



Statement of Work – External Evaluation Services

Preventing and Addressing GBVH in the Global Garment Sector
“Advancing International Labor Rights” Cooperative Agreement SLMAQM-18-CA-2013

Introduction

The Solidarity Center is the largest U.S.-based international worker rights organization. Its programs are based on the principle that, by exercising their right to freedom of association and forming trade unions and democratic worker rights organizations, working people can collectively improve their workplaces, call on governments to uphold laws and protect human rights, and be a force for democracy, social justice, and inclusive economic development. Its programs in more than 60 countries focus on human and worker rights awareness, union skills, occupational safety and health, gender equality, migration and human trafficking, and pro-legal strategies, as well as bolster workers in an increasingly informal economy.

The Solidarity Center was awarded the *DRL’s Advancing International Labor Rights (ALRI) project*, which is a global award focused on two overarching objectives:

- *Objective 1:* Improve the internal capacity of unions/CSOs/worker organizations, broaden their membership base and strengthen their democratic and equitable representation of members
- *Objective 2:* Strengthen the ability of unions/CSOs/worker organizations to defend worker rights and interests by using existing mechanisms (e.g., CBAs/employer agreements, laws, ILO conventions, commissions, and courts) and advocating for necessary changes

As part of the global award, and stemming from the overarching objectives, the Solidarity Center designed and implemented the *Preventing and Addressing GBVH in the Global Garment Sector* project from December 27, 2021 to June 30, 2023. The Project-specific objectives are:

- *Objective 1:* Women and other marginalized workers increase their collective leadership and power building capacities by developing and implementing advocacy plans with allied CSOs to prevent and address GBVH in the garment sector.
- *Objective 2:* Strengthen union leadership to develop, reform, implement, and enforce workplace and country-specific governmental policies, laws, and regulations and internal organizational and business policies to prevent and address GBVH in the garment sector

Scope of the Evaluation

The Solidarity Center seeks an external evaluator to conduct an independent evaluation of the *Preventing and Addressing GBVH in the Global Garment Sector* project. The outcome-based evaluation will assess program effectiveness, appropriateness of the program design, sustainability of the initiatives, and the potential for replicating successful practices and strategies of the program. The evaluation is expected to determine how effectively the project implementation strategy has led to the achievement of stated objectives. The evaluation should assess the impact of program activities and identify lessons learned that can be used to guide future Solidarity Center work. The evaluation should present evidence-based conclusions and recommendations and identify best practices.

Countries of interest: The evaluation will take place in the three targeted countries: Bangladesh, South Africa, and Lesotho.

Timeline: The full evaluation is expected to be conducted from May 10 – August 15, 2023. A draft initial evaluation report should be provided to the SC by July 20, 2023. After addressing feedback and questions on the report from SC staff, the final evaluation report should be submitted by August 15, 2023. The timeline could be further refined based in consultation with the selected candidate.

Objectives and Evaluation Questions

The primary evaluation objective is to provide the Solidarity Center with critical information for designing future programs related to addressing GBVH in the world of work. Information collected from this evaluation will identify effective approaches to replicate in the future as well as weaknesses to improve on. The evaluation will also identify needs for future programmatic priorities. Questions which the evaluation should address include:

- What are the expected and unexpected outcomes of the Preventing and Addressing GBVH in the Global Garment Sector program?
- In what ways is the Preventing and Addressing GBVH in the Global Garment Sector program relevant to the communities that the program serves and to the implementing partners?
- How do Preventing and Addressing GBVH in the Global Garment Sector program activities effectively contribute to the outcomes described in the logic model?
- How do the project's achievements contribute to the overarching objectives of the global award?

The selected evaluation team will be expected to refine the evaluation questions further in coordination with the SC and other key stakeholders prior to commencing the evaluation. Appropriate preferred methods for the final performance evaluation may include Outcome Harvesting, Most Significant Change, process tracing, and/or Collaborative Outcomes Reporting and should include a mix of qualitative (key informant interview and focus group discussions) and quantitative data collection as appropriate. Applicants should justify their proposed methodology and how it will best address the questions the evaluation seeks to answer, based on the applicant's demonstrated experience with the proposed methodology. The Solidarity Center anticipates hiring an evaluation firm or a lead consultant who can identify and hire local evaluators in each country to enable direct interaction with program



beneficiaries, participants, and other stakeholders and ensuring that the project is evaluated as a whole instead of three separate country evaluations. If possible, the evaluator will also participate in the in-person exchange to take place in South Africa toward the end of this project, as an opportunity to interview staff and program participants, and to hear the stories, best practices, and lessons learned that they share. The evaluator may also propose alternative approaches in the inception report. Applications should also include mitigation strategies based on experience taking into consideration potential risks and challenges, including data security, and demonstrating a do no harm approach, given the sensitive nature of the subject matter.

