



Co-operative Development  
Foundation of Canada

SINCE 1947

## **Terms of Reference**

# **Gender-sensitive Value Chain Analysis – Garment/Apparel Sector**

Supporting Economic Prosperity for Women and  
Internally Displaced Persons in Ukraine

Implemented by CDF Canada and Charity Foundation Gorenje with support from the  
Government of Canada/Global Affairs Canada

# Supporting Economic Prosperity for Women and Internally Displaced Persons in Ukraine (SEW Ukraine)

**Assignment location:** Ukraine, Kyiv, Kharkiv, and Dnipropetrovsk regions

**Timeframe:** 3 months

The Co-operative Development Foundation of Canada (CDF Canada) is seeking a qualified consultant (individual or firm) to undertake a gender-sensitive value chain and market analysis for the SEW Ukraine project. This assignment will include the preparation of a consolidated value chain report.

## 1. Project Background

*SEW Ukraine* is a five-year (2020-2025) project, funded by Global Affairs Canada (GAC) and is being implemented by CDF Canada in partnership with the All-Ukrainian Charity Foundation "Gorenje" (CF Gorenje). The project works to enhance employment and entrepreneurship opportunities in the garment industries for vulnerable and internally displaced women living in Kyiv, Kharkiv, and Dnipropetrovsk oblasts (regions) of Ukraine. It is expected that 2,200 women will directly benefit from the project (with 5,720 individuals benefiting indirectly from the increased economic empowerment of their household).

The Ultimate Outcome of the SEW Ukraine project is to enhance economic prosperity for 2,200 women, including internally displaced women, in the regions of Kyiv, Kharkiv, and Dnipro in Ukraine. This is based on the following two intermediate outcomes:

1. Enhanced employment and entrepreneurship opportunities in the garment sector for vulnerable and internally displaced women living in Kyiv, Kharkiv, and Dnipropetrovsk oblasts. (Intermediate Outcome 1100)
2. Enhanced competitive, innovative, and environmentally sustainable micro, small, and medium-sized enterprises (MSMEs) within the garment sector for women in Kyiv, Kharkiv, and Dnipropetrovsk oblasts. (Intermediate Outcome 1200)

Project activities are designed to achieve the project's result areas stated above.

The SEW Ukraine project will foster economic prosperity for vulnerable women, including Internally Displaced Persons (IDPs), in Ukraine by addressing the economic barriers which limit their full and meaningful participation in Ukraine's workforce. The project will explicitly target women IDPs, women with disabilities, and women living in rural or peri-urban areas, who struggle with economic survival, meeting basic needs for their families and face increased vulnerability to poverty.

## ***Co-operative Development Foundation of Canada (CDF Canada)***

CDF Canada is registered as a charity in accordance with the laws of Canada. The organization was established in 1947 and is headquartered in Ottawa, Canada. CDF Canada amalgamated with the Canadian Co-operative Association. CDF Canada is governed by an independent Board of Directors made up of 11 individuals with strong links to Canada's co-operative business and international development sectors. Canada has a network of 8,500 cooperatives and credit unions, with total assets of over \$508 billion and 182,000 employees. Canadian co-operators have engaged internationally for more than 70 years through CDF Canada. CDF Canada's mission is to establish and grow co-ops internationally that build a better world, where individuals and communities thrive economically, socially, and culturally. Climate resilience and gender are key cross-cutting priorities in all of CDF Canada's programs. For more information about CDF Canada, please visit the website at <http://cdfcanada.coop/>

## **Charitable Foundation "Gorenie"**

Charitable Foundation "Gorenie" is a charitable organization founded in 2005 in Ukraine with the purpose to protect the rights and freedoms, as well as to assist people in difficult life circumstances. Since 2008, the CF Gorenie has been implementing activities aimed at providing free legal aid to the poor. Since 2014, the Foundation's target group has been internally displaced persons and victims of the conflict in eastern Ukraine. Gorenie's programs have included activities aimed at providing free legal aid to internally displaced persons, administering a microgrant program to support the development of self-employment of internally displaced persons, and implementing programs to protect vulnerable women living in the East of Ukraine and affected by domestic and gender violence, as well as cooperation with local authorities in the development of conflict-affected communities.

