Terms of Reference

External Evaluation of ‘Research, Advocacy and Action to Combat Gender-Based Violence in the Apparel Sector’, an initiative implemented by Solidarity Centre and funded by C&A Foundation

C&A Foundation seeks an Evaluation Team to undertake an external evaluation of the initiative ‘Research, Advocacy and Action to Combat Gender-Based Violence in the Apparel Sector’ implemented by Solidarity Centre and funded by C&A Foundation. Complete proposals must be submitted by 14 May 2019. More details are given below.

I. Introduction

C&A Foundation is a corporate foundation here to transform the fashion industry. The foundation 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 cotton farmers and garment workers. Currently, we 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 strengthening communities where we work. In every programme, 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 initiative, implemented by Solidarity Centre, aimed to amplify women workers’ voices, and strengthen organising and leadership to combat workplace gender-based violence (GBV) in Cambodia and Indonesia. C&A Foundation is commissioning an evaluation of the initiative to arrive at an objective assessment of the extent to which the initiative met its goals, document the missed opportunities and provide a focused set of recommendations and lessons that will enhance learning and inform actions and funding in similar initiatives.

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 completed and submitted to C&A Foundation by 15 August 2019.

1] External Evaluation of Research, Advocacy and Action to Combat Gender-Based Violence in the Apparel Sector – Solidarity Centre
II. The Initiative

Gender-based violence (GBV) in the workplace is a global problem affecting tens of millions of women workers across all sectors, causing them economic, emotional and physical harm, and undermining their economic security. It is highly prevalent in the apparel sector. At the national level, there is a notable absence of comprehensive domestic legislation dealing with GBV at work. There are also no binding international conventions that set out norms and standards with respect to gender-based violence at work. Employers, who have a potentially powerful role in ending GBV at work, rarely have effective regulations in place, and worker organisations on the front-lines need support to execute effective strategies to address it.

Solidarity Centre, in partnership with women’s rights group, Just Associates (JASS) trained and supported local women garment workers and allied advocates to conduct participatory research to establish a collective, feminist analysis of the modalities of GBV at work and its connection to the home, community, and unions; review domestic legal remedies; and identify effective prevention and mitigation strategies. These efforts are expected to inform union strategies to combat GBV at the national level and provide input for advocacy on the ongoing ILO standard-setting process on violence in the world of work. The initiative was also expected to convene a regional meeting to engage an array of labour organisations in the apparel industry to join advocacy efforts and support the participation of partners in key meetings on the new ILO standard.

The specific objectives for the proposed 18-month program were to:

1. Strengthen women workers’ voice, organizing and leadership to combat GBV in the world of work in Cambodia, Indonesia and regionally.

2. Strengthen the capacity of women garment workers in Cambodia, Indonesia and the broader region to participate in the ILO process establishing an international standard addressing GBV at work.

The key achievements by the end of the project period included (among others):

- 35 women leading efforts to improve working conditions
- 100 women workers participating in rights and empowerment programs
- At least 5 actions to prevent GBV at work identified by participants
- At least 2 references of women apparel workers’ positions included in deliberations in the ILO standard-setting process
C&A Foundation is providing approximately EUR 450,000 for programmatic support to Solidarity Centre. Additional grant related details will be provided to the evaluation team by Solidarity Centre and C&A Foundation.

III. Scope

The independent evaluation should assess the extent to which the initiative implemented by Solidarity Centre has achieved the intended objectives and must document significant learning from the initiative. The evaluation must assess the extent to which the initiative’s design and implementation contributed to its ability to realise intended outcomes. It must identify missed opportunities and deepen the knowledge and understanding of the successes, failures, assumptions, options and limits of the initiative, for both Solidarity Centre and C&A Foundation.

IV. Objectives and Questions

The Evaluation Objectives are to:

1. Review the approach and design implemented by Solidarity Centre in achieving and / or progressing towards outcomes;
2. Assess factors (in design and implementation) that have contributed to or impeded achievement of outcomes, allowing for learning from success and failures;
3. Examine the overall relevance, efficiency, effectiveness, impact and sustainability of the initiative;
4. Distil actionable and strategic recommendations and lessons from the findings to feed into future C&A Foundation and Solidarity Centre operations.