Stakeholder Involvement

Stakeholder involvement is critical to the successful implementation of the evaluation. The evaluator is expected to retain independence in developing their analysis regarding program effectiveness and to employ a participatory and collaborative approach to ensure meaningful involvement of Solidarity Center management and staff, additional actors and beneficiaries. This collaborative approach includes gathering feedback from SC country staff on preliminary results. Following are the key stakeholders:

- Relevant Solidarity Center staff, both part of headquarters management and those involved in program delivery in country offices;
- Union and CSO representatives (local leaders and members and activists involved in this program – in program delivery or as allies in campaigns); and
- Employers and government officials, as relevant and appropriate.

Roles and Responsibilities

The Solidarity Center will be responsible for:

- Providing technical guidance throughout the implementation of the evaluation;
- Providing access to program data and documents, and facilitating access to stakeholders; and
- Approving the proposed evaluation plan, including methodology, prior to the start of the evaluation;
- Reviewing and commenting on drafts of the inception and evaluation reports.

The Evaluator will be responsible for:

- Designing and conducting all necessary qualitative and quantitative assessments and fieldwork;
- Coordinating logistics for the field work, including travel, scheduling, organizing interpreters and hosting focus group and interviews;
- Overseeing the day-to-day management of the evaluation;
- Providing regular formal and informal reporting to the Solidarity Center Program Officer;

- Participating in key evaluation-related meetings (kick off meeting, inception report meeting, draft findings meeting and meeting to present final report and recommendation, etc.); and
- Producing deliverables (mainly inception report and evaluation report) in accordance with the Statement of Work and contractual arrangements.

The evaluator will report to Erin Radford, Senior Gender Specialist and Alaa Shelbaia, Senior Monitoring and Evaluation Specialist on all issues related to the evaluation, contracts, fees and expenses, and deliverables and commenting / responses processes.

Deliverables and Timeline

The evaluator will prepare an evaluation **inception report and work-plan** that will operationalize the Statement of Work. The inception report will be based on an initial document review and preliminary interviews with various stakeholders. Documents will be provided to Evaluator upon full execution of the contract. The inception report and work-plan will be approved by the Solidarity Center and will define how the evaluation is to be conducted. The Evaluator will prepare the **draft and final evaluation reports** that describe the evaluation methodology, findings, recommendations and key lessons.

The main activities and evaluation timetable are as follows:

Evaluation Process	Deadline	Responsibility
Selection and award of contract to selected applicant (Evaluator)	5/10/2023	Solidarity Center
Inception report and work-plan submission	5/19/2023	Evaluator
Inception report discussion	5/22/2023	Evaluator / SC
Final inception report and work-plan submitted	5/24/2023	Evaluator
Completion of document review / interviews and fieldwork	7/05/2023	Evaluator
Weekly coordination check-in during field work to discuss progress, obstacles and support needed (email or call)		Evaluator / SC
Draft report submitted	7/20/2023	Evaluator
Findings Meetings	7/24/2023	Evaluator / SC
Final report submitted	7/31/2023	Evaluator
Respond to recommendations and questions from DRL, if applicable, and update report accordingly	8/15/2023	Evaluator / SC



The evaluation requires the Evaluator to submit the following deliverables:

- Inception report – including refined research questions and work-plan
- Evaluation/research instruments
- Draft evaluation report
- Findings Meetings (in person/virtual) with relevant Solidarity Center staff
- Final evaluation report, with a two-page executive summary and recommendations

Professional Requirements

The evaluator must have experience in evaluating labor-oriented or democracy and governance programs, and should have familiarity evaluating US government grant-funded development projects. The evaluation specialist should have excellent written communication skills in English. The majority of the in-country evaluation may be conducted in the local language, but the final report must be provided in English. Should the evaluator require the assistance of an interpreter or translator for either language, the evaluator should anticipate to cover such expenses. The evaluator should also have knowledge of GBVH, preferably in the world of work. Experience with labor rights programs and working with unions and worker organizations as program partners is highly desirable. Selection of the consultant will be based on the strength of the qualifications provided by potential candidates through their expressions of interest for the assignment.

Application Process

Interested candidates should submit a proposal to the Solidarity Center, to include:

- A brief cover letter demonstrating how you or your team meets the essential criteria above
- An outline of your proposed methodology, including explanation of why it is suitable for this research as well as any associated risks and proposed mitigations. This should be no more than three pages
- A draft work plan and associated budget, to include the daily rates of all individuals involved and a description of the roles they each play within the team (if applicable)
- CVs for all individuals, including references (references would be contacted after interview)
- Maximum two examples of previous work that demonstrates skills or experiences relevant to this research. These may be provided as links or, if unpublished, then they may be attached for review in confidence. Please send complete proposals to

Please send to eradford@solidaritycenter.org by COB May 05, 2023.