## **2. Country Context**

A limited range of opportunities for employment in Ukraine has been identified as one of the key barriers to improving the quality of life for vulnerable women, particularly IDPs and women with disabilities. Supporting employment and entrepreneurship has been identified as an important element towards their economic empowerment and overall well-being. After a rapid economic sector scan, the garment industry was identified as being the sector with the most potential to provide economic opportunities to SEW Ukraine Project beneficiaries (vulnerable women) and improve their quality of life.

The garment industry was selected based on the following criteria: the size and growth potential of the garment industry in the target regions, its market structure, and the potential for positive impact on the broadest number of beneficiaries and stakeholders. The garment sector is also an industry where small and medium enterprises prevail, leading to significant potential for new start-ups and supporting individuals to create their businesses. Regions, selected by the project, are among those with the largest number of IDP registered. The geographic focus on Kharkiv, as one of the three regions selected for project implementation, is expected to allow to capitalize on the many advantages offered by the 'textile capital of Ukraine'.<sup>1</sup>

## **3. Purpose and expected outputs of the Value Chain Analysis**

### **3.1. Introduction**

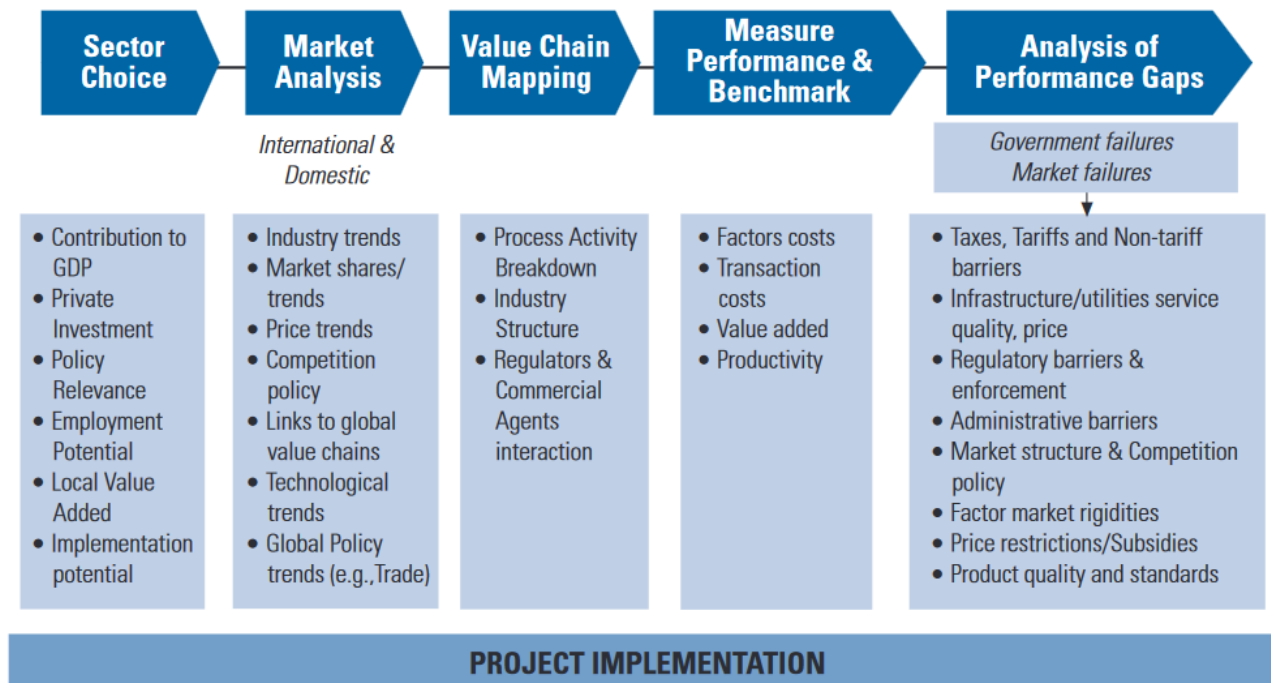
Value chain refers to the full range of activities that are required to bring a product (or a service) from conception, through different phases of production, to delivery to final consumers and disposal after use.<sup>2</sup> Further, a value chain exists when all the stakeholders in the chain operate in a way to maximize the generation of value along the chain. The value chain analysis seeks to understand the various factors that drive the incentives, growth, and competitiveness within a particular industry and to identify opportunities and constraints for increasing the benefits of stakeholders operating throughout the industry<sup>3</sup>The figure below illustrates some of the key elements of value chain studies.

