Terms of Reference

Section	Contents/Comments
1. Title	**Systematic approach for Impact Management**
2. Background	Clean Clothes Campaign (CCC) network works to structurally improve working conditions and support the empowerment of workers – most of them women – in the global garment and sportswear industries.
	In the almost 30 years of our existence, an effective global network of more than 200 trade unions and NGOs has been created. The CCC global network consists of autonomous organisations who are committed to a 5 year Global Strategic Framework that sets global objectives for action, and cooperates together through national and regional coalitions, as well as action-focused cross-regional working groups. For more information on our recent campaigns and advocacy work, as well as our vision, mission and principles, you can visit **https://cleanclothes.org/**.
	The Amsterdam office hosts the International Office (IO), which supports the CCC global network (and also has a smaller office in Brussels), and the Dutch Schone Kleren Campagne (SKC), which coordinates CCC activities in the Netherlands. The organisation has no Executive Director. Decision-making is based on consensus and non-hierarchical principles, within a clearly defined framework of self-steering teams.
	The organisation receives funding from a mix of governmental, institutional and private donors. This includes CCC being a member of the Fair, Green and Global (**FGG**) alliance which receives funding from the Strategic Partnership program of the Dutch Ministry of Foreign Affairs (Buza). More information about our organisational operations can be found **here**.
3. Context	The CCC network has set its objectives and goals in its Global Strategic Framework (GSF) 2015-2020. This is the guiding framework for all members of the global network, including the International Office, and it represents the basis for the identification of main impacts we want to achieve at the global level.
	Whereas there is a wealth of information available within the CCC network, and various donors' monitoring and reporting requirements are always met, impact management is not sufficiently embedded in the organization through a standardized and commonly used system. And since CCC works with a multitude of stakeholders in a complex environment, there is a need to identify the impact that can be attributed to our organization, both positive and negative, planned and unplanned. We are therefore looking for an impact measurement system as an integral part of our work. Such a system should fit our organisational culture and include a systematic approach to learning at team and organisational level.
	CCC is a non-hierarchical organization where all staff members are involved in collective decision-making. That means, among other things, that any future project will have to be adopted through a consensus-based decision. That will require making sure that all staff members have the essential knowledge to understand the options and their consequences, as well as learning lessons from the previous attempts to build a sound foundation for our impact management.
4. Objective of the assignment and	We seek hands on advice, practical tools, and concrete solutions to make the most impact possible. The main objectives of this assignment are to conduct a thorough

deliverables	needs assessment and propose a realistic systematic approach for impact management. More specifically, a consultant is expected to conduct/deliver: 1. Organizational needs assessment for IO and SKC, including SWOT, previous efforts, currently available tools and ongoing processes; 2. Realistic tool and pathway for effective impact management. Step 2 of the assignment is contingent upon approval of the first deliverable. A key expectation under step 2 is that options will be presented in an approachable, non-technical manner that will support collective decision-making. Any proposed computer-assisted solutions should fit within our IT infrastructure. That means, either can work online through a standard browser or support Linux as one of the OS options. The assignment will include intermediary evaluations of progress and the possibility for adaptations as part of the feedback loops.
5. Duration, Scope and Focus	The scope will cover the needs of the IO based in Amsterdam and Brussels and of the SKC office in Amsterdam. The CCC network organizations will not be active participants in this assignment. However, the structure of the network and the role of members and partners will be part of the assessment. Their level of participation might change if this is identified as a need during the assignment. The consultant(s) will work with a contact person and a selected group of representatives within the organization but will be expected to present the final needs assessment and the final proposal for impact management tools to the broader staff. In addition to the assignment for impact management, CCC/SKC has also designed an assignment for information management. Both assignments are specified in different Terms of References since they require a different set of skills and experiences. However, if a consultant is interested to apply for both assignments, he or she is certainly invited to do so. The assignment should preferably take no more than 2-3 months, and start no later than 1st March 2019.
6. Roles and Responsibilities	Interested consultants are invited to hand in their 2 page application/quote specifying the proposed methodology and timeframe. Based on the selection process, minimum 1 and maximum 3 consultants will be invited for a face-to-face or an online meeting to present and discuss the proposed methodology. Once a consultant is selected, he or she will propose a planning, including feedback loops, and start the assignment with a presentation to inform the organization members on the approach and get a first feeling with the priorities, and questions within the organization. The consultant is responsible for leading the process that should result in deliverable 1 and deliverable 2. The IO contact person will ensure regular feedback loops within the organization. Depending on the agreements made between the consultant and the organization, the consultant may or may not participate in the organizational sessions.
7. Consultant's Qualifications and Experience	We are looking for the following qualifications, and experience: • Extensive experience in measuring impact and Planning, Monitoring,Evaluation & Learning • Experience in a broad range of institutional and private funders, including

	their expectations on Impact Management and/or M&E • Proven positive skills in facilitation and training • Excellent (inter-cultural) communication skills • Excellent command in English in speaking and writing. Dutch is a plus. • Understanding of non-hierarchical organizational structure • Experience working with organizations within international networks is a plus • Commitment to labor rights, and knowledge of the garment industry and labor rights issues are a plus • Two references of previous and comparable assignments required
8. CCC/SKC contact person(s)	For more information you can contact Aleida van de Wal at aleida@cleanclothes.org. Please send your 2 page application to info@cleanclothes.org **by 10 am CET (GMT+1) on the 21st of January 2019.**