GoodWeave International

Consultant for Monitoring, Evaluation, and Learning System

Terms of Reference

<u>**Purpose**</u>
GoodWeave is hiring a consultant to assess and strengthen its monitoring and evaluation system, and to document the organization's impact to date.

<u>**About GoodWeave**</u>
GoodWeave stops child labor in global supply chains. Permanently. Now in its 25th year, GoodWeave works in close proximity to workers, bringing visibility to hidden supply chains through mapping and inspections that extend beyond factory walls down to small producer communities and homes. GoodWeave protects workers and informs them of their rights, and restores childhood by rescuing children from work and ensuring their school enrolment. The GoodWeave label is the best assurance to companies and consumers that nobody was exploited in the production of their goods. With over 180 brand partners and 19% of international market share, GoodWeave has transformed South Asia's handmade carpet sector, where child labor has dropped from one million victims in 1995 down to an estimated 200,000 today. That reduction is almost double the global rate. Now, we seek to repeat this success in more product categories, where 152 million children await their freedom.

<u>**Project Description**</u>
GoodWeave maintains a Monitoring, Evaluation, and Learning (MEL) System, which includes a theory of change (see Annex A), results framework, data collection system, periodic independent evaluations, and the creation of annual impact reports. However, in light of recent organizational growth and program expansion, as well as a desire to move towards a stronger understanding of GoodWeave's programmatic outcomes, GoodWeave seeks a qualified consultant to evaluate and recommend improvements to its current MEL System, evaluate impact to date based on existing data, and recommend a set of targeted evaluations to strengthen understanding about programmatic outcomes. A summary of GoodWeave's current Monitoring and Evaluation System is summarized here, and several impact reports are online here,

The consultant will report to GoodWeave International's Chief Program Officer in Washington, DC and also collaborate with the CEO, Vice President of Business Development, Country Directors and/or field-based programmatic staff in South Asia, as well as other stakeholders as agreed. Additional work may be undertaken by the consultant, to assist with next stages of the project to involve broader operational benchmarking between GoodWeave and other organizations.

<u>**Scope of Work**</u> **-** Under the immediate supervision of the Chief Program Officer the consultant will perform the following tasks:

1. Review GoodWeave's existing monitoring and evaluation processes and documentation to include theory of change, results framework, existing data and procedures for collection, case studies, board reports, and related documents, and independent evaluations.

2. Write an analysis of how current data (internal and external) supports the theory of change and impact that GoodWeave has had to date. This will include a long-form internal report, as well as a public-facing version that can communicate GoodWeave's impact in plain language, without the use of jargon.

3. Recommend adjustments to GoodWeave's current Monitoring and Evaluation System and highlight priorities for evaluation. This will include:

- Recommended refinement of the Theory of Change
- Development of evaluation priorities, remit(s) and evaluator recruitment.
- Development of monitoring and evaluation plan consistent with the Theory of Change.
- Refinement of key performance indicators, data collection tools and protocols.
- Development of plan to measure indirect impact/beneficiaries across programs.
- Development of reporting dashboards for the board of directors and for donors.

Project Deliverables & Timeline

The consultant will develop the tools and supporting documents needed for ensuring high-quality comparisons between GoodWeave's System and that of others. The deliverables and associated timelines are listed below. GoodWeave would like to have this completed within 2.5 months from the execution of the contract, ideally beginning work in mid-January 2020.

Task	Deliverable	Estimated days for completion
1. Desk review of GoodWeave's current monitoring and evaluation system and associated data, evaluations, reports, and other documentation and summary findings and recommendations report.	All material reviewed and key findings summarized for use in remaining deliverables and recommendations for improved approach included.	3-5 days
2. Outline of analysis/impact report(s).	Outline	1 day
3. First draft of internal analysis/impact report.	Draft internal report	3-5 days
4. Feedback from GoodWeave on draft and revise report.	Final report	1.5 days each
5. First draft of external analysis/impact report.	Draft external facing report	2-3 days
6. Feedback form GoodWeave on draft and revise external impact report.	Final external facing report	1.5 days
7. Revisions to TOC, draft of evaluation TOR, methodology to measure indirect beneficiaries, recommendations to improve KPIs, development of MEL System work plan.	TOC revisions, draft TOR, new direct and indirect impact measurement methodologies, work plan.	3-5 days
8. Development of reporting dashboards.	Dashboards	3-5 days

Qualifications - GoodWeave seeks a Consultant with a strong record in Results-Based Management Monitoring and Evaluation and who should have the following skills and competencies:

- Demonstrable experience in developing high-quality M&E systems.
- At least 10 years work experience in relevant technical areas.
- Experience in working with international donor M&E frameworks.
- Experience in implementing high quality program evaluations.
- Excellent communication skills.
- Excellent writing skills; and
- Master's degree in M&E or related field.