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<sup>1</sup> Export development as a new challenge for the Ukrainian textile and clothing industry: Employers' Group contribution (European Economic and Social Committee, 2018)

<sup>2</sup> Kaplinsky and Morris 2001

<sup>3</sup> Muzira, TJ, and Herr, M. 2009. ILO Value Chain Guide for Decent Work. International Labour Organization (ILO).



Source: Subramanian (2007).

Fig 1: Key elements of value chain studies<sup>4</sup>

In the garment industry, women represent a majority of the labor force. Therefore, it is necessary to analyze the garment sector value chain by using a gender lens. This should identify real or potential barriers for women, especially vulnerable women and also opportunities, to increase their participation, role, power, and value along the value chain.

### 3.2. Purpose of the Assignment

The purpose of this assignment is as follows:

- To identify opportunities for the integration of vulnerable women into the garment sector value chain, either in the labor force, as new entrepreneurs, or increasing value addition of existing women-owned enterprises.
- To identify and analyze potential constraints, that could adversely impact this integration.
- Based on the analysis, to make recommendations, as to project interventions that would maximize the possibility of successfully integrating vulnerable women into the garment sector.

This analysis will contribute to project interventions and workplans. The results of this analysis will be shared with project stakeholders.

### 3.3. Objectives of the Study

An independent gender-sensitive analysis of the value chain in the garment industry of Ukraine will

- Identify opportunities for the integration of women from vulnerable groups as workers in the garment sector of Ukraine.

<sup>4</sup> Moving Toward Competitiveness: A Value Chain Approach, The World Bank Group, 2007

- Identify opportunities and areas with high potential in the garment sector for establishing MSME start-ups and co-operatives. These opportunities could include both business and social support services.
- Identify the potential for growth, profitability, and enhanced competition for existing micro-, small- and medium entrepreneurs (MSMEs) led and/or managed by women through partnerships, including within organized co-operatives and trainings.
- Assess existing gaps and barriers in the industry that can be addressed by the project to increase its impact.

The analysis will include the identification and involvement of key stakeholders, as well as a qualitative and quantitative analysis of the clothing value chain, including through focus group discussions with entrepreneurs, industry experts, and target groups. This process will also identify any previously unidentified risks to project activities and address mitigation measures.

The goal of gender-responsive value chain analysis is to evaluate the competitiveness and performance of the chain and identify real or potential barriers and opportunities for women, comparing to men, that may be shaped by custom, law, and institutional structure. The following key questions should be considered and integrated into the garment value chain analysis:

- 1) types and extent of women's participation in value chain activities.
- 2) positions of women in the value chain and how they can be improved without losing competitiveness.
- 3) ways to optimize the benefits that women gain from their involvement in the value chain.

A gender-responsive value chain analysis will direct strategies and activities development to address inequalities and barriers in the sector.

