

TERMS OF REFERENCE

Individual Consultant

Scoping, Design and Development of a Scalable GBVH Prevention and Response Model (Central America, Bangladesh and India)

January 2026 – May 2026

BACKGROUND

Launched in 2023, RISE brings together the world's four largest women's empowerment programs in global supply chains—BSR's HERproject, CARE International, Gap Inc.'s P.A.C.E. Program, and ILO-IFC Better Work. By uniting this collective experience in over 21 countries, RISE seeks to drive transformative change for millions of women workers worldwide.

RISE works across three interrelated pillars of action to address immediate barriers while driving medium- and long-term structural improvements for women workers.

Pillar 1: Capacity Strengthening: Working in factories in key countries, RISE achieves impact with a network of local civil society partners and organizations working on gender equality to deliver worker capacity building programs. There are two approaches to capacity strengthening programs: the Peer Educator model, where training is implemented by a local partner organization, and the Integrated (Licensee) model, which is integrated by a brand/supplier directly in their supply chains. The three core workplace programs—Respect, Foundations, and Financial Health—are central to advancing women's empowerment across supply chains.

Pillar 2: Market Transformation: RISE works with and encourages leadership from industry actors (brands, buyers, suppliers and worker representatives) to improve operating practices at all levels in global value chains to support greater gender equality outcomes.

Pillar 3: Influencing: RISE leverages the founding partners' existing relationships and identifies opportunities to work in partnership to influence employer/company/factory policies, programs and budgets, as well as government policies that impact workers, in particular women workers, and support the breaking down of harmful social and gender norms.

These three workstreams are supported by two cross-cutting pillars. One on data, evidence and learning and one on women worker voice and representation.

CONTEXT AND PURPOSE OF THE ASSIGNMENT

Tackling gender-based violence and harassment (GBVH) in the garment and footwear sector is a core priority for RISE. RISE Respect is the initiative's comprehensive approach to preventing and addressing GBVH, with a strong focus on transforming social norms and driving positive behavior change. Through its in-factory workplace program, RISE strengthens equitable relationships and attitudes among women and men, providing a tested model for GBVH prevention, mitigation, and remediation.

Since 2015, the Respect workplace program has been implemented in seven countries—India, Bangladesh, Kenya, Ethiopia, Indonesia, Guatemala, and Vietnam—supporting more than 70 suppliers and benefitting over 80,000 workers.

RISE aims to co-design solutions with its membership that address critical gaps and key drivers of gender inequity across the sector. In the context of emerging human rights due diligence (HRDD) legislation, industry stakeholders have expressed strong interest in a scalable program that can support more comprehensive GBVH prevention and mitigation across supply chains. To meet this need, RISE will lead the design, testing, and learning of a scalable GBVH response model, drawing from shared learning and existing approaches in the garment, textile, and footwear industries. Pilot testing will focus on identifying the program components that are most essential, adaptable, and scalable. The pilot will take place in two countries—India and Bangladesh—with the intention of future scale-up across all RISE countries.

Simultaneously, also as part of Respect scalability strategy, the RISE Respect program will be expanded in Central America, with a particular emphasis on women's economic empowerment and financial health, given the strong link between GBVH and financial insecurity in the region. This will include developing a blended GBVH + Financial Health program model. This integrated approach will address the interconnected drivers of GBVH, and financial vulnerability faced by women workers in Central America's garment sector.

SCOPE OF WORK

Part 1: Development of a Scalable GBVH Model in India and Bangladesh

The consultant will be responsible for the following activities:

Desk research:

- **Map current GBVH programs and interventions** across industries and regions to identify relevant approaches, gaps, and opportunities for scale.
- **Conduct a comprehensive analysis** of existing research, models, and learning from peer organizations, international institutions, governments, and local civil society actors.
- **Analyze legal and policy frameworks and their enforcement** in Bangladesh and India. This includes, but is not limited to:
 - Reviewing GBVH-related laws and guidelines assessing gaps (e.g., the 2009 High Court Guidelines, Bangladesh Labour Act 2006, Labour Ordinance 2025, and the Women's Rights Reform Commission report, POSH act.).
 - Examining relevant international initiatives—including the Dindigul Agreement (India), the Lesotho Agreement, and the Java Agreement—to identify lessons

from rights-based, worker-led approaches that may inform scalable legal, policy, and enforcement strategies.

- **Engage RISE Members and key industry stakeholders** to gather insights on their experiences, challenges, priorities, and needs related to GBVH prevention, response, and factory-level program implementation.
- **Analyze RISE's existing and past GBVH interventions** to identify good practices, lessons learned, and areas for improvement.
- **Review and integrate insights from rights-holder engagement.** RISE will share findings and data from engagement processes, which the consultant must incorporate into the final program and curriculum design.

