

Terms of Reference for

Evaluation of the Open Apparel Registry (OAR)'s Strategy

Laudes Foundation seeks an Evaluation Team for designing and implementing an ongoing real time evaluation of the Strategy 2021-2025 of the Open Apparel Registry (OAR), from January 2021 to December 2025.

Complete proposals must be submitted by 23 April 2021. More details are given below.

I. Introduction

Laudes Foundation is an independent foundation and part of the Brenninkmeijer family enterprise. Launched in 2020, we build on the six generations of entrepreneurship and philanthropy and stand next to the COFRA businesses and the family's other private philanthropic activities, including Porticus, Good Energies Foundation and Argidius Foundation. Although independent from them, we learn from their past and present experiences. In particular, Laudes Foundation will advance the industry-changing work of C&A Foundation.

OAR is funded as part of Laudes Foundation's Labour Rights programme. The Labour Rights programme aim to:

1. Ensure a Just Transition, including social protection systems for workers
2. Promote incentives for accountability, including transparency and regulatory mechanisms
3. Promote collective action, the agency of workers and communities, and the organisations that support them

Laudes Foundation is commissioning the design and implementation of an ongoing real time evaluation to enable OAR to capture outcomes and lessons learned along the way going forward in order to promote effective adaptive management.

Towards the end of the strategy implementation, the selected consultant will produce a synthesis report to arrive at an objective assessment of successes and areas for improvement as well as a focused set of recommendations and lessons to inform OAR's and Laudes Foundation's future work.

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

II. The Open Apparel Registry

The mission of the Open Apparel Registry is to maintain an open-source, neutral and publicly accessible database of every facility in the global apparel and footwear sector, for the purposes of enabling industry collaboration and improved identification of factories. This improved identification will be facilitated by the unique OAR ID allocated to each facility.

OAR's Theory of Change is that if the majority of global apparel facilities are in the database and assigned a unique OAR ID and facilities have been contributed by multiple stakeholders from across industry, such that the OAR ID becomes the industry standard and is perceived as a neutral tool and data is current, accurate, online, in a machine-readable format, with an open license then the OAR ID will enable interoperability and accountability across industry and facilitate collaborations which improve conditions in facilities worldwide.

The OAR's core vision is that every apparel facility worldwide has an OAR ID. Beyond this core vision, OAR aspires to be the industry's go-to neutral tool by 2025, with the possibility to expand into another industry. To achieve it, OAR's Strategy 2021-2025 breaks into two phases:

1. Focus on Mission;
2. Expansion of Mission, including continuously improving on the existing tool and database and its services for the apparel industry; and, if and when the need is identified, pursuing an expanded mission.

III. Scope

The evaluation is expected to enable OAR staff and board and Laudes Foundation to make sense of results and learning as they emerge and will develop a set of approaches that are appropriate for the context within which OAR operates, and importantly will address learning questions that arise.

In this regard it was considered insufficient to design a standard formative and summative evaluative framework, where Laudes Foundation and OAR would have to 'wait' for judgments and inputs from evaluation, which may come too late to enable adaptation of approach. The mid-line and end-line evaluations will be complemented with annual feedback from civil society and sensemaking workshops to discuss it.

The evaluation has the following purposes:

1. **Learning** through collecting and summarizing data (qualitative and quantitative) on results, including unintended, to inform on-going decision-making and to apply learning to drive improvement for OAR and Laudes.

2. **Knowledge Generation**, contributing new insights on results and impact measurement.

IV. Objectives and Questions

The objective of the evaluation is to support monitoring and learning activities conducted by OAR and Laudes, including providing third-party reflection and feedback to enhance the relevance of metrics and use of this information by OAR. Continually evaluating OAR's effectiveness in delivering on its vision is an important part of the five year strategy. Key questions that OAR seeks to understand through this evaluation work are:

- How effectively is the OAR fulfilling its mission?
- Does the OAR meet user needs, particularly civil society needs as this is a condition of Laudes continued support for OAR?
- How well preserved is the neutrality of the OAR?
- How useful is the OAR perceived to be by often overlooked groups? e.g. smaller civil society organizations
- Latent users: why are certain potential users not engaging with the tool? What can OAR do to rectify that?
- What are the industry landscape issues, signals, drivers and supply chain shifts that the OAR needs to respond to?
- What data is useful for risk analysis and how should this be presented to users?
- How does OAR support the larger movement toward open data and open source work?

OAR's Strategy 2021-2025 includes [key performance indicators](#) and a three-part evaluation process consisting of:

1. Self evaluation:
 - a. Quantitative KPIs tracking agreed data points: tracked monthly, evaluated internally bimonthly, reported externally bi-annually
 - b. Comprehensive bi-annual survey, with interim surveys driven by new features / initiatives (led by OAR team)
 - c. On-going interactions with stakeholders
2. An annual independent report to the OAR Board evaluating civil society use based on three evidence streams:
 - a. Comprehensive bi-annual survey, with interim surveys driven by new features / initiatives (collected by the OAR team)
 - b. Third party interviews with civil society users, including input from sensemaking workshops (years 1 and 4 only)
 - c. Quantitative KPIs tracking agreed data points (collected by OAR team and shared with evaluator)
3. Independent mid- and end- end-line evaluation with a range of users across all stakeholder groups (main user and subgroups identified in advance by the OAR team)

Design: The external evaluation team is expected to lead processes #2 and #3. The design of the evaluative process and questions will be co-designed with OAR and Laudes Foundation at the Inception stage. Given the complexity of the issues OAR seeks to address, it is suggested that the evaluation design be based on a combination of Contribution Analysis, Outcome Harvesting and Constituent Voice techniques, along with others if appropriate.

