

Scope of Work: Effectiveness Review of RISE Governance

Background

RISE is looking for an external consultant to lead the effectiveness review of its governance as set out in this scope of work. The purpose of the review is to identify strengths and areas for improvement, ensuring alignment with the organization's strategic objectives with an overarching aim of enhancing governance effectiveness. **This includes facilitating a workshop with the RISE Steering Board on May 6th, in-person in London, UK.**

RISE is a collaboration that supports industry action to build greater equality and resilient futures at scale in global garment, footwear and home textiles supply chains. As a new organizational model, RISE brings together the world's four largest women's empowerment programs in the global supply chains - BSR's HERproject, CARE International, Gap Inc.'s P.A.C.E. Program and ILO-IFC Better Work.

RISE is governed by a multi-stakeholder Steering Board with representatives from business, funders, labor organizations, women's organizations, local and global civil society. Steering Board members are leaders in their respective fields, bringing expertise and experience from the perspective of entities operating in the private, non-profit, labour, and women's empowerment sectors.

Purpose/Aim

RISE is committed to reviewing the effectiveness of its governance on a yearly basis, recognising this as an important element of good governance. In addition, RISE and its Steering Board recognize the additional value of regular governance as RISE is an early stage of organizational development with the intent of evolving from housed within a sponsor organization to a long-term solution that will support the achievement of mission and vision, possibly as an independent entity.

The purpose of the review is to identify strengths and areas for improvement, ensuring alignment with the organization's strategic objectives with an overarching aim of enhancing governance effectiveness and increase ownership and accountability. The review should also consider the current governance model in relation to the future direction and ambition of RISE.

RISE is now inviting an external consultant to lead the 2025 review as set out in this scope of work.

Objectives

The objective is to assess the Steering Board's performance in fulfilling its designated roles and responsibilities and contributions to the organization and to align on areas of improvement

The review will consider effectiveness at three levels:

1. The collective performance of the Steering Board, the Chair and the contribution and experience of individual members. It will also consider relationship and boundaries with the Executive Director. This review should consider skills, experience, knowledge, diversity, commitment, decision making effectiveness, behaviours, relationships and culture.
2. How well the structural set up of the RISE Steering Board /Governance model enables effectiveness in terms of RISE's current organizational needs.
3. A forward-looking perspective on the governance functions and model in relation to RISE's future needs.

It is expected that the work will maintain a line of sight to the mission, vision and values of RISE as well as its strategic aims. The work should also adhere to RISE's approach to Steering Board Effectiveness and take into consideration core documents related purpose and charter, responsibilities and expectations of Steering Board, Chair, Executive team and host organisation.

Deliverables

- Final workplan and methodology.
- Review of both individual and group performance of the Steering Board. This should include engagement with each Steering Board members including independent Chair, Executive Director and a conversation (e.g. focus group) with RISE leadership team.
- Skills audit.
- Review of RISE Governance set up.
- Analysis of effectiveness levels and proposed actions for improvements.
- Preparation with Chair and Executive Director and facilitation of a workshop with the full RISE Steering Board to work through recommendations and align on action plan that includes quick wins and longer-term actions. The workshop should comprise both a presentation on findings of current governance effectiveness and the facilitation of a future looking discussion around what RISE will need from a governance perspective. This will take place on **May 6th in London** and should be in person.
- Final report and recommendations re. action plan and ideas and recommendations on future needs.

The consultant will work directly with the RISE Independent Chair and the Executive Director.

Application Process and Timeline

All proposals should be submitted to recruitment@riseequal.org by March 27, 2025, midday UK time.

- Cover letter with a summary statement of competencies in relation to the TOR
- Curriculum Vitae

- High level proposal
- Budget/Daily rate and availability for this assignment
- Names and current contacts of 2 referees

The project is scheduled to start early April and culminate in a workshop with RISE Governance on May 6, 2025, with the final report to be submitted no later than one week after.

Confidentiality Statement and Intellectual Property Rights

All data and information received from BSR for this assignment are to be treated confidentially and are only to be used in relation to the execution of these Terms of Reference.

All intellectual property rights arising from the execution of these Terms of Reference are assigned to RISE, as part of BSR. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of RISE.