Program design

- **Propose a scalable program design and structure** for RISE Respect that is efficient, sustainable, and contextually relevant.
- **Develop curriculum materials, program outlines, and training resources** aligned with the recommended design and optimized for scale.
- **Support the adaptation of program indicators using RISE's MEL framework,** ensuring they align with the scalable program structure and objectives.

Part 2: Development of a Blended GBVH + Financial Health Model for Central America

The consultant will:

- **Map local stakeholders in the Americas**, with special focus on Central America, Mexico and Peru, including financial service providers, women's organizations, unions, and service providers—particularly those focused on GBVH response, financial inclusion, and women's empowerment—.
- **Draft new GBVH modules**, based on existing Respect content, and **combine them with current Financial Health modules** to design an integrated factory program addressing both GBVH risks and financial health needs, including their interconnected root causes.
 - Modules must be drafted in English and translated into Spanish.
 - The consultant should draw on learnings from the scalable model and recommend which features can be adapted for this shorter, regionally scalable program.
- **Design a Training of Trainers (ToT) program** for an organization or consultant who will deliver the in-factory blended model.
- **Support the adaptation program indicators using RISE's MEL framework,** ensuring they align with the blended program structure and objectives.

Level of Effort and Coordination

- The consultant will work approximately two days per week from January 2 to June 30, 2025.
- The consultant is expected to participate in relevant internal coordination meetings and project updates, as well as selected internal and external Respect meetings that will support delivery of the assignment.
- The consultant might be asked to support other ad hoc requests from these Respect projects during those 2 days a week.

DELIVERABLES

Deliverable	Indicative timeline
Scalable GBVH model	
Research	
Power Point deck with key research findings, main trends, learnings and recommendations.	January – February 2026
Report with the analysis and recommendations on legal/policy reforms and enforcements.	January – February 2026
Inputs and insights for the local organization that will be conducting the rights holder's engagement in country (meeting to present findings and review research tools proposed by the organization)	January – February 2026
Program design	
Word document with detailed program design and structure.	March 2026
Training modules, tools (flipbooks, posters, digital materials (only content adaptation, graphic design will be done by RISE)) and indicators matching program design and structure (one draft for consultation and a second version with feedback incorporated).	April 2026
ToT materials explaining in detail the program delivery.	May 2026
Co-lead consultation process with peers, key stakeholders and RISE members to collect feedback on the approach.	May 2026
Blended model for Central America	
Stakeholder mapping for the Americas	March 2026

Blended program design: draft of 4 to 5 GVBH modules that summarize the current RISE Respect program and merge it with RISE four Financial Health modules, training tools and indicators. Draft in English and translate to Spanish.	February 2026
ToT materials explaining in detail the program delivery.	March 2026

TIMELINE & BUDGET

The work will commence in January 2025 and will end in June 2026.

The consultant is expected to suggest a draft timeline, considering the above deliverables, and a suggested detailed budget to engage in the work 2 days a week.

PROPOSAL

Please share a brief proposal (2-3 pages) including but not limited to the following list:

1. Demonstration of consultant's skillset (see qualifications below).
2. Key steps and timeline to achieve the deliverables of the assignment.
3. Budget
4. Examples of previous work.

QUALIFICATIONS

- Proven experience in conducting research and program implementation with a no harm approach.
- Demonstrated experience in conducting research and implementing programs on gender issues in a factory setting.
- Demonstrated experience in designing educational materials for a worker's audience.
- Strong knowledge and experience in the areas of gender equality, GBVH, and women's economic empowerment.
- Knowledge of the three or at least one of the geographies (Bangladesh, India, Central America).
- Strong analytical and writing skills.
- Demonstrated experience in collaborating with industry players and different stakeholders, preferably in the garment and footwear sector.

- Strong project management skills, including timely and clear communication and managing project expectations, and working under tight timelines.
- Fluency in written and spoken English. Spanish is an asset.
- Ability to work independently and meet deadlines.

REPORTING

The consultant will report to the RISE Respect Program Manager and work closely with the Program Associate, and the Program Director.

RISE Program Director will sign-off all final deliverables.

PAYMENT

The fees will be agreed in advance and payment will be made in accordance with our shared agreement and deliverables. The consultant will be responsible for their own taxes and other statutory obligations.

CONFIDENTIALITY & INTELLECTUAL PROPERTY

The consultant is expected to maintain the confidentiality of all programs related information. All data and information gathered by the consultant for RISE will be the property of BSR.

Please send everything in one file to Laura Macias at lmacias@bsr.org before the 23rd of December 2025.

Only suitable candidates will be contacted for an interview.