

Request for Proposals

Real-time learning loop of the 'Mexico Iniciativa Arropa'

Laudes Foundation and Fundación Avina are commissioning a real-time learning loop of the initiative managed by Fundación Avina and funded by Laudes Foundation. Iniciativa Arropa aims to influence the rules of the game and practices of the apparel industry in Mexico to promote decent working conditions.

More details about the goal, objectives and the scope of the real-time learning loop and those of Iniciativa Arropa as well as what we are looking for are outlined below. **Complete proposals must be submitted by 30 September 2021.**

I. Introduction

a. Introduction to real-time learning loop

The overall purpose of the real-time learning loop is to provide regular feedback and learning to Laudes Foundation and Fundación Avina about the management and strategy of Iniciativa Arropa (e.g. with regard to cementing the Mexican labour rights achievements of the past few years; implementation of the Constitutional Labour Reforms and United States-Mexico-Canada (USMCA) Trade Agreement; eradication of forced and child labour in the garment industry, etc.) and document intended and unintended outcomes. By doing so, the real-time learning loop will act as a 'critical friend' over the course of the Iniciativa Arropa implementation. The learning loop will be expected to cover the full duration of the project (which started in January 2021) and be completed by December 2023.

b. Introduction to Laudes Foundation and Fundación Avina

Laudes Foundation is an independent foundation here to advance the transition to a just and regenerative economy. We do this by supporting brave action that will inspire and challenge industry to harness its power for good. Action that inspires industry, to work collaboratively to create solutions and tools. And action that challenges industry, holding it to account and incentivising change.

Founded in 2020, Laudes Foundation is part of the Brenninkmeijer family enterprise and builds on six generations of entrepreneurship and philanthropy. In particular, we advance the industry-changing work of C&A Foundation. Learning from these experiences, we to work persistently and collaboratively to influence capital and transform industry, starting with the built environment and fashion industries.

Fundación Avina works to drive collaborative processes that bring about systemic changes in favour of human dignity and care for the planet. Avina is a foundation created in 1994 by Swiss entrepreneur Stephan Schmidheiny to contribute to sustainable development. Fundación Avina, the organization based in Latin America, emerged in 2001 with the mission to produce the large-scale changes necessary for sustainable development in the region.

Today, Fundación Avina fulfils its mission by building and strengthening collaborative processes of change among stakeholders from different sectors, in order to positively impact progress toward the Sustainable Development Goals.

Decent work is an essential component of building an inclusive and fair economy, as well as sustainable development. Together, Laudes Foundation and Fundación Avina, combine their efforts in Iniciativa Arropa to strengthen the movement for the defense of labour rights.

II. Objectives and Scope of the Real-time Learning Loop

The key objectives of the real-time learning loop are:

1. To facilitate intentional learning through collecting and summarising evidence (qualitative and quantitative) to inform on-going decision-making for Iniciativa Arropa, identify what early and later changes have been hit, what outcomes have been missed, what do 'hits' and 'misses' tell Laudes Foundation, Fundación Avina, and the actors in the Mexican labour movement going forward. Furthermore, to assist Laudes Foundation's and Fundación Avina's teams to apply learning to drive impact; and inform decisions regarding follow-on actions – and to do so using creative and collaborative means;
2. To assess (using [Laudes Foundation rubrics](#)) and finetune the theory of change (TOC) of Iniciativa Arropa including the challenging, testing and validation of linkages between activities, outputs and outcomes (early and later changes); clarifying and interrogating risks and assumptions within the TOC and how they vary across countries; and document the ongoing evolution of the TOC as Iniciativa Arropa develops and matures ('the theory of change will change');
3. To generate knowledge about practices and pathways in Iniciativa Arropa that work well and those that do not work. The knowledge from this learning loop is intended to contribute to the evidence base pertaining to the sustainability of the Mexican labour movement to advance the agenda (e.g. implementation of the 2017 Constitutional Labour Reform and USMCA chapters 23 and 31 and related policy and endeavours; etc.).

The **scope** of the real-time learning loop is for Iniciativa Arropa term (until December 2023). With regards to the learning objective, it is expected that this learning loop will generate insights on the following questions, besides those that will be distilled in the inception phase. They relate to understanding partners performance/ programme effectiveness as well as stakeholders and levers of change. The selected team is welcome to propose timelines and process to answer these initial questions.

