

# Request for Proposals: Support for the next phase of the Global Living Wage Coalition and Research Network – Consultancy phases 2 and 3

Terms of Reference, August 2019

## Background

There is growing awareness in global supply chains of the need to make significant improvements in wage levels in some sectors. Serious public conversations about how to deliver these improvements are becoming more common. This evolution has been influenced by the work of the Global Living Wage Coalition ([www.globallivingwage.org](http://www.globallivingwage.org)), which developed and embraced a single definition and approach to calculating living wage (the Anker methodology) and have incorporated this approach in the wage improvement requirements in their standards. With partners Richard Anker and Martha Anker and researchers around the world, the GLWC has calculated wages against a single methodology in many different countries and sectors, resulting clear wage goals in these countries and in implementation commitments by various companies. This foundational work has driven an explosion of interest in living wage benchmarking amongst companies and NGOs who see the value in understanding the wage gap as a step towards closing that gap.

Building on this foundation, the GLWC members and research partners are now preparing for a next stage in their work towards shared goals. In this next stage, the GLWC envisions that two independent networks— research network and an action network<sup>1</sup> – will work in collaboration. Through strategic conversations to date, a draft vision of what this relationship could look like has been developed. The document also captures what the goals of the each network are and what key questions remain to be resolved. ISEAL, in its role as current host of the GLWC, is requesting proposals from consultants to support the GLWC members and research partners in finalizing the shape of this next phase of collaboration and to accompany the change process.

The work is divided into three phases – a short informative phase, a second phase focus on finalizing the shape of the relationship between the two networks, and a third phase focused on building foundations of each network. The current request for proposals covers phases 2 and 3 of this work<sup>2</sup>. Consultants may submit proposals for phase 2 and/or phase 3, with separate budgets for each phase.

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<sup>1</sup> The names of these networks have not been finalized, and it is important to note that both networks place high value on rigorous research leading to action. The ‘research network’ will most likely be composed of researchers, while the ‘action network’ be largely practitioner organisations.

<sup>2</sup> In parallel, ISEAL is issuing a request for proposals for phase 1 of the work. Phase 1 is funded by a different source and thus subject to a different contract award process. Consultants interested in being involved in in Phase 2 or 3 of the work are encouraged to, separately, respond to the phase 1 request for proposals, given the synergies between these pieces of work. The Phase 2 RfP can be obtained from ISEAL.

We anticipate that phase 1 (the initial fact-finding and recommendation phase) will conclude no later than the middle of October, with phase 2 beginning just after that. The GLWC and research partners aim to be in a position to make a high-level announcement about the form of their future collaboration by the time of the Living Income / Living Wage conference planned for the first week in November in The Hague. To achieve this will mean engaging in an intense period of activity at the start of phase 2 (second half of October).

## Request for proposals – phases 2 and 3

ISEAL is seeking one or more consultants to support phases 2 and 3 of the work to develop the research network, action network, and cross-network collaboration. (More detail on the 3 phases is included below) We are looking for consultants with expertise in organizational and governance arrangements and in business and funding models for non-profit/social enterprise activities, as well as with experience in supporting partnership processes.

The consultant for Phase 2 will build on recommendations emerging from an intensive fact-finding process in phase 1 and support the GLWC members and researcher partners to arrive at a final agreement to underpin the collaboration of the two networks going forward.

The consultant in Phase 3 will work with each network separately to take the next important steps towards solidifying its vision, organizational structure, and financial model. In addition, the consultant will support continued conversations between the networks to resolve any remaining questions regarding the cross-network collaborations.

In both phases, the consultant will be expected to work closely with the networks. Therefore, experience with partnership building and partnership implementation will be critical.

More detail on each phase is included below.

Currently the total available budget for phases 2 and 3 is 15,000 euros (including VAT<sup>3</sup>), including any consultant travel costs or expenses. Consultants may submit a proposal for Phases 2 and 3, or for just one phase of work.

Proposals should be submitted to [alessandra@isealalliance.org](mailto:alessandra@isealalliance.org) (copy to [kristin@isealalliance.org](mailto:kristin@isealalliance.org)) no later than September 8, 2019. Proposals should include:

- A clear indication of which phase(s) of work the consultant is submitting a proposal for,
- A short description of the approach the consultant proposes to take toward achieving the goals for the relevant phase(s), including what support or participation by the members of the GLWC, the research partners, and/or by ISEAL the consultant will expect
- Estimated level of effort, daily rate(s) in euros, and total cost of the work in each phase (including VAT and any travel or other expenses)<sup>4</sup>.

