

Request for Proposals

Mid-Term Review of the Core Support and Implementation Grant to Stichting ZDHC Foundation

Laudes Foundation¹ seeks an Evaluation Team for undertaking an independent mid-term review of the core support and implementation grant provided to Stichting ZDHC Foundation and funded by Laudes Foundation. **Complete proposals must be submitted by 30 June 2020.** More details are given below in the terms of reference.

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.

Laudes Foundation is commissioning an independent, mid-term review of the core support grant (EUR 1,757,000) provided to Stichting ZDHC Foundation and to arrive at an objective assessment of the extent to which the core support grant met its intended goals, to document the missed opportunities and provide a focused set of recommendations and lessons that will enhance learning and inform the strategies in the remaining phase of the grant. The grant aligns with the foundation's strategic objective of strengthening platforms and institutions to enable industry-wide change.

The terms of reference present a brief description of the grant; scope; objectives and key questions; mid-term review methodology; stakeholder involvement; roles and responsibilities; mid-term review process; deliverables; audience and dissemination; consultant qualifications and projected level of effort.

The mid-term review is required to be completed and submitted to Laudes Foundation by 30 October 2020.

¹ As of 17 January 2020, C&A Foundation is operating under the new name Laudes Foundation. All outstanding legal obligations of C&A Foundation have been taken over without need of adjustment or amendment. For more on Laudes Foundation, see www.laudesfoundation.org

II. The Grant

The textile industry is one of the most polluting in the world. Some of the 5,000 chemicals used to process textiles and garments are hazardous, causing serious harm to people and the environment in garment producing countries. ZDHC Foundation (the only industry coalition with the goal of eliminating pollution caused by chemicals) was founded in 2015 and since then undergone intense development and growth. ZDHC has developed requisite collaborations, standards, tools and implementation guidance for industry stakeholders to reduce their harmful chemical inputs. However, it lacked the human capital and financial resources necessary to pursue four specific scaling mechanisms designed to bring these solutions to the industry and world at large. By supporting ZDHC as an industry body to achieve its goals, its potential impact can be increased enabling the industry to respond more quickly to this urgent issue.

With support from Laudes Foundation, ZDHC has developed a robust strategic plan for growth and had identified interconnected activities under its strategic priority resource areas to accelerate progress to the scale needed for maximum impact. In 2018, Laudes Foundation has provided a four year core support grant to ZDHC to:

- 1) Demonstrate the role of enabling chemistry - by building a clear business case to demonstrate the effectiveness of ZDHC go gain greater buy in. This will include exploring chemistry in circular economy and what the role of ZDHC will be;
- 2) Strengthen organisational capacity - hire new staff members with key expertise in raw material production, marketing of ZDHC tools and industry alignment;
- 3) Deepen geographical reach and implementation - better serve and engage stakeholders in key production areas, and expand and improve the ZDHC academy; and
- 4) Drive continuous improvement - develop innovation/pilot platform for manufacturers to scale chemical substitutes (with partners like Fashion for Good and ChemForward) and build industry knowledge and provide brands with data and materials needed for consumer facing communications.

Laudes Foundation is providing approximately EUR1.75 million as core support to ZDHC Foundation. Additional grant related details will be provided to the consultants by ZDHC Foundation and Laudes Foundation.

III. Scope

The mid-term review should assess the value and performance of the core support grant till date and examine how and why the grant has met or not met intended objectives. The mid-term review must assess what results the grant has enabled ZDHC Foundation to achieve and document emerging lessons and recommendations for the remainder of the grant duration. The mid-term review will also generate lessons learned and recommendations for similar funding opportunities and institutional strengthening grants. It must identify missed

opportunities and deepen knowledge and understanding of successes, failures, assumptions and potential for leveraging and building upon institutional strengthening grants for ZDHC Foundation and Laudes Foundation.

IV. Objectives and Questions

The Mid-term Review Objectives are to:

1. Review the value addition of the core support grant to ZDHC Foundation for organisational effectiveness, till date
 - a. Assess the strategy, approach and design implemented by the grant in achieving and / or progress towards outcomes
 - b. Assess external and internal factors (in design and implementation) that have contributed to or impeded achievement of outcomes
2. Examine the quality of the design and implementation of the grant, the preconditions, and levers used by the institutional strengthening grants in achieving intended outcomes as well as assess the interim results, potential for sustainability and scalability of the grant, till date
3. Examine the mid-term performance and results of the implementation aspects of the grant
4. Distil actionable and strategic recommendations and lessons for the remaining phase of the grant.