- Is the portfolio well-suited and designed to achieve the desired medium-term outcomes and long-term impacts defined by the project?
- What endeavours can be most impactful to advance the labour rights agenda in Mexico and strengthen movements across industries?
- Which actions within the project and the portfolio have the most impact in terms of driving increased policy ambition and implementation? And why?
 - What activities performed by the projects allies are more promising given the context in which they operate?
 - What actions are most likely to be sustainable over time?
 - What lines of action, projects or approaches does Iniciativa Arropa needs to incorporate to the portfolio to strengthen the labour rights agenda?

- What are the challenges and drivers in the context that could affect the progress of Iniciativa Arropa? Which strategies can be implemented to surmount them?
- Is Iniciativa Arropa triggering economic sustainability and organisational capacities in its partners? How so?
- Which are the common aspects in the projects that allow Iniciativa Arropa to distinguish synergies to achieve a collective contribution greater than the individual results of each partner? What common pathways be built across Iniciativa Arropa portfolio?
- What are the protectant and risk factors associated to a funder's exit and how to overcome them?
- How does Fundación Avina, through Iniciativa Arropa, adds value to the partners' work?

III. Iniciativa Arropa

The specific objectives of Iniciativa Arropa are as follows:

- To strengthen the ecosystem of labour rights defenders.
- To promote the implementation of promising practices in the private sector to guarantee corporate accountability.
- To advocate for public policy formulation and implementation to protect decent work.

Iniciativa Arropa has specific thematic priorities and outcomes and will support initiatives at the federal, state and municipal level that align with the following general themes:

- Implementation of the 2017 Constitutional Labour Reform and 2019 Labour Act:
 - Outcomes: contribute to the adaptation and enforcement of laws to advance the implementation of the 2017 Constitutional Labour Reform; creation of an efficient and transparent structure and entities to implement the reform.
- Supply chain transparency and corporate accountability¹:
 - Outcome: access to information about brands and retailers' supply chains.
- Freedom of Association (FoA) and workers collective organising:
 - Outcomes: contribute to FoA enforcement in line with the 2017 Constitutional Labour Reform and related 2019 legislation; garment workers obtain the respect of their labour rights through collective organising in certain garment factories in key and secondary states.
- Enhancement and implementation of legal framework and public policies at the federal, state and municipal level that aim at enhancing garment workers' working conditions as well as eradicating child and forced labour from the Mexican garment industry:
 - Outcome: the quality of federal and state level laws and public policies are improved and their enforcement is increased.
- Use of International treaties and agreements -such as UMSCA, C190 among others- in order to advocate for decent work in Mexico

¹ Especially with national brands.

- Outcome: the quality of federal and state level laws and public policies are improved and their enforcement is increased, through the use of international advocacy.

Iniciativa Arropa will achieve its objectives by supporting two main types of initiatives:

1. General Operating Support² and Core Support³ to organisations with a significant proportion of their work focused on improving labour rights in the Mexican garment industry.
2. Project-based funding for specific initiatives on labour rights⁴.

Fundacion Avina will pursue initiatives based on the following variables (but not limited to):

- Multi-year programming: this is important especially for advocacy focused programs, as advocacy requires years to yield results⁵.
- Systemic impact: preference will be given to programs that aim at contribution towards changing the system and that have a high potential for sustainability and scalability.

Targeted stakeholders⁶

- Labour unions
- Garment workers
- Vulnerable cohorts exposed to Forced and Child Labour, traffic-in-persons, etc. (indigenous communities, migrant workers, etc.)
- Government entities
- Chambers of commerce
- Brands and retailers
- Garment factories
- Multi-stakeholder initiatives

IV. Methodology and Target Groups (Intended Users and Audience)

The real-time learning loop will develop a set of approaches that are appropriate and complementary for the context within which Iniciativa Arropa and its portfolio operate (in Mexico) and most importantly will address identified learning questions. The real-time learning loop will employ the [Laudes Foundation rubrics rating system](#) that rates the project's

² Also known as unrestricted support, invests in a grantee's mission rather than specific projects or programs. It allows grantees to use funds as they see fit to reach their goals — the money allocation is an exclusive decision of the partner, who does not have the responsibility to report it, but the overall organization performance.