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<sup>3</sup> Contract will be issued by ISEAL Alliance, based on the UK.

<sup>4</sup> As the scope of work for phase 3 is less clear (and will be affected by phase 2), the proposal should include a minimum budget for phase 3, a clear description of the work that could be done with that minimum budget, and a suggestion for how agreement on any additional work would be reached (e.g. daily rate for further work on phase 3).

- Short CVs of the consultant(s), highlighting relevant experience and any expertise in consulting on organizational and governance models and financial models for non-profit or social enterprise activities. If a different consultant team is proposed for different phases of the work, the proposal should indicate who would be involved in which phase and why
- Proposed time frame for the work<sup>5</sup>
- Two references of clients for whom the consultant has undertaken similar work (The clients will not be contacted without prior notice to the consultant)

ISEAL will award the contract for this phase no later than September 13, 2019. The consultant for Phase 2 should expect to begin work in October, building on conclusions and recommendations from Phase 1.

Consultants interested in submitting a proposal are encouraged to notify ISEAL of their intention to do so by way of email to [alessandra@isealalliance.org](mailto:alessandra@isealalliance.org). In this way, ISEAL will be in a position to notify all interested consultants of answers to any queries that we receive about the request for proposals.

All proposals will be assessed based on:

- Competency and experience of the consultant team (including experience with supporting partnership processes, non-profit/social profit organisational and governance arrangements in the US and Europe, and business and funding models for social profits/non-profits. Understanding of the GLWC, research partnerships, and standards systems would be a plus.)
- Proposed approach to carrying out the work, and demonstrated previous experience with that approach
- Total contract cost per phase
- Ability to deliver in the time period required
- References

The review process will also consider value for money in terms of the consultant's rate, location, and proposed approach to carrying out the work.

## Scope of work for phase 1, 2, and 3

### Phase 1: Fact-finding and recommendations (Informational only - not the subject of this request for proposals)

The goal of this phase is for the consultant to:

- Consult with current GLWC members and research partners, and with potential future members, partners, clients, and supporters of the action network and researcher network, to assess the

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<sup>5</sup> While our initial expectation is that the phases would be sequential, the proposal may suggest and justify an alternative approach.

financial and organizational viability of the proposed future for the networks and of key activities to be undertaken within this partnership, and

- Recommend modifications and/or further specification of the proposed vision for each network and for the working relationship between the two networks, including but not necessarily limited to (1) the names and goals of each network and the name and shared goals of the partnership, (2) the structure of each network and the relationship between the networks, and (3) the most viable financial/business model for supporting key activities of shared interest to both networks and the basic operations of each network.

### **Phase 2: Finalizing agreements and establishing foundation for future partnership**

In this second phase, the consultant will work off the recommendations established by the consultant for Phase 1. The consultant will work with the representatives of the two networks to resolve any questions still outstanding from phase 1, create a public statement about the future vision for the networks and their collaboration, and craft a final collaboration agreement for signature by all parties. The consultant will also support each network to reach internal agreement on an efficient process for participating in phases 2 and 3 (e.g. choosing representatives, reporting back and obtaining input, proposed meeting schedules etc)

Outputs of this phase will be:

- A final revision of the (internal) document on the goals and structure of each network and of the collaboration between the two networks
- An agreed public statement about this relationship, ideally to be shared at the Living Income/Living Wage conference in the first week in November
- An MOU or other recommended form of agreement establishing the shared priorities and the structural, financial and working relationship between the networks

### **Phase 3: Building the foundations for each network**

In phase 3, the consultant will work with each network separately (using the process identified and agreed in phase 2) to, at a minimum, create one priority foundational building block for each network. What this is will be determined in consultation with each network. It could be a document, decision, process, or information needed for the network to move forward with implementing the vision– e.g. a membership, decision on an organizational structure or institutional home, fundraising proposal, etc.

The members of the future action network would like to complete this work in 2019. A longer timeline for the work with the research network is anticipated.