Mid-term Review Questions: The specific evaluation questions will include, but are not limited to the following:

A. Alignment, Design and Implementation

- How appropriate has the grant design been in contributing to the institutional strengthening of ZDHC Foundation and the performance of outcomes towards its objective of *Accelerating and Scaling ZDHC Global Impact*² till date?
- How well was the grant aligned with the strategies of C&A Foundation (now Laudes Foundation) and ZDHC Foundation?
- How well was the grant aligned to the organisational needs and challenges of ZDHC Foundation?
- To what extent has the grant engaged with the 'most appropriate and relevant' stakeholders for achieving intended outcomes?
- Were the activities implemented, till date, executed in an efficient manner? Are the targets realistic given the scale of operations? What trade-offs and adjustments, if any, have been made by the grant in order to drive efficiency so far?
- How well has ZDHC's existing skills and experience enable delivery of the outcomes (both for core support and implementation) and have there been any gaps and why?
- Why was core support needed by ZDHC Foundation and has it been the right kind of support, in terms of – duration, scope, funding amount and flexibility?
- Has the grant tracked outputs and outcomes in a credible, systematic manner till date? What mechanisms (formal or informal) have been into practice to capture results, experiences and lessons to inform the institutional strengthening approach and to

² This is the title of the grant as per the grant agreement and combines both core support and implementation.

achieve intended outcomes till date? Has the grant employed good and appropriate communication to promote internal and external collective learning?

B. Results

- What have been the results of the core support till date? What difference has core funding made to ZDHC Foundation? E.g.
 - Capacity to develop guidelines and standards; and to provide trainings through the ZDHC academy
 - Communication and IT capacities
 - Operational and financial capacities
 - Relationships with actors such as brands, retailers etc.
- What have been the results of the grant till date? What is the evidence of the initiative's effectiveness till date, and specifically, with respect to:
 - Demonstrating the role of enabling chemistry through a business case study and documenting a circularity study for new business models
 - Deepening geographical reach and implementation targeted stakeholder management for increasing uptake of chemical management solutions in target areas, ZDHC chemical management offerings available in additional languages
 - Driving continuous improvement in the industry through piloting and scaling innovative chemical substitutions and alternative technologies as well as increased use of consumer facing communications materials aligned with ZDHC approved content
- To what extent is the grant on the appropriate trajectory to:
 - spur implementation of creative, imaginative ideas (innovations) to solve industry related challenges on chemical pollutants and
 - for alternative business models promoting an inclusive and regenerative economy?
- Does the grant have the influence (or potential to influence) in contributing towards changing narratives (mental models and assumptions) of brands, retailers, facilities, chemical suppliers, actors (such as Ellen McArthur Foundation, C2C Product Innovation Institute etc.), industry associations, (domestic) brands and retailers, manufacturers, chemical companies, regulatory bodies and ministries on harmful use of chemical inputs within the fashion and footwear industry?
- How effective has the grant been in identifying and prioritizing enablers to achieve results till date?
- Is the grant on the correct trajectory to contribute towards wider system shifts and industry transformation in the use of harmful chemicals? Which of these strategies and processes, if not all as a whole, can be replicated? What unintended results (positive or negative) has the grant produced till date and why?
- Has the core funding been used for its initial intentions? Has this changed and if yes, why? How has the COVID-19 crisis impacted ZDHC Foundation and specifically, grant outcomes?
- Has the initiative leveraged or amplified the effects of other grants/initiatives?
- What external and internal factors as well as challenges and risks have influenced the implementation? And why?
- What are the drivers (both positive and negative) that influenced grant implementation till date? What should the grant do to scale and sustain these in the remaining phase?
- What are the main lessons learned from the grant so far?

C. Long-term value

- What has been the grant's value in building long term capacities for ZDHC Foundation till date?

- What has been the grant's potential in increasing and promoting environmentally sustainable business models and practices for industry stakeholders to reduce and/or eliminate their harmful chemical inputs?
- Has the grant been able to assure viability both for long-term and for scale so far? What were the missed opportunities?
- What are the main factors that have promoted and/or reduced the grant sustainability and results till date?
- What strategies or approaches adopted by the grant have the potential to produce medium-term and long-term impacts for institutional capacity building and subsequently achieving programmatic results?