³ All processes and initiatives help to ensure an organization will fulfil its mission. It encompasses direct support to activities and processes previously identified as institutional needs by the partner involving performance management in planning, monitoring, evaluation, fundraising, staffing, communications, etc. (technical-management dimension), and institution's capacity to collaborate with other actors to build the field (political-cultural dimension).

⁴For the purposes of this document, "labour rights" refers to freedom of association, enhancement of working conditions, gender equality and the eradication of forced and child labour particularly pertaining to the Mexican garment industry.

⁵ Small grants (less than EUR 100K) should be avoided as much as possible, except for grassroots organisations, as they cannot normally manage large amounts of money.

⁶ Stakeholders Iniciativa Arropa aims to influence.

contribution to change while generating lessons. The rubrics will be selected in a consultative manner by the real-time learning loop team in consultation with the foundations.

The primary users of the real-time learning loop are:

- The initiative manager(s) at Fundación Avina (internal);
- The initiative manager(s) at Laudes Foundation (internal).

V. Roles and Responsibilities

The roles and responsibilities of the different teams during the real-time learning loop are as follows:

Iniciativa Arropa Manager at Fundación Avina will be responsible for:

- Ensuring Iniciativa Arropa objectives are met;
- Monitoring through specific activities and responsibilities may include:
 - Assess alignment of potential partners' and actors' objectives;
 - Design and administer the baseline with Iniciativa Arropa partners;
 - Review and adjust outcomes (early/late changes) and evidence to ensure relevancy and utility;
- Ensuring the real-time learning loop team has full access to the project and portfolio staff, and where necessary facilitate access to other funders and stakeholders to carry out and support evaluative learning. This is critical for accurate, candid and relevant feedback that can be utilised by Iniciativa Arropa manager and others;
- Primarily responsible for documenting the journey and evolution of Iniciativa Arropa as it relates to its theory of change thesis, the curation of pipeline and due diligence to select partners, and the process of providing education and communication to actors. This will include lessons learned in each area, and their implications for Mexican labour rights movement;
- Support the evaluative learning by informing the development of relevant learning questions related to the objectives and impact thesis of Iniciativa Arropa and its portfolio; and
- Support adaptive management based on learning emerging.

The real-time learning loop team will:

- Support Iniciativa Arropa manager in relation to activities and responsibilities related to monitoring, evaluation and learning through the duration of the initiative;
- Support the learning, knowledge generation and collaboration agenda of Iniciativa Arropa, helping to finetune the theory of change and learning questions, information gathering processes, and assess information gathered from partners and actors;
- Support the monitoring processes by providing Iniciativa Arropa manager with an additional layer of analysis and review, in order to identify patterns, offer recommendations, and if appropriate, to provide specific technical guidance to improve monitoring processes including selection of / or changes in measurement/evidence. Specific activities and responsibilities of the real-time learning loop as it relates to monitoring may include:
 - Review regular reporting provided to Iniciativa Arropa manager by supported portfolio partners, and, where appropriate, provide feedback on alignment with the results rationale and contribution to early/late changes;
 - Review Iniciativa Arropa impacts on the early and later changes laid out in the TOC;