#### **3.4. Scope of the Gender-Sensitive Value Chain Analysis**

The research will include but not be limited to target participants (small producers of clothing, textiles, souvenirs, car interiors (fabric and leather components), repair shops specializing in footwear and clothing repairs, and production suppliers), project target population (including key informants, women in search of work and vulnerable groups), industry experts, project partners and public/private sector representatives (including major garment sector employers, local and global buyers). The field phase of the analysis will be conducted in the selected project regions – Kyiv, Kharkiv, and Dnipropetrovsk. Besides, the desk component of the research should cover Ukraine in general and the regions which concentrate the garment industry's strongest production and supply chains.

#### **3.5. Expected Outputs and Deliverables**

The report should focus on the aspects of the garment value chain relevant to the employment of vulnerable women and entrepreneurship development, existing barriers, and opportunities. The analysis should help understand overall and gender-specific issues of market access, acquiring production capability, distribution of power, value, skills, and knowledge, as well as in defining organizational initiatives and technical assistance that will address existing barriers. Once selected, the consultant is expected to produce a report in English and with special attention on the following aspects below (including, but not limited to):

##### **Brief industry and industry sub-sectors<sup>5</sup> profile:**

- Market structure, the share of MSMEs in the industry, in targeted regions, and by sub-sectors where available.

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<sup>5</sup> Textile production, outerwear production, etc., limited to 12 sub-sectors.

- Demand for value chain outputs, various market destinations, related trends, barriers, and opportunities. Trends that might impact the garment industry employment market, but also specific for segments strongly represented by MSMEs or with high potential for MSMEs start-ups.
- The competitive position of the sector overall and MSMEs specifically, domestically and internationally. Competitiveness and opportunities of the target project regions compared to other regions of Ukraine with well-developed garment sector in the context of project objectives (vulnerable women employment potential and MSMEs development).
- The role of domestic and international standards and certification, their importance in gaining competitive advantage.
- Highlight mitigation measures that garment value-chain actors are taking to decrease environmental impact.
- Best practices of gender-responsive approach in the sector.
- Extent of the application of the UN guiding principles on business and human rights in the garment industry.

#### **Value chain mapping and analysis:**

- Value chain<sup>6</sup> mapping with process activity breakdown and commercial agents', stakeholder's power relationship with the specific focus on:
  - Employment<sup>7</sup>
  - MSMEs, their role, and specific of interaction with other value chain actors.
- Assess the flow of products, information, and financial resources along the value chain. Describe the factors affecting the value chain actors indicating a gender-specific impact.
- Working conditions and entrepreneurship opportunities along the value chain, incl:
  - Share of female employment and entrepreneurs, their representation at different stages of the value chain.
  - Average earnings, value addition, and skills shortage.
  - Value-chain specific barriers for women employment, entrepreneurship, moving up the value-chain, and start-up establishment.
- Garment value-chain segments and industry sub-sectors (up to 5) with the highest potential for:
  - Existing MSMEs growth and profitability increase.
  - MSMEs start-ups establishment.
  - Employment of vulnerable women including IDP and women with disabilities.
  - Cooperation among MSMEs and/or with other value-chain actors.
- Strategies, skills, and resources are needed to support the integration of MSM-sized businesses and vulnerable women into the garment value chain.

#### **Policy environment & institutional analysis:**

- Overview of the garment value chain, employment, and entrepreneurship policy environment, the structure of policy-, decisions- and advocacy making bodies and institutions. Specification of services provided by government agencies.

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<sup>6</sup> National, regional, and international when applicable.

<sup>7</sup> incl. all categories of workers, officially employed, casual employment, and homeworkers, subcontractors.

- Assess the supporting environment and the degree of organization of garment value chain actors, incl. women-employees and MSMEs. What services, policies, rules regulations, and infrastructure are available.

### **Recommendations**

- Provide recommendations to the project on strategies and activities supporting existing and start-up MSMEs in the garment sector.
- Highlight key findings and derive recommendations to enhance the employment of vulnerable women in the garment sector of Ukraine through project actions and adjustments that can be implemented by industry stakeholders.
- Propose to the project interventions to enhance the competitiveness of the garment sector, also through co-operation and partnership.
- Provide recommendations on potential synergies and/or collaboration with other programs or projects (incl. governmental, international technical assistance, private) or entities (public and private) to benefit the project.

