



Terms of Reference

Final Evaluation and Case Study Development Grievance Mechanisms in Agriculture project

1. Background

ETI's mission is to advocate for the most vulnerable workers, by harnessing the power of a diverse and growing membership. Through collaboration and innovation, we work to drive engagement, challenge barriers to change and ensure respect for human rights at work. Our strategy is built around supporting our members to do better for workers, while facilitating a united, multi-stakeholder approach to drive resilience and sustainability throughout supply chains.

In line with our mission and with funding from the UK Government, ETI established a project in January 2023 together with a group of its retail, trade union and NGO members to increase access to operational grievance mechanisms for vulnerable workers within targeted agriculture supply chains in Italy and Spain. Vulnerable workers, attracted to low skill jobs in agricultural supply chains around the Mediterranean, are at risk of exploitation through illicit recruitment and employment tactics. Although companies and governments have responsibilities under the UNGPs to respect human rights and remediate harms done, there are currently no agreed best mechanisms to do so.

The grant received from the UK Government stipulates a number of deliverables to be achieved by March 31, 2025, when the contract ends. Those deliverables can be categorized as follows:

1. The completion of a pilot programme on labour-rights grievance mechanisms in 3 to 4 sites in Italy and Spain respectively.
2. The elaboration of lessons learned to inform other grievance mechanisms initiatives where applicable and appropriate based on learning generated through preliminary research and the evaluation of the pilot intervention.
3. Concurrent to the pilot, the programme will support and / or establish a modern slavery prevention network (Digniwork) to increase local organisations' capacity to communicate access to remedy, ethical recruitment practices, and emerging risks to migrant workers in three selected pre departure countries in west and north Africa.

Project Outcomes:

1. Research and Root Cause analyses are read, and recommendations adopted by Businesses, government actors and pilot phase implementation team.
2. Grievance mechanism trial is endorsed and implemented effectively through tri-partite participation and within the supply chains of participating companies and their suppliers.
3. Cross-national network functions, creating a space to share information, build capacity, share resources and promote practices which enhancing access to decent work

2. Purpose of assignment

The purpose of this assignment is to evaluate and document the lessons learned from ETI's pilot project on grievance mechanisms in agriculture, to identify strengths of the pilot project that ETI should build on, and to identify key lessons that ETI and partners should consider in future interventions. The final pilot evaluation has two main components, i.e. a Theory of Change Review and a collection of four case studies.

We are inviting applications from suitable consultants/consultancy teams to conduct this assignment. The selected consultant/consultancy team will work closely with the ETI Programme Manager and ETI Impact Advisor who will review and validate all deliverables under this assignment. Other ETI staff members may also provide comments, coordinated by the PM and advisor.

3. Description of Assignment

This project has deliberately set ambitious goals for the available timeframe, working across multiple countries and with a wide range of stakeholders to take a more systemic approach to the challenges faced by migrant workers. While this has generated important knowledge, it has also been challenging in a two-year implementation period, particularly as building longer-term collaborations and partnerships requires considerable time and capacity. The aim of the assignment is therefore to review the theory of change underpinning the project, assessing the results achieved and the challenges faced, in order to facilitate adaptations for further effectiveness. It is envisaged that the evaluation will capture the knowledge generated throughout the pilot and relate these observations to the expected pathways of change and initially expected outcomes, in order to provide recommendations for future programming once the current project contract ends in March 2025.

Indicative evaluation questions are:

1. How relevant are the project activities to the needs of migrant workers and the challenges faced by migrant workers in Spain and Italy?
2. Are the assumptions underpinning the Theory of Change valid for the context?
3. Were certain areas of the project more effective than others, and if so, what factors contributed to this?
4. How well did the project adapt to evolving and changing circumstances?
5. Are there any longer-term outcomes that can be catalysed by the project's work after the project has finished?



6. How does the project need to develop and evolve in a possible follow-up/second phase in order to achieve its objectives?

In order to provide a good illustration of the learning experienced and generated by the pilot initiative, the assignment also include the outline of a minimum of four case studies to be agreed with ETI. These case studies should be useful learning resources for ETI and other stakeholders seeking to support migrant workers' access to effective operational grievance mechanisms in the agricultural sector.

4. Stakeholders and Data Sources

The methodology will be proposed by the consultant(s) and refined jointly with ETI during inception. It should be qualitative in nature and include primary data sources, and secondary evidence review. The successful consultants will draw on their professional expertise, secondary literature, project reporting and learning to date, and the perspectives of key stakeholders within the project and its implementation locations.