- Review Iniciativa Arropa collaboration with other stakeholders from the Mexican labour rights movement (e.g. experts; CSOs; foundations; etc.).
- Analyse and summarise impact reporting provided to Iniciativa Arropa manager by supported partners, highlighting the most relevant and significant trends (including early and later changes) and issues across the portfolio;
- Participate in Iniciativa Arropa manager discussions, including in joint discussions with partners and actors on the implications and actions from monitoring results and contribution to changes; and
- Collecting additional qualitative and quantitative data/evidence, where appropriate and needed to enhance monitoring of performance and feed into the overall real-time learning loop process;
- Retain primary responsibility for overall evaluation of the impact of Iniciativa Arropa working closely with Iniciativa Arropa manager. The real-time learning loop team will have specific responsibility for:
 - Developing a process to regularly revisit Arropa's Theory of Change and the rubrics measurement system and to assess its continued relevance and validity as the initiative evolves. This will include testing the links between activities, outputs and outcomes (early and later changes); updating the assumptions and contextual factors; examining the role of the various types of outcomes to impact at the individual, partner, and stakeholders; testing the mutually reinforcing loops; and documenting any material shifts in any of these areas;
 - Developing a system to understand the mutually reinforcing loop within the Theory of Change which recognises that 1) Mexico has energetically advanced (at least on paper) the labour rights agenda 2) framework policies are already in place 3) external actors are pressuring further transformation in the world of work in the country (USA and Canada) 3) 2021 mid-term elections will strongly influence the advancement of the labour rights agenda;
 - Design of a real-time learning loop methodology drawing on qualitative and quantitative approaches and recognising the variation and the socio-cultural context in the country, to assess knowledge building, collaboration within and between different actors; influencing policy change; communication and education; and their effects as a result of implementing the labour-related framework Mexico (namely the 2017 Constitutional Labour Reform and USMCA chapter 23 and 31);
 - Strengthen Iniciativa Arropa M&E system for specific sustainability strategies, learning questions and impact goals, proposed approach to deliver and measure results and long-term impact, and approach to reporting and using evaluative data. The real-time learning loop will draw information and provided by Iniciativa Arropa manager to prevent a duplication of efforts and to minimise burden on partners and stakeholders.
- Implement the real-time learning loop framework that traces how the outputs feed into outcomes and contribute to early/late changes.
- Provide timely, relevant and short summary reports, presentations or audio / visual briefs to Iniciativa Arropa manager and other partners on what is working and what is not working. A key element involved in this process will be establishing candid feedback and trust that allows all stakeholders to consider, respond and act on evaluative learning;
- Drawing out substantive lessons that are surfaced within Iniciativa Arropa and the portfolio, based on the evaluative evidence. This will be informed by a strong understanding of the key issues in labour rights and gender, equity and social inclusion;

VI. Principles of Engagement

The principles of engagement are intended to guide the behaviour of the real-time learning loop team as they engage with the primary stakeholders. It is expected that the real-time learning loop team will work most closely with Iniciativa Arropa manager, followed by partners, Laudes Foundation and other stakeholders where appropriate.

Working with Iniciativa Arropa manager at Fundación Avina and Laudes Foundation Programme Manager

- Create a trusting relationship informed by mutual respect where the candid exchange of viewpoints on evidence is established, and where success and failure are treated with equal curiosity;
- Sharing info and ideas in an inclusive and accessible manner;
- Regular meeting schedule, balancing online and in-person; and
- Balance the focus on prove (e.g. assessing outcomes and contribution to early/late changes) and improve (e.g. adapting implementation strategies), as well as knowledge (e.g. identifying and sharing lessons).

Working with Iniciativa Arropa grantees

- Create a trusting relationship informed by mutual respect where the candid exchange of viewpoints on data is established, and where success and failure are treated with equal curiosity;
- Demonstrate soon and often how the M&E process can “improve” and add value to grantees;
- Ensuring that M&E processes do not add a material burden on partners but is based on use and utility, and not on bureaucratic routine;
- Balancing the prove and improve goals of the evaluative process; and
- Use technology, as needed, to enhance efficiency, accuracy and privacy.

Utilising a Gender, Social Equity and Inclusive (GESI) Approach

- Overlay a GESI lens to the entire process;
- Recognise that the implementation will vary by portfolio grantees;
- Describe any limitations to the process, or adjustments over time.

VII. Projected Outputs and Milestones

The real-time learning loop team will be expected to deliver the following key outputs:

- Real-time learning loop inception report and work plan;
- Regular review and finetuning of the Theory of Change of Iniciativa Arropa, if needed
- Annual/six monthly feedback real-time learning loop reports;
- Synthesis real-time learning reports (annually) and to;
- Facilitate on-going review processes with Iniciativa Arropa manager, as requested.

Precise milestones will be developed with Iniciativa Arropa manager, funders and real-time learning loop consultants at the time of the inception report.

VIII. Timeframe

The real-time learning loop will be carried out from mid-2021 until December 2023. The level of effort per quarter is expected to be 30 days. This is an estimate – the level of effort proposed must be aligned with the proposed methodology.

IX. Consultant(s) Requirement and Level of Effort

Please submit the following to Ms. Savi Mull, Senior Evaluation Manager, Laudes Foundation (s.mull@laudesfoundation.org) and Mr. Stephen Birtwistle, Gender, Equity, and Inclusion Programme Manager (s.birtwistle@laudesfoundation.org) by 10 August 2021.