### **3.6. Deliverables**

The deliverables of the consultancy will include the draft and final report (one electronic copy in PDF format and one in world format) in English with at least the following sections below covered:

- ✓ Executive summary
- ✓ Background and the socio-economic context of the value chain
- ✓ Methodology and documentation of the process
- ✓ Limitations and challenges, lessons learned
- ✓ Findings from gendered value chain analysis (see Expected Outputs)
- ✓ Conclusion and recommendations (see Expected Outputs)
- ✓ Annexes (including, but not limited to a list of interviewed informants, a list of industry stakeholders, their role in the value chain and potential contribution, role in the project, etc.)

The consultant will also conduct a technical consultation workshop with value chain stakeholders to validate research findings and will present draft report findings and recommendations via an electronic presentation to CDF Canada, co-implementing partner CF Gorenje and any other stakeholder that partners deem appropriate audience for the presentation.

The draft report will be reviewed by project implementing partners and the final report will be produced by the contractor based on the feedback.

The contractor will also submit to CDF Canada the following materials:

1. Inception report: detailing the methodology, including the main research methods, the sampling framework, proposed sources of data, procedures for data collection and analysis, and a draft but a detailed table of contents.
2. Draft and Final Reports, incorporating suggestions and recommendations from the reference group.
3. Electronic copies of all data sets.
4. All quantitative and qualitative data (completed questionnaires, recorded interviews, focus groups, etc.).
5. Any other documents that will be used or collected in the course of the consultancy.

## 4. Suggested Methodology and Assessment tools

The analysis will be based on the findings from the desk-top research, field visits, and interviews with project participants (W/M) and all relevant stakeholders. It should employ a variety of data collection and analysis techniques related to both quantitative and qualitative data to address the research questions. These include but are not limited to focus group discussions and key informant interviews. The analysis will be also supported by findings from the existing industry reports, project documents and a needs assessment report, based on specific M&E tools, as well as the project's gender analysis. The consultant will be expected to undertake data gathering visits to 3 regions of Ukraine, and co-ordinate data gathering with the SEW Ukraine Gender & Outreach Officer and with the implementing partner CF Gorenje.

### I. Planning Phase and Desk review

- Conduct a desk study of all relevant project documents, including the logic model and elements of the implementation plan.
- Collect all relevant studies, materials, and statistics already produced by relevant government agencies and other donors, NGOs, and/or research institutes in the recent past, and detail the outcomes of these studies, as a starting point of the research and to reveal the main constraints and opportunities that might appear during this assignment.
- Clarify the research framework and methodology in conjunction with CDF Canada:
  - Clarify the research questions based on input from partners and key stakeholders.
  - Clarify the data collection methodology based on input from partners and key stakeholders. The size and composition of the research participants should be finalized as well.
  - Determine the model of cooperation with the project's Gender & Outreach expert, who will be leading the development of the implementation plan of the project's gender strategy that will be also linked to the existing assignment<sup>8</sup>
- Prepare a detailed Inception Report, including the final workplan.

### II. Data Collection Phase and Field Work

The consultant will be expected to travel to at least 3 regions of Ukraine (Kharkiv, Dnipropetrovsk, Kyiv regions) to collect data. In the situation when the COVID-19 situation limits travels/physical interaction in Ukraine, part of the meetings, including data gathering, can be done remotely using the Internet/phone/mail. The consultant is expected to conduct the fieldwork to collect missing data, assess the specific situation, and engage with potential stakeholders and key informants for the collection of their views.