V. Methodology

The mid-term review should employ a mixed methods approach with a primarily qualitative approach complemented by quantitative methods to ensure sufficient data gathering. The mid-term review design will be primarily based on a review of the existing documents and key informant interviews. The methods for assessing the effectiveness of core support grants and grants working on influencing narratives and changing practices (reduction of chemical inputs) are mixed leaning more towards qualitative methods. The qualitative and quantitative data will be used to triangulate evidence and provide critical insight into the evaluation questions above. It is expected that mid-term review methodological framework will draw on how to measure the institutional strengthening outcomes of the grant that relates to effective performance of the implementation objectives of ZDHC Foundation. Qualitative data will be used to provide critical insight into health and effectiveness of the institutional strengthening grant, how it has contributed to results, and how it has supported the delivery of results or not.

In doing so, the mid-term review will ensure that evidence gathered can be sufficiently triangulated to deliver aggregate qualitative judgments on the basis of a broad range of data; documentary; interviews with staff of ZDHC Foundation, Laudes Foundation and a range of actors.

The mid-term review 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. Rigorous qualitative approaches (e.g., content analyses) should be employed to analyse and examine data, causality and contextual influencing factors, where possible.

Portfolio and documentary review will be conducted based on all existing initiative related documents and data held by ZDHC Foundation. The review (alongside initial interviews) will be conducted first.

Semi-structured Interviews will be conducted with informants including:

- Relevant ZDHC Foundation staff
- Laudes Foundation (formerly C&A Foundation) staff
- Various actors such as brands, retailers, facilities, chemical suppliers, actors (such as Ellen McArthur Foundation, C2C Product Innovation Institute, ChemForward, ChemSec, etc.), industry associations, (domestic) brands and retailers, manufacturers, chemical companies, regulatory bodies and ministries in different geographies

Rating system: In addition to this, the evaluation team will employ the rubrics rating system that rates the grant's mid-term performance. The rating will be developed by the Evaluation Team in consultation with the Effective Philanthropy team at the foundation.

Sampling: Purposive sampling will be done for identification of key stakeholders for interviews. Stakeholder Involvement is critical to the successful execution of the evaluation. The mid-term review is expected to employ a participatory approach providing for meaningful involvement of ZDHC Foundation.

VI. Stakeholder Involvement

Stakeholder involvement is critical to the successful execution of the mid-term review. The consultancy is expected to retain independence in coming to judgments about the grant but employ participatory and collaborative approach providing for meaningful involvement of Laudes Foundation and ZDHC Foundation management and staff, and other actors (such as contributors, co-financiers) involved in the grant.

The key stakeholders are:

- Relevant ZDHC Foundation staff both part of management and those involved in the grant
- Key staff at Laudes foundation involved with this initiative

The draft report will be discussed in a meeting and also circulated to relevant ZDHC Foundation and Laudes Foundation staff and management for review and comments prior to finalisation.

VII. Roles and Responsibilities

The Evaluation Manager³ is responsible for:

- Overall responsibility and accountability for management and delivery of the mid-term review up to and including approval of the final report;
- Technical guidance for the consultants throughout the implementation of the mid-term review up to and including participation / observation of data collection;
- Leadership of the mid-term review draft report review process including collating comments and facilitating discussion and management responses.
- In all of these roles, necessary support will be provided by other members of the Laudes Foundation Effective Philanthropy Team.

The Programme Manager at Laudes Foundation is responsible for:

- Facilitation on the mid-term review including access to initiative related data, all documents, and access to stakeholders/actors (internal and external);
- Reviewing and commenting on drafts of the inception and mid-term review report;

³ The Evaluation Manager is not involved in the management of the initiative or the day to day operations.

- Preparing a management response, as and when necessary.

The Grant Manager at ZDHC Foundation is responsible for:

- Facilitation and day-to-day assistance to the consultants including access to grant related data, all documents, and access to stakeholders/actors;
- Reviewing and commenting on drafts of the inception and mid-term review report;
- Preparing a management response, as and when necessary.

The evaluation consultants are responsible for:

- Conducting all necessary qualitative and quantitative assessments and data collection;
- Day-to-day management of the mid-term review;
- 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 mid-term review report) in accordance with the Terms of Reference and contractual arrangements.