Methodology: The evaluation will be required to employ a mixed-methodological approach, including outcome harvesting/constituent voice workshops with the OAR team; semi-structured interviews with relevant stakeholders; written documents; and monitoring data.

In addition to this, the evaluation team will use Laudes Foundation's evaluative rubrics and rating system.

V. 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 partnership but employ participatory and collaborative approach providing for meaningful involvement of the following key stakeholders:

- OAR staff;
- Key staff at Laudes Foundation;
- Other relevant stakeholders, especially civil society users of OAR.

The evaluation reports will be circulated to relevant OAR and Laudes Foundation staff and management for review and comments.

VI. Roles and Responsibilities

The Evaluation Manager¹ 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;
- Leadership of the final evaluation draft report review process including collating comments and facilitating discussion and management responses.

The Programme Manager at Laudes Foundation is responsible for:

- Facilitation on the evaluation including access to initiative related data, all documents, and access to stakeholders (internal and external);
- Reviewing and commenting on draft reports;
- Participation in evaluation meetings and workshops, as and when necessary.

The relevant Manager at OAR 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 draft reports;
- Participation in evaluation meetings and workshops, as and when necessary.

The evaluation consultants are responsible for:

- Conducting all necessary assessments and fieldwork;
- Day-to-day management of the evaluation;
- Regular formal and informal reporting to OAR, the Programme Manager at Laudes and the Evaluation Manager;
- Participation and facilitation of any needed evaluation related meetings;
- Production of deliverables in accordance with the Terms of Reference and contractual arrangements.

The evaluation consultants will report to the Evaluation Manager at Laudes Foundation on all issues related to the evaluation, contracts, fees and expenses, and deliverables and commenting / responses processes.

¹ The Evaluation Manager is not involved in the management of the initiative or the day to day operations.

VII. Evaluation Process

The evaluation will start with an evaluation design workshop with the participation of key OAR and Laudes staff. The workshop, along with a documentary review, will inform the final design for this evaluation. The final design and workplan will be described in the Inception Report.

The Inception Report will include the following elements: expectations of the evaluation; roles and responsibilities within the evaluation consulting team; elaboration to evaluation questions; methods – qualitative and quantitative and data collection, including possible constraints; and an evaluation matrix linking questions – methods – data sources and indicators.

The inception report and work-plan will be approved by the Evaluation Manager in consultation with the Programme Managers at Laudes Foundation and OAR and act as an agreement between the consultants and the Laudes Foundation on how the evaluation is to be conducted.

The main activities and the suggested number of days are set out below:

Due date	Activities	Number of days
31 st January 2022	<ul style="list-style-type: none"> • Design workshop and inception report • Interviews with civil society groups • First sensemaking workshop with OAR and Laudes 	20 days
31 st January 2023	<ul style="list-style-type: none"> • Mid-term evaluation • Findings meeting 	25 days
31 st January 2024	<ul style="list-style-type: none"> • Interviews with civil society groups • Second sensemaking workshop with OAR and Laudes 	10 days
31 st January 2025	<ul style="list-style-type: none"> • Interviews with civil society groups • Second sensemaking workshop with OAR and Laudes 	10 days
31 st March 2026	<ul style="list-style-type: none"> • Final evaluation • Findings meeting 	25 days

VIII. Deliverables

The evaluation requires the consultant to submit the following deliverables:

- Inception report
- Three sensemaking workshops
- Three civil society feedback memos with recommendations

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- Draft and final mid-line evaluation report
- Draft and final end-line evaluation report
- Two evaluation findings meetings

IX. Audience and Dissemination

Main audiences for the evaluation will be OAR and Laudes Foundation. The final evaluation report will be published and disseminated through the Laudes Foundation and OAR websites and social media channels, as appropriate and necessary.

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

X. Consultant Requirements and Level of Effort

Applicants may be an individual consultant, a group of individual consultants with a designated team lead, or consulting companies with relevant evaluation expertise. Consortium applications or inclusion of thematic specialists are encouraged given the specific expertise needed. In that case, the Team Lead should be clearly identified.

Applicants must have at a minimum the following qualifications:

- Experience in conducting multi-year, complex evaluations to a high standard;
- Demonstrated experience in using techniques like contribution analysis, outcome harvesting and constituent voice;
- Knowledge of open data standards and governance;
- Knowledge of civil society users of OAR;
- Knowledge of accountability within the fashion industry;
- Demonstrated experience of UX and UI analysis;
- Strong facilitation skills and proven ability to lead participatory processes;
- No conflict of interest with Laudes Foundation or OAR.

The expected level of effort for the evaluation is approximately 90 working days. This is an estimate – the level of effort proposed must be aligned with the proposed methodology.

Please submit the following to João Martinho (j.martinho@laudesfoundation.org):

A. Technical Proposal

- A narrative proposal (no more than 5 - 6 pages excluding annexes) and 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.

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- b) Relevant Experience: Provide details of projects of similar scope, complexity and nature you have worked on previously. Please include any experience relevant to this assignment.
- c) Specific Expertise: Describe your level of knowledge and expertise conducting partnerships and systems change initiative evaluations.
- d) 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.
- 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)

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.