Fieldwork includes:

- 1) Identification of the key experts (key informants, e.g. sources of credible information) in the garment industry value chain, by the above sub-sectors.<sup>9</sup> Interviews with them where possible.
- 2) Identification of the key chain actors; interviews them where possible.
- 3) Field survey, round table discussions on topics as per the principal tasks of the study to quantify/collect statistics on a number of chain actors, prices, sales volumes, employment, market trends, sustainability standards, etc. This also includes round table discussions with MSMEs operating in the garment industry on

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<sup>8</sup>. A gender strategy implementation plan will be based on the project's gender strategy and will facilitate the utilization of a gender-equality lens to inclusively integrate women workers and entrepreneurs into the garment industry. The project's in-house Gender & Outreach Officer will conduct local events in parallel with the value chain research.

<sup>9</sup> The implementing partner can provide some assistance with the location of the experts, logistics of the meetings, and will provide some information from the existing project databases.



topics as per the principal tasks of the study<sup>10</sup>Each event for MSMEs must include a discussion of principal outputs of research and completing short personal questionnaires; and building a matrix of skills, competencies, needs, and priorities of each of such groups using participatory toolkits.

**III. Data processing and reporting phase, including:**

- 1) Data processing, development of a draft report, and presenting it<sup>11</sup>The draft research report should be based on the data received (raw data/analyzed data/ information in the project research, and the one from the implementing partner), in accordance with CDF Canada's guidelines.
- 2) Technical consultation workshops with value chain stakeholders to validate research findings (in person or on-line).
- 3) Submission of the validated draft report to CDF Canada and presentation of the results via electronic presentation.
- 4) Preparation of the final report based on the feedback from the contractor (CDF Canada) and submission by the scheduled deadline.

***The overall duties of the consultant also include:***

- Arrange meetings and collect data in the 3 regions being visited. Some assistance can be provided by the project's field team, including the implementing partner).
- Co-ordinate with the SEW Ukraine Gender & Outreach Officer throughout the data collection cycle and conduct online meetings periodically.
- Guide the data collection process and ensure the reliability of the results and troubleshoot any issues that may arise during this process.
- Discuss findings with the local CDF Canada team and the implementing partner regularly and suggest improvements in data collection in real-time, as needed.

## 5. Proposed Timeline and Key Deliverables

It is estimated that the research should take **no more than 40** working days and can be spread over the course of 3 months (March to May 2021). Please note that the contract should be fully completed and closed BEFORE May 31, 2021. Below is a tentative schedule for the consultancy:

Activity/sub-activity	Output/milestone	Time
Application (proposal) submission	Full proposal	April 9, 2021
Selection of Consultant	Contract signed	April 15, 2021
Planning Phase and Desk review	Inception report and workplan submitted	May 10, 2021
Data Collection Phase and Field Work	Draft report finalized	June 20, 2021
Technical consultation workshops with stakeholders to validate the finding conducted	Draft report submitted to CDF Canada and presentation of research findings conducted	June 30, 2021
Feedback by CDF Canada provided	Final report submitted to CDF Canada	July 14, 2021

## 6. TORs Amendment

<sup>10</sup>. The implementing partner will assist with the location of the participants, logistics of the meetings, and will provide some information from the existing project databases.

<sup>11</sup>. It may be done remotely, presentation to be held using Zoom/Teams/Skype or other popular software.

CDF Canada and the contractor may amend part of the present ToRs (namely section 3.5) to have outputs and deliverables that better adheres to the context. The final report will reflect the amendments agreed upon. The amendments must be signed by both parties at the beginning of the mission.

## 7. Consultant Expertise and Qualifications

- Proven professional experience conducting value chain analyses of development projects, with experience using a variety of participatory and market research methodologies in the field.
- Experience conducting industry analyses, value chain analyses, and development of marketing plans/programs/solutions for the business or program partners.
- Demonstrated experience in managing country-level assessments/market research and preparing consolidated reports.
- Expert knowledge of the international approaches and tools for value chain research.
- Demonstrated experience applying a gender-sensitive approach to research is a strong asset.
- Understanding of Ukraine's garment industry strategies and marketing is a strong asset.
- Understanding of GAC Feminist International Assistance Policy is an asset.
- Educational background in social sciences, international development, market-based approaches, gender, and development, or a related field is an asset.
- Experience and knowledge of co-operatives, preferably in a developing context, is an asset.
- Demonstrated cross-cultural sensitivity and ability to work in cross-cultural environments.
- Excellent analytical skills.
- Holds a valid passport and is willing to travel (within Ukraine).

