluation up to and including participation / observation of field visits;
- Leadership of the evaluation draft report review process including collating comments and facilitating discussion and management responses
- Preparation of lessons note, for external publication.

The Programme Manager at C&A Foundation is responsible for:

____________________________________________________________________

\[1\] The Evaluation Manager is not involved in the management of the initiative or the day to day operation
Facilitation of access to initiative related data, all documents, and access to stakeholders (internal and external);

Reviewing and commenting on drafts of the inception and evaluation report;

Preparing a programme management response, as and when necessary.

The Programme Manager at ILRF is responsible for:

- Day-to-day assistance to the evaluation consultants including access to initiative data, all documents, and access to stakeholders;
- Reviewing and commenting on drafts of the inception and evaluation report;
- Preparing a partner management response, as and when necessary.

The evaluation consultants are responsible for:

- Conducting all necessary qualitative and quantitative assessments and fieldwork;
- Day-to-day management of the evaluation;
- Regular formal and informal reporting to the Evaluation Manager;
- Participation in key evaluation related meetings (kick off meeting, inception report meeting and draft findings meeting etc.);
- Production of deliverables (inception report and evaluation report) in accordance with the Terms of Reference and contractual arrangements.

The evaluation consultants will report to João Martinho – Evaluation Specialist, C&A Foundation on all issues related to the evaluation, contracts, fees, and deliverables and commenting / responses processes.

VIII. 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 work-plan that will operationalise the Terms of Reference. The inception report will be based on initial documentary review and preliminary interviews with different actors including workers.

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 initiative programme theory, as appropriate; any refinements and elaboration to evaluation questions; methods – qualitative and quantitative and data collection, including possible
constraints; outline of the final evaluation report and an evaluation matrix linking questions – methods – data sources and indicators.

The inception report and work-plan will be approved by the Evaluation Specialist and act as an agreement between the consultants and the C&A Foundation on how the evaluation is to be conducted.

The consultants will prepare the draft and final evaluation reports that describe the evaluation methodology, findings, recommendations and key lessons.

If significant differences arise regarding the interpretation of evidence between C&A Foundation and/or ILRF programme management on the external evaluation report, an opportunity will be provided to formulate management responses to the findings and recommendations. This will be published with the final report.

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

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<tr>
<th>Evaluation Process</th>
<th>Deadline</th>
<th>Responsibility / Participants</th>
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<tbody>
<tr>
<td>Proposal</td>
<td>5 October 2018</td>
<td>Consultant Team</td>
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<tr>
<td>Selection of consultancy</td>
<td>12 October 2018</td>
<td>Evaluation Specialist</td>
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<tr>
<td>Kick off meeting (Washington DC)</td>
<td>30 October 2018</td>
<td>Evaluation Specialist, Programme Managers at ILRF and C&amp;A Foundation, Consultant Team</td>
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<td>Inception report</td>
<td>13 November 2018</td>
<td>Consultant Team</td>
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<td>Preliminary report</td>
<td>19 December 2019</td>
<td>Consultant Team / Evaluation Specialist (facilitator)</td>
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<td>Findings meeting (virtual)</td>
<td>4 January 2019</td>
<td>Evaluation Specialist, Programme Managers at ILRF and C&amp;A Foundation, Consultant Team</td>
</tr>
<tr>
<td>Final report</td>
<td>19 January 2019</td>
<td>Consultant Team</td>
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IX. Deliverables

The evaluation requires the consultant to submit the following deliverables:

- Inception report
IX. Draft evaluation report

• Findings meeting

• Final evaluation report, not to exceed 25 pages, with a two-page executive summary

X. Audience and Dissemination

Main audiences for the evaluation will be: C&A Foundation and ILRF. The final evaluation report will be published and disseminated through the C&A Foundation and ILRF websites and social media channels, as appropriate and necessary.

Learning products including a lessons note will be developed after the completion of the evaluation.

XI. Consultant Requirements

Applicants may be individual consultant, a group of individual consultants with a designated team lead, or consulting companies with relevant evaluation expertise. Applicants must have at a minimum the following qualifications:

• Experience in conducting evaluations to a high standard in the region;

• Demonstrated experience in conducting evaluations related to working conditions, gender, and empowerment;

• Knowledge of supply chain monitoring and transparency; understanding of the current thinking and attitudes around working conditions today;

• Strong facilitation skills and proven ability to lead participatory processes;

• No conflict of interest with C&A Foundation, C&A company or ILRF;

• At least one member of the evaluation team must be a gender specialist.

Please submit the following to João Martinho (j.martinho@candafoundation.org) by 5 October 2018:

A. Technical Proposal

A narrative proposal (no more than 5 - 6 pages excluding annexes) and including the following sections:

• Evaluation Methodology: Describe your overall approach and evaluation methodology including, and not limited to, evaluation questions, evaluation design and methodology.
• **Relevant Experience:** Provide details of projects of similar scope, complexity and nature you have worked on previously.

• **Specific Expertise:** Describe your level of knowledge and expertise in working conditions, gender and empowerment, supply chains and transparency.

• **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.

• **Timeline:** Include a detailed timeline of key activities.

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.