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 C&A Foundation’s current vision and mission; and to improving working conditions and contribute towards reduction of gender based violence in the apparel supply chain? To what extent are the strategies aligned to Solidarity Centre’s vision and mission?
- To what extent is the design employed by the initiative relevant and appropriate in achieving the intended objectives? To what extent did the initiative engage with the ‘most appropriate and relevant’ beneficiaries and actors in the promoting better working conditions?
- What specific, existing gaps were filled by the initiative in reducing gender based violence at the workplace?
Efficiency:
  • To what extent was the initiative executed in an efficient manner? Are the targets set by the initiative being achieved on time? Were the targets realistic given the scale of operations?
  • To what extent did Solidarity Centre and its partner have the relevant skills and experience to deliver the proposed activities? To what extent did the initiative align with the strengths of Solidarity Centre and its partner?
  • To what extent has the initiative been cost-effective? Were the initiative’s outcomes achieved in the most cost-effective manner?
  • Has the initiative employed monitoring systems to track outputs and outcomes in a credible, systematic manner? If yes, how?
  • What mechanisms (formal or informal) have been put into practice to capture and use results, experiences and lessons (allowing for adaptive management) for internal learning?

Effectiveness and Results:
  • What were the results of the initiative? To what extent did the initiative meet the logframe targets? What is the evidence of the initiative’s overall effectiveness, thus far and with respect to:
    o Contributing to enabling worker voice and collective action to combat gender based violence in Cambodia, Indonesia and regionally
    o Strengthening the capacity of women garment workers in Cambodia, Indonesia and the broader region to participate in the ILO process establishing an international standard addressing GBV at work
  • What evidence emerges from the initiative, thus far, in building worker voice for collective action against gender based violence at work and participation in the ILO process for creation of an international standard? Which of these strategies and processes, if not all as a whole, can be replicated or transferred to similar and different geographies?
  • Did the initiative sufficiently involve/engage with relevant actors and stakeholders? If so, how? How did the initiative combine legitimacy and accountability?
  • To what extent does the initiative leverage effects of other initiatives?
  • How effectively has this initiative contributed to wider system shifts and longer-term industry transformation?
  • What has been the effectiveness of engagement with partners in achieving the programme results?
  • What unintended results (positive or negative) did the initiative produce? To what extent was the initiative able to respond to and/or mitigate risks and unintended results?
  • What external and internal factors as well as challenges and risks have influenced the implementation, successes and failures? And why?
  • What are the main lessons learned from the initiative? What are the drivers (both positive and negative) that influenced the achievement of results, thus far?

4| External Evaluation of Research, Advocacy and Action to Combat Gender-Based Violence in the Apparel Sector – Solidarity Centre
To what extent has C&A Foundation enabled Solidarity Centre to achieve its results? What are the recommendations for an effective partnership between Solidarity Centre and C&A Foundation in the future?

Sustainability:
- What are the main factors that promoted and/or reduced the sustainability and results of the initiative?
  - To what extent are the results from the initiative likely to continue if funding depletes?
  - To what extent can the initiative be scaled and/or replicated?
  - What were the missed opportunities?
  - What are the recommendations to improve continuity of results in the future?

V. Methodology

Design: The evaluation design will be primarily based on a review of the existing documents, monitoring data, field work and reconstruction of the programme theory with appropriate indicators, borrowing from the initiative logframe. The programme theory will be empirically tested through the collection and review of quantitative and qualitative data. 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, Labour Rights Programme Team, Solidarity Centre, workers, trade unions and relevant actors.

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. The methodology can also apply a gender-response evaluation lens.

In addition to this, the evaluation team will employ a rubric system that rates the initiative’s overall performance. The rating will be used 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 relevant stakeholders. The

1 Gender-responsive evaluation is more important than ever as a means for building strong systems for generating and using evidence to improve the work we do to achieve gender equality and women’s empowerment – UN Women Evaluation Handbook: How to manage gender responsive evaluation (UN Women 2015).


5] External Evaluation of Research, Advocacy and Action to Combat Gender-Based Violence in the Apparel Sector – Solidarity Centre
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. It is crucial that the evaluation adopts a gender-sensitive approach.

| Portfolio, documentary and monitoring data review | Portfolio and documentary review will be conducted based on all existing initiative-related documents and any monitoring data held by Solidarity Centre and C&A Foundation. The review (alongside initial interviews) will be conducted first. |
| Semi-structured Interviews and Focus Group Discussions (FGDs) | Conducted with workers (including women workers), unions, factory representations, partners and/or key stakeholders. In addition, relevant staff from Solidarity Centre and C&A Foundation will be interviewed |
| Sampling | Purposive sampling will be done for identification of the workers (with sufficient representation of women workers), unions and factory representatives in the different countries and key stakeholders for surveys, interview and focus groups |

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 Solidarity Centre management and staff, additional actors and beneficiaries.