Budget - Competitive compensation based on experience, up to $30,000.

How to apply - Please submit an expression of interest to Charita Castro, Chief Program Officer, charita@goodweave.org by **December 17, 2019**. The expression should include key qualifications and relevant experience. Submission should include a cover letter, detailed CV or resume outlining relevant background and experience, including writing samples relevant to monitoring and evaluation, including sample evaluation reports. Shortlisted candidates will be invited to a second round application process. Consultants should declare all potential conflicts of interest. All information exchanged during the contract will be confidential as per GoodWeave's confidentiality policy.

The GoodWeave Theory of Change and Results Framework

<u>GoodWeave Mission</u>
End child labor in global supply chains. Permanently.

<u>GoodWeave 2025 *Sourcing Freedom* Strategic Objective</u>
GoodWeave will implement our innovative, holistic system to reduce the prevalence of child labor by 30 million to advance its mission.

GoodWeave System Component 1. Harness the Power of the Market
- Outcome 1. Expanded market of products made without child labor
    - Sub-Outcome 1.1. Increased business case for companies to produce and sell child-labor-free products.
        - Output 1.1.1. Consumer awareness raising activities implemented
        - Output 1.1.2. Transparency/due diligence advocacy activities implemented
        - Output 1.1.3. Business case documented
    - Sub-Outcome 1.2. Increased industry uptake of GoodWeave certification
        - Output 1.2.1. Business engagement
        - Output 1.2.2. New market development

GoodWeave System Component 2. Clean Up Supply Chains
- Outcome 2. Increased number of supply chains free of child labor
    - Sub-Outcome 2.1. Increased visibility of full supply chains
        - Output 2.1.1. Business partner supply chains mapped to include all outsourcing down to home-based level. .
    - Sub-Outcome 2.2. Improved compliance with child labor and forced labor standards at all tiers of production.
        - Output 2.2.1. Develop and maintain rigorous labor rights Standards for application all tiers of production
        - Output 2.2.2 Implement audits and random, unannounced inspections against GoodWeave Standards
        - Output 2.2.3. Remediate all cases of child, forced, and bonded labor, identified
        - Output 2.2.4 Engage with brands and suppliers to improve capacity to achieve full compliance

GoodWeave System Component 3. Provide Remedy, Rights, and Education for Children

- Outcome 3. Increased protections for children, including deterrence of child labor
    - Sub-Outcome 3.1. Increased remediation services for child laborers and at-risk children
        - Output 3.1.1. Provide rehabilitation services for rescued and at-risk children
        - Output 3.1.2 Provide direct support for education across vulnerable worker communities.
    - Sub-Outcome 3.2. Increased school enrollment of children in worker communities
        - Output 3.2.1. Implement household level surveys
        - Output 3.2.2. Provide direct support for out-of-school children and those with low learning levels
        - Output 3.2.3. Strengthen government schools
        - Output 3.2.4. Engage local government and parents to strengthen outcomes for children.

GoodWeave System Component 4. Improve Conditions for All Workers
- Outcome 4. Improved labor rights and working conditions for young workers and adults
  - Output 4.1.1. Access to remedy for adults found in forced and bonded labor
  - Output 4.1.2. Conduct worker needs assessments for health, wellbeing, and skills and livelihoods training
  - Output 4.1.3. Collect wage data, conduct benchmark studies and advocate for living wages across relevant industries

GoodWeave System Component 5. Promote Best Practice
- Outcome 5. Increased uptake of GoodWeave best practice methodologies among governments, businesses and community-based organizations/
  - Sub-Outcome 5.1. Increased interest in supply chain transparency, remedy and rights for children and workers, and community-based prevention programs (eg. Targeted blog and editorial placements and events)
    - Output 5.1.1. Placement of thought-leadership pieces
    - Output 5.1.2. Participation in events and roundtables on best supply chain practices
  - Sub-Outcome 5.2. Governments adopt strong transparency and due diligence laws.
    - Output 5.2.1. Participation in key child labor, modern slavery, and due diligence coalitions
    - Output 5.2.2 Government engagement activities implemented
  - Sub-Outcome 5.2. Increased capacity to implement best practices.
    - Output 5.2.1. Development of training modules on identification, remediation, and prevention of child labor and forced labor (eg GoodWeave System best practices)
    - Output 5.2.2. Partnerships established with other supply chain organizations to embed best practice approaches
    - Output 5.2.3. Train partners in best practices to identify, remediate, and prevent child labor and forced labor
    - Output 5.2.3. Advocate for strong supply chain legislation and due diligence processes with governments and at targeted events and coalitions