



ISSARA INSTITUTE

TERMS OF REFERENCE >> IMPACT ASSESSMENT

MARCH 2024

Position:	Technical Consultant, SROI & Impact Assessment
Timeframe:	May 2024 - April 2025
Location:	Home-based, with some travel to Malaysia, Nepal, and/or Thailand

Issara Institute is an independent non-profit organization based in Asia and the United States tackling human trafficking and forced labor from the lens of business and human rights. The Institute was established in 2014 by a team of anti-trafficking experts coming out of the United Nations who created an alliance of private sector, civil society, and government partners committed to transformational, sustainable, worker-driven approaches to labor issues, especially those occurring in global supply chains. It is staffed by leading regional and international experts in labor rights, business and human rights, and research and technology.

We believe that, together, we can transform the lives of millions of workers through worker voice, partnership, and innovation - that sustainable systems driving more ethical labor recruitment and working conditions are vital to the future of workers individually and collectively, to equity and fairness across supply chains, and to sustainable poverty alleviation efforts.

BACKGROUND

The goal of this assignment is to measure and document the feasibility, cost-effectiveness, and impact of the Inclusive Labor Monitoring (ILM) Action Network model, and to clarify the pathways to maturity of the ILM Action Network under various conditions (in various geographies, with various industries, etc.). We seek to contract 1-3 consultants for this assignment; applicants may apply individually or in teams.

Over the past 10 years since its inception, Issara Institute has aimed to build out a global Inclusive Labor Monitoring (ILM) Action Network that has as active participants brands and retailers, suppliers, recruiters, NGOs and trade unions, and empowered workers - contributing to ongoing worker voice-driven monitoring, and continuous improvement of recruitment and working conditions. With the ILM Action Network and the Golden Dreams smartphone app for migrant workers, Issara aspires to redefine the ecosystem of ethical supply chain management and human rights due diligence (HRDD) in practice through platforms that are built on best-in-class data and tech, driven by

workers, safeguarded by civil society, and understanding the practical realities of business.

We have been trialing different approaches to corporate engagement, testing appetites and budgets of individual companies (brands/retailers and supplier/manufacturers alike) so that the ILM Action Network can be more inclusive of a greater variety of businesses large and small. At the same time, we have been aiming to learn and document more about the real needs of local NGOs and trade unions serving workers in different industries and parts of the world – needs around systems, staff capacity, budget, access to state and non-state remediation channels, and ability to empower and organize workers within different legal and policy environments, among other things.

Our unique technologies, partnerships, and on-the-ground work have already helped hundreds of thousands of workers by building grounded systems with high potential for positive, worker-validated human rights outcomes; better corporate due diligence, systems strengthening, and remediation; and, scalability and sustainability over time. But the reliability, safeguards, and high quality real-time data that a civil society network offers come at a cost: what are the most feasible pathways for sustainability planning? What are prospects for corporate engagement and support, especially as disclosure and HRDD/CSDDD legislation evolves? What is needed to more firmly establish civil society and workers as integral, valued actors and partners in a more inclusive and equitable ethical supply chains / HRDD ecosystem?

SCOPE OF WORK

Specific aspects of the scope of work of the Technical Consultant(s) include:

1. Conduct an assessment on the Inclusive Labor Monitoring Action Network model that reflects on reach, impact, and SROI, including:
 - a. Methods design and documentation (< 10 pages), including specifications around criteria of relevance, effectiveness and cost-effectiveness, efficiency, impact, and sustainability;
 - b. Tools for the measurement and SROI calculation of inputs (resources), outputs, outcomes/social returns, and impact;
 - c. Quarterly update reports (< 5 pages each) and,
 - d. Final assessment report (< 40 pages), including:
 - i. Analysis of relevance, effectiveness and cost-effectiveness, efficiency, impact, sustainability, and SROI – of Issara and the broader Network, with illustrative case studies and lessons learned;
 - ii. Insights, reflections, and recommendations from the people served by the ILM Action Network (workers, survivors, and their families and communities);

- iii. Assessment of pathways to maturity of the ILM Action Network in different geographies and industries; and
 - iv. Case studies of emerging good practice in corporate ethical behavior and civil society engagement resulting in measurable impact on workers and communities.
2. Ongoing advice and support to the Issara team on their MEL systems and ongoing program data collection contributing to the monitoring of outputs, reach, results, and impact, including via email and Slack.

TRAVEL & DURATION OF ASSIGNMENT

The assignment spans one year. Approximately 60–100 person-days of work will be required from a team of 1–3 consultants. Interested consultants are invited to apply either as individuals or teams of two or three.

The consultant/s may be expected to travel to Bangkok, Thailand (1) at the beginning of the contract to collaborate on kick-off if they are not already based in Bangkok, (2) in November for the Issara Global Forum, and (3) at the end of the contract for report launch. Preparation and desk review may be conducted from the consultants' home base. Additional travel for the purpose of data collection and stakeholder consultation can be planned with the Issara team post-contract signing.

DEGREE OF EXPERTISE & QUALIFICATIONS

- Graduate level degree in a relevant discipline, including business, economics, anthropology, law, ethics, international development, etc.
- At least 10 years of experience working in international development, with at least 5 years of demonstrated expertise in monitoring, evaluation, and learning. Experience in labor rights, anti-trafficking, and/or business and human rights program management strongly preferred.
- Professional English language drafting and communication skills
- Strong interpersonal skills, with demonstrated strong ability to work effectively with people from a wide range of cultures and backgrounds, including South and Southeast Asian cultures
- Experience working with survivors of labor exploitation and human trafficking
- Ability to manage deadlines

Interested applicants are invited to send a CV and cover letter outlining your interest and relevant expertise to admin@issarainstitute.org.