The key stakeholders are:
- Relevant Solidarity Centre staff, both part of management and those involved in initiative delivery
- Key staff at C&A Foundation involved with this initiative
- Workers involved in the programme
- Unions and factory representatives

The draft report will be discussed in a meeting and also circulated to relevant Solidarity Centre and C&A Foundation staff and management for review and comments prior to finalisation.
VII. Roles and Responsibilities

The Senior Evaluation Manager\(^2\) (the Evaluation Manager) 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; and
- Preparation of lessons note for external publication.

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

- Participation in the selection panel of the evaluation team;
- Facilitation of the evaluation including 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 management response, as and when necessary.

The Programme Manager at Solidarity Centre is responsible for:

- Facilitation and 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 management response, as and when necessary.

The evaluation consultants are responsible for:

- Conducting all necessary qualitative and quantitative assessments and fieldwork;
- Logistics for the field work, including travel, scheduling, hosting focus group and interviews;
- 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.

\(^2\) The Senior Evaluation Manager (based in India) is not involved in the management or the day to day operations of the initiative.

7| External Evaluation of Research, Advocacy and Action to Combat Gender-Based Violence in the Apparel Sector – Solidarity Centre
The evaluation consultants will report Ms. Savi Mull – Senior Evaluation Manager, C&A Foundation on all issues related to the evaluation, contracts, fees and expenses, 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 of 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 Head of Effective Philanthropy 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 Solidarity Centre programme management on the external evaluation report, an opportunity will be provided to formulate a management response 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:

<table>
<thead>
<tr>
<th>Evaluation Process</th>
<th>Deadline</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection and contracting of consultancy</td>
<td>20 May 2019</td>
<td>C&amp;A Foundation (Senior Evaluation Manager)</td>
</tr>
<tr>
<td>Inception report preparation</td>
<td>10 June 2019</td>
<td>Consultant Team</td>
</tr>
<tr>
<td>Completion of documentary review / interviews and fieldwork</td>
<td>10 July 2019</td>
<td>Consultant Team</td>
</tr>
</tbody>
</table>
IX. Deliverables

The evaluation requires the consultant to submit the following deliverables:

- Inception report
- Draft evaluation report
- Findings Meeting (in person/virtual) meeting with relevant C&A Foundation and Solidarity Centre staff)
- Final evaluation report, not to exceed 40 pages, with a two-page executive summary.

X. Audience and Dissemination

The main audiences for the evaluation will be: C&A Foundation and Solidarity Centre. The final evaluation report will be published by C&A Foundation and Solidarity Centre and disseminated through websites and social media.

Learning products including a lessons notes will be developed after the completion of the evaluation.
Applicants may be individual consultants, 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 East Asian;
- Demonstrated experience in conducting gender-sensitive qualitative evaluations;
- Demonstrated experience in conducting evaluations related to improving factory working conditions through worker and/or union negotiations, ideally in the apparel industry;
- Knowledge of supply chain monitoring and transparency; understanding of the current thinking and attitudes around working conditions;
- Strong facilitation skills and proven ability to lead participatory processes;
- Willingness to travel to communities where the project operates;
- No conflict of interest with C&A foundation or the C&A company and Solidarity Centre and its partners; and
- At least one member of the evaluation team must be fluent in Khmer and Bahasa Indonesia respectively.

The expected level of effort for the evaluation is approximately 35-40 working days. This is an estimate – the level of effort proposed must be aligned with the proposed methodology.

Please submit the following to Ms. Savi Mull (s.mull@candafoundation.org) by 14 May 2019.

A. Technical Proposal

- A narrative proposal (no more than 5 - 6 pages excluding annexes) 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 summative evaluations in labour rights and gender based violence.
  c) Specific Expertise: Describe your level of knowledge and expertise in working conditions, gender and empowerment, supply chains and transparency.
  d) Key Personnel and Staffing: Describe the key personnel. Include CVs (no more than 4 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 authored by the team lead (will be treated as confidential and used for purposes of selection only)
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.