The consultants will report to Fabio Almeida, ONE Manager, Laudes Foundation on all issues related to the mid-term review, contracts, fees and expenses, and deliverables and commenting / responses processes. Additional evaluation support will be provided by Lee Alexander Risby, Director of Effective Philanthropy.

VIII. Mid-term Review Process

The mid-term review will be carried out in conformity with the principles and standards set out in Laudes Foundation [minimum requirements](#) and [policy](#) for Monitoring and Evaluation.

The consultants will prepare a mid-term review **inception report and work-plan** that will operationalise the Terms of Reference and outline the use of rubrics rating system in the mid-term review. The inception report will be based on initial documentary review and preliminary interviews with different actors.

The inception report and work-plan will address the following elements: expectations of the mid-term review; roles and responsibilities within the consulting team; any refinements and elaboration to evaluation questions; methods – qualitative and quantitative and data collection, including possible constraints; outline of the final mid-term review report and an evaluation matrix linking questions – methods – data sources and indicators.

The inception report and work-plan will be approved by the Evaluation Manager and act as an agreement between the consultants and the Laudes Foundation on how the mid-term review is to be conducted.

The consultants will prepare the **draft and final mid-term review reports** that describe the review methodology, findings, recommendations and key lessons.

If significant differences arise regarding the interpretation of evidence between Laudes Foundation and ZDHC Foundation programme management on the external, mid-term review 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 timetable for this consultancy is set out below:

| Mid-Term Review Process | Deadline | Responsibility |
|---|-----------------------|---|
| Selection and contracting of consultancy | 15 July 2020 | Laudes Foundation (ONE Manager) |
| Inception report preparation | 30 July 2020 | Consultant Team |
| Completion of documentary review / interviews and data collection | 10 September 2020 | Consultant Team |
| Draft report for comment | 5 October 2020 | Consultant Team / ONE Manager (facilitator) |
| Final report | 30 October 2020 | Consultant Team |
| Preparation and copy-editing of report | November 2020 | Laudes Foundation (Effective Philanthropy Team) |
| Dissemination of the mid-term review | December 2020 onwards | Laudes Foundation (Effective Philanthropy Team) |

IX. Deliverables

The mid-term review requires the consultant to submit the following deliverables:

- Inception report
- End of Data Collection – initial findings workshop or a virtual call with Laudes Foundation and ZDHC Foundation staff
- Draft mid-term review report
- Findings Meeting (virtual meeting with relevant Laudes Foundation and ZDHC Foundation staff)
- Final mid-term review report, not to exceed 30 pages, with a two page executive summary

X. Audience and Dissemination

Main audiences for the mid-term review report will be Laudes Foundation and ZDHC Foundation. The final mid-term review report will be published by Laudes Foundation and ZDHC Foundation staff and disseminated through websites and social media.

Learning products including a lessons notes will be developed after the completion of the mid-term review.

XI. Consultant Requirements and Level of Effort

Applicants may be individual consultant, 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 Europe and globally;
- Substantial experience in conducting evaluations related to use of chemicals in apparel supply chains and institutional strengthening and core support grants;
- Knowledge of apparel supply chain and an understanding of organizational structures;
- Sound knowledge of the use of chemicals in the apparel/footwear supply chain;
- Programmatic / strategic evaluation experience to inform further development of organizational operations and strategies;
- Additional experience is expected in:
 - Methods for evaluating core support;
 - Theory-based evaluation designs;
 - Mixed methods methods;
- Strong facilitation skills and proven ability to lead participatory processes;
- Fluency in English (spoken and written) is essential; and
- No conflict of interest with Laudes foundation and ZDHC Foundation

The expected level of effort for the evaluation is approximately 30-40 working days. This is an estimate – the level of effort proposed must be aligned with the proposed methodology.

Please submit the following to Mr. Fabio Almeida (f.almeida@laudesfoundation.org) with a copy to Ms. Savi Mull (s.mull@laudesfoundation.org) by 30 June 2020.

A. Technical Proposal

- A narrative proposal (no more than 5 - 6 pages excluding annexes) and including the following sections:
 - a) Mid-Term Review Methodology: Describe your overall approach and mid-term review methodology including, and not limited to, evaluation questions, mid-term review 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 core support related evaluations.
 - c) Specific Expertise: Describe your level of knowledge and expertise conducting core support and institutional strengthening evaluations/mid-term reviews as well as expertise in knowledge on the apparel supply chain and use of chemicals therein.

- 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.