A. Technical Proposal

A narrative proposal (no more than 6-7 pages excluding annexes) including the following sections:

- a) Real-time Learning Loop Methodology: Describe your overall approach and methodology including, and not limited to, initial learning 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 developmental evaluation and real-time, utility-focused learning evaluations.
- c) Specific Expertise: Describe your level of knowledge and expertise in the context, practice, and policy on labour rights and working conditions in Mexico (essential).
- 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 real-time learning loop. The team must be from Latin America. Fluency in Spanish and English is essential.
- e) Timeline: Include a detailed timeline of key activities.
- f) Sample reports: Two sample evaluation reports (ideally developmental evaluation-based/real-time assessment/learning based products) 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. The expected level of effort for the real-time learning loop must be based on the projected level of effort in days per year. The estimated level of effort proposed must be aligned with the proposed approach and discussions with Iniciativa Arropa manager.

C. Consultant Requirements

The following competencies and traits are required:

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- Skilled communicators with excellent observation, synthesis, listening, facilitation, teaching and speaking capabilities;
- Comfortable initiating and nurturing relationships, and have the high emotional intelligence required to set and manage expectations around roles and outcomes;
- Demonstrate the integrity necessary to build trust and confidence among Iniciativa Arropa staff, portfolio partners and key actors, while also being cognizant of inherent biases that may be present in real-time learning loop;
- Comfort with using a range of context-specific evaluation techniques and approaches, with the ability to iterate and adapt based on the needs of end users;
- Have ability to engage a diverse range of internal and external stakeholders, across and within multiple levels of an organisation, in order to plan and implement real-time learning loop activities.

The following skills and experience are required:

- Previous evaluation experience in Latin America (specifically Mexico) is required and ideally with an understanding of labour⁷ rights and gender, equity and inclusion.
- A strong track record of designing and implementing real-time and feedback-based assessment and learning; especially assessment of campaigns for policy change.
- Expertise and experience with mixed methods, including examples that draw on qualitative and quantitative approaches.
- Demonstrated comfort with the use of technology to collect and analyse data from partners and actors that require high levels of privacy, diplomacy and discretion;
- Experience using a gender, equity and social inclusion lens to evaluation;
- The team must be appropriately diverse and gender balanced;
- The team must be located in Latin America (preferably Mexico) and be familiar with the Mexican context;
- Excellent written and verbal presentation and facilitation skills in Spanish and English; and
- No conflict with Laudes Foundation and Fundacion Avina and grantees/partners of Iniciativa Arropa.

⁷ Labour rights include working conditions as well as child and forced labour.

Annex 1: Theory of Change Diagram

Impact	The rules of the game have changed in the garment industry to provide working conditions aligned with decent work.		
Long term outcomes (micro, meso and macro levels)	<p>The labour rights defense movement is articulated and resilient</p> <p>Transnational partnerships make possible global to local advocacy</p>	<p>Companies in the garment industry adopt internal policies based on best practices</p> <p>The chain of supply of brands/companies is transparent</p>	<p>Public policy and legislation is formulated and implemented on:</p> <ul style="list-style-type: none"> • Working conditions • Prevention and eradication of forced and child labor • Corporate accountability
Intermediate outcomes (micro, meso and macro levels)	<p>Allies have increased their capabilities and sustainability</p> <p>The number of organizations that participate in the ecosystem of defense of labor rights has increased</p> <p>MICRO</p>	<p>Companies make public commitments on labour rights issues</p> <p>Companies have better understanding of their responsibilities regarding issues related to labour rights</p> <p>Action plans that involve all stakeholders are being designed and implemented</p> <p>MESO</p>	<p>Decision makers have better understanding of the issues related to labour rights</p> <p>Labour rights issues are positioned in the public agenda from the worker's perspective</p> <p>MACRO</p>
Outputs	<p>Calls for proposals/open invitation for new grants</p> <p>Allies convenings</p> <p>Community of practice</p> <p>Communication and learning products</p> <p>Institutional development activities</p>	<p>Multiactor convenings</p> <p>Knowledge brokering (reports, maps and their dissemination strategies...)</p> <p>Best practices systematizations</p> <p>Model policies</p> <p>Capacity building and or consulting for internal policies</p>	<p>Policy recommendations</p> <p>Knowledge brokering (reports, maps and their dissemination)</p> <p>Advocacy activities</p> <p>Spaces for dialogue (forums, webinars)</p> <p>Capacity building for decision makers</p> <p>Campaigns</p> <p>Strategic litigation cases</p>