## 8. Compensation

Compensation will be commensurate with experience. Travel, per diem and related expenses must be pre-approved and will be reimbursed in accordance with CDF Canada guidelines specified in the contract.

## 9. Application

Please submit the following documents to [ukraine@cdfcanada.coop](mailto:ukraine@cdfcanada.coop) no later than **4:00 p.m. EST on Friday, April 9<sup>th</sup>, 2021**, including the position title ("Value Chain Analysis") in the subject line. Please note that consultants can apply for this position as an individual (1 person) or an organization (1 company). In the case of a company application, a maximum of 2 consultants are expected to implement the assignment.

Candidates interested in the assignment are expected to provide the following documentation:

1. Current resumé or company profile<sup>12</sup> with a statement of experience. A minimum of 3 references should be provided.
2. A technical proposal with a detailed response to the TOR, with a specific focus on the scope of work, expected outputs and deliverables, the methodology to be used, and key selection criteria for respondents.
3. Initial work plan and delivery timeframes.<sup>13</sup>
4. A financial proposal with an applicable daily professional fee and other modes of payment.

CDF Canada thanks all applicants for their interest; however, only shortlisted applicants will be contacted.

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<sup>12</sup> In the case of a company application, the company should indicate the names and functions of the people whose involvement in the current assignment is expected

<sup>13</sup> In case of application as a company, the technical proposal should also include the distribution of duties and specify the role of a respective team member.

## Annex 1

## Excerpts from the proposal

- Guided by a gender strategy and a **gender-sensitive value chain and market analysis**, activities will be developed with strategic partners aiming to economically empower the Target Population, The project will facilitate an in-depth assessment of women's role in the value chain along with gender analysis and strategy to guide design and implementation of project activities.
- Establishing innovative Co-operatives for women-owned and managed MSMEs will incrementally improve the role of participants within the **apparel value chain** by leveraging group resources and purchasing power and pooling risk. Building sustainable MSMEs through providing ancillary supports including production spaces, business incubation hubs, and access to training, mentorship and capital helps build sustainable enterprises for long-term economic growth. Linking these enterprises to national and international markets will also promote growth and sustainability while protecting individual entrepreneurs through the supporting and risk-sharing context of Production and Marketing Co-operatives.
- An independent gender-sensitive **value chain analysis** of the garment industry will clarify specific areas of opportunity to integrate vulnerable women as workers or micro-entrepreneurs and identify market gaps areas of potential competitive advantage. The analysis will include the identification and engagement of key stakeholders, as well as a qualitative and quantitative analysis of the garment value chain, including through focus group discussions with entrepreneurs, industry professionals, and targeted populations. This process will also uncover any previously unidentified risks to project activities and guide mitigation responses. A gender analysis will lead to the formation of a gender strategy that will facilitate the utilization of a gender-equality lens to inclusively integrate women workers and entrepreneurs into the garment industry. Since the target groups are isolated, an active search and screening for Target Population members will be carried out in the three oblasts. The target population themselves will be engaged in participatory needs assessments, gaining an understanding of their skills, competencies, and preferences. Awareness of project activities will be raised in target districts.
- Guided by the value chain analysis, vocational training will support the growth of in-demand skills for which there is a direct need in the garment industry. Supporting TPs to establish MSME startups that intentionally correspond with niche production needs identified in the **value chain analysis** will ensure that entrepreneurs provide in-demand services and products rather than risking duplication in saturated markets.
- National and international marketing expertise was identified as a bottleneck in the Ukraine **garment value chain**. The Marketing and Supply Co-operative will respond by providing the opportunity to create a significant market advantage for members, facilitating the ability to promote products internationally.