ETI can facilitate access to the following stakeholders for participation:

- ETI project staff
- Oxfam Business Advisory Service (OBAS)
- Spanish Ethical Trade Forum
- MSIF MEL Adviser
- Participating growers
- Trade Unions
- Relevant Civil Society Organisations
- Digniwork members
- Working Group members
- Helpdesk Anti-Caporalato
- The consultant(s) may propose additional interviewees/participants that they can access through their network that are relevant to the assignment.

ETI will also provide access to:

- Project reporting
- Results Framework
- MEL Plan
- Research produced through the project
- Results of an internally conducted baseline and endline survey conducted with workers for the pilot initiative

Note that no additional surveys will be conducted under this assignment due to coordination and survey fatigue constraints.

5. Deliverables

- Inception report (following initial desk review and consultation with ETI PM and Impact Advisor, short report refining methodology, work plan, list of intended interviewees and data sources, list of selected case studies, outline of structure for summative evaluation)
- Initial results presented in one or multiple validation workshop/s with key project stakeholders for feedback
- Short and concise final pilot evaluation report with clear recommendations for future programming including a revised Theory of Change
- A minimum of four case studies illustrating clear examples of learning generated by the project that are relevant to sector stakeholders.

ETI will give a maximum of two consolidated rounds of comments on each deliverable.

6. Timings

This assignment is intended to commence October 2024. Primary data collection should be completed by December 2024. Final deliverables should all be completed by February 2025

7. Responsibilities

ETI will provide the consultants with:

- Relevant project documentation including reporting and results framework / logframe
- Relevant research produced by the project/by ETI and by partners
- Introduction to partners and other project stakeholders
- Timely and consolidated comments on each deliverable
- Referral to Spanish, Italian and French interpreters that ETI has previously worked with if required (any interpretation costs must however be included in assignment budget and paid directly by consultant)

The consultants will be responsible for all other aspects of the deliverables as described above, including practical logistics. Given the large geographical scope of the project and to ensure value for money, it is recommended that a majority of interviews are conducted remotely.

8. Profile

The ideal consultant or consultancy team will bring a detailed understanding of challenges facing migrant workers in the agricultural sector and knowledge of grievance mechanisms



combined with research, evaluation and theory of change experience. Applicants should consider the following criteria in assessing a potential application:

Required:

- Working knowledge of theories of change and ToC review processes
- In-depth knowledge of qualitative research methods
- Demonstrated experience of designing and delivering qualitative research, case studies and evaluations
- Detailed understanding of challenges facing migrant workers in the agricultural sector and/or of grievance mechanisms
- Proven track record of delivering similar assignments.

Desired:

- Practical experience working on initiatives with migrant workers and/or grievance mechanisms in an implementation as well as research capacity.
- Experience of evaluating projects with short implementation cycles, where longer term outcomes may not be felt within project cycle
- Knowledge of situation of migrant workers in specifically Spain and Italy
- Experience carrying out evaluations for the UK Government and understanding of UK evaluation standards

9. Payment

The maximum budget for this contract is £38,000 inclusive of VAT.

The payment for this contract will be paid in disbursements as follows:

- On delivery of inception report: 20%
- On delivery of the draft final evaluation and case studies: 40%
- On approval of final report and case studies: 40%

Proposals will be judged on financial competitiveness and best value for money. Fees and payment timelines will be agreed in advance. Payment will be made upon satisfactory completion of the deliverables. The consultant will be responsible for its own taxes and other statutory obligations.

10. Application and deadline

Applicants should prepare a proposal including:

- CV(s)



- Outline of relevant experience against the profile above and proposed methodological approach (no more than 4 pages), including approach to research ethics, safeguarding and data quality and management
- Work Plan indicating timeframe and days per deliverable; if applying as a team, a clear description of how team members work together, how the roles complement each other and who the overall focal point will be.
- Budget covering fees and any expenses you foresee and setting out preferred payment terms
- At least one example of recent and relevant work authored by yourself (if multiple team members are proposed, ensure work sample is from lead author or provide multiple samples)
- Confirmation of availability for assignment during the assignment period

The successful candidate/s will require the relevant safeguarding checks / due diligence.

The **deadline** for applications is COB BST 13 September 2024, with interviews to be held via Teams/Zoom week of 23 September 2024.

Please submit your application to hr@eti.org.uk using the reference “Final Evaluation and Case Study Consultancy” in the subject line.