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Inputs (cross strategies)	<ul style="list-style-type: none">• Funding existing portfolio and new initiatives• Allies articulation, bulding new partnerships with a transnational view• Devoloping evidence and sistematize learnings• Advocacy in the national and international fields• Narrative transformation around the issues related to labour rights
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Annex 2: Iniciativa Arropa Summary

○ Introduction

Fundación C&A was created in 1999 in Mexico, and in 2014 started making grants to strengthen working conditions, eradicate child and forced labour, and promote gender justice in the apparel industry, aligned with C&A Foundation's global strategy. C&A Foundation now has 16 active labour rights and gender justice partners in Mexico working on transparency, advocacy, forced and child labour and collective action.

However, in 2019 C&A Foundation's Board took the decision to close operations in Mexico in 2020 as part of its restructuring and creation of the new Laudes Foundation. Given our investment in labour rights of EUR 4.9M⁸ over 5 years and EUR 2.9M received in co-funding, Laudes Foundation has developed a responsible exit strategy from Mexico, to ensure the sustainability of the Labour Rights programmes' outcomes beyond December 2020, as well as support the continuity of organisations currently dependent on C&A Foundation's financial and technical support. Iniciativa Arropa is a component of Laudes Foundation's exit strategy from Mexico.

○ Overview

Mexico currently finds itself in a uniquely favourable political context, where there are openings within the federal administration to promote workers' rights protections across industries. For example, Mexico is in the process of implementing an important Constitutional Labour Reform (approved in February 2017) and Labour Act (that took effect in May 2019), which aims to democratise labour unions, establish transparent and quicker labour trials, and advance the gender perspective in labour relations. However, the movement for labour reform and democratic unions still operates in a politically contested environment, with unaccountable or even corrupt unions and some employers resisting the reforms. The organisations pushing for reform, improved working conditions and gender justice include both democratic unions and civil society organizations and they are often small and underfunded. Laudes Foundation's exit could significantly hinder their capacity to advance the agenda and hold the public and private sectors accountable.

Hence, Laudes Foundation created Iniciativa Arropa as part of its Exit Strategy from Mexico, whose purpose is to sustain the Mexican labour reform movement⁹ beyond the end of the organisation's operations in Mexico in December 2020. The Foundation has played an important role as a grantmaker in Mexico since 2014 and wants to provide transition support to the wider Mexican labour reform movement, to increase its resilience and effectiveness in the medium term.

Iniciativa Arropa will be managed by Fundación Avina (independent of Laudes Foundation).

○ Types of initiatives supported

Iniciativa Arropa will achieve its objectives by supporting two main types of initiatives:

⁸ For the Labour Rights programme.

⁹ C&A Foundation migrated to Laudes Foundation in January 2020.

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- General Operating Support¹⁰ and Core Support¹¹ to organisations with a significant proportion of their work focused on improving labour rights in the Mexican garment industry.
- Project-based funding for specific initiatives on labour rights¹².

The regranting organisation will pursue initiatives based on the following variables (but not limited to):

- Multi-year programming: this is important especially for advocacy focused programs, as advocacy requires years to yield results¹³.
- Systemic impact: preference should be given to programs that aim at changing the system and that have a high potential for sustainability and scalability.

The project aims at supporting the wider labour reform movement in Mexico, with priority given to national and international CSOs, grassroots organisations and others working directly with populations impacted by the violations of labour and human rights in the garment industry.

¹⁰ Also known as unrestricted support, invests in a grantee's mission rather than specific projects or programs. It allows grantees to use funds as they see fit to reach their goals — the money allocation is an exclusive decision of the partner, who does not have the responsibility to report it, but the overall organization performance.

¹¹ All processes and initiatives help to ensure an organization will fulfil its mission. It encompasses direct support to activities and processes previously identified as institutional needs by the partner involving performance management in planning, monitoring, evaluation, fundraising, staffing, communications, etc. (technical-management dimension), and institution's capacity to collaborate with other actors to build the field (political-cultural dimension).

¹²For the purposes of this document, "labour rights" refers to freedom of association, enhancement of working conditions, gender equality and the eradication of forced and child labour particularly pertaining to the Mexican garment industry.

¹³ Small grants (less than EUR 100K) should be avoided as much as possible, except for grassroots organisations, as they cannot normally manage large amounts of money.