

CALL FOR EXPRESSIONS OF INTEREST

External Advisor to Support PICUM to Evaluate its Work on Labour including its Sub-granting Programme

Summary

PICUM is seeking an external consultant to carry out an evaluation of PICUM's work on labour rights and labour migration, over a period of approximately 9 months (June 2024 – end February 2025).

Context and background

PICUM is a Brussels-based network of 158 organisations spread across 31 countries. In just over twenty years, it has developed into a complex, purpose-driven organisation committed to achieving social justice for undocumented people and people seeking to come to Europe. It does so through research; advocacy; strategic communications; network building; and work with and support to its members.

PICUM's work on labour

PICUM has worked on labour rights of undocumented workers for more than 20 years, with its first report on the topic, [Undocumented Migrant Workers in Europe](#) in 2003, followed by in-depth research in 2004 entitled [Ten Ways to Protect Undocumented Migrant Workers](#). The organisation has had a staff person fully dedicated to work on labour issues since 2019 (prior to this time the Advocacy Officer on labour was also working on other thematic areas). The increased staff capacity has enabled an increase in PICUM's work with members on strategies to improve workers' bargaining power and access to remedies for labour rights violations. PICUM also decided to extend its work to also look at labour migration policies: the structural and institutional drivers for precarious and undocumented labour migration and work, and policy alternatives. PICUM's strategic priorities in the area of labour for the period 2021-2025 are set out [here](#).

PICUM has also sought to follow and to some extent influence EU level policies across various policy domains impacting migrant workers' rights, ranging from corporate social responsibility and due diligence; the ban on products made with forced labour in the EU internal market (imports and made in the EU); sectoral measures concerning care, agricultural and platform workers; labour law and measures related to labour mobility and undeclared work; and criminal law measures related to violence, labour exploitation and trafficking.

Financial support to members

Recognising the need for members to have increased resources in order for PICUM as a network to advance social change, PICUM started, in 2019, providing modest financial support to members active in its Task forces on effective labour complaints mechanisms and safe reporting to carry out national-level activities to support the shared objectives of those Task forces. Between 2019 and 2022, with a budget of approximately 15.000 euros per year (total),

PICUM supported 13 activities by nine members active in five countries, and one European network. Similar modest financial support was – and continues to be - made available to members working in some other areas of strategic priority (e.g. best interests of the child, youth empowerment, health, regularisation).

In 2023, PICUM began implementing a three-year sub-granting programme to support member organisations' national efforts in the area of labour, with the support of the Robert Bosch Foundation. With a total budget of 760.000 euros, this sub-granting programme has quite a different scale and required a different approach to the modest support provided since 2019. The sub-granting programme includes two strands. The first aims to support longstanding work on labour rights and labour migration (6 grants between € 110.000 and € 120.000). The second aims to provide seed funding for work on labour rights and labour migration (5 grants from € 6.000 to € 8.000).

A sub-granting committee (composed of representatives from PICUM's Board, staff and membership, and from the Robert Bosch Foundation) was established to co-create and oversee the sub-granting programme, including defining the selection criteria and reporting requirements, as well as to support the selection. All committee members were involved in the review of applications, and in deliberations to identify those who would be awarded grants. In addition, PICUM hired a project and finance officer to support grantees with the finalisation of their budget and with the reporting. The committee was committed to designing and implementing the least administratively burdensome process possible, to prioritising mutual learning and to supporting grantees in the financial and administrative aspects of reporting.

Objectives of the assignment

The objectives of this assignment are to:

- (1) Carry out an independent, external evaluation of PICUM's work on labour rights and labour migration over the last five years (i.e., since 2019, when the secretariat increased its capacity for this work). The evaluation should seek to critically assess the strategic objectives set and strategies used to achieve them, for their relevance, impact and effectiveness.
- (2) Evaluate the sub-granting programme both in terms of its value to PICUM members and contribution to achieving social change, and in terms of PICUM's role, its relationship with its members and the process (also relevant beyond PICUM's work on labour).
- (3) Feed into our strategic planning process (running in parallel from May 2024-May 2025), in which we are critically assessing our work, objectives and ways of working, to develop our next strategic plan for the period 2026-2030.

Overview of the work

We are seeking support of an external consultant to:

- (1) Define a framework and process for the evaluation.** PICUM has developed some elements of a monitoring, evaluation and learning framework for both its work on labour more broadly and the sub-granting programme in particular. The advisor will work with PICUM to develop these elements into a framework and process for the evaluation.

- (2) **Carry out the evaluation, including through designing and facilitating online spaces and interviews for stakeholders as required.** The advisor design and facilitate online exchanges and interviews with relevant stakeholders, including PICUM staff, Board, members, and a range of external stakeholders. This should complement and build on a recent set of interviews carried out by the consultant supporting the strategic planning process, of a limited set of external stakeholders, to gather views on PICUM as an organisation overall and future priorities.

Methodology (including proposed project phases)

The assignment should take place between **June 2024 – February 2025**.

PICUM proposes a process with three phases:

- Phase 1: June-August 2024
Defining the evaluation framework and process phase, setting out key questions to evaluate, data sources and process. This will involve online sessions and exchange with PICUM and the Sub-granting Committee. This will also involve some coordination regarding PICUM's strategic planning process which will be running in parallel, to avoid duplication and over-burdening of people involved and consulted in both processes.
- Phase 2: September 2024-January 2025
Evidence-gathering phase involving facilitated online sessions and interviews with representatives from PICUM's membership, Board, secretariat and a range of external stakeholders.
- Phase 3: January 2024–February 2025
Analysis and presentation of findings phase where evidence gathered in the second phase is analysed and presented in the form of written outputs (see below deliverables, including, where relevant, visual presentation of data and findings).

The advisor is invited to further specify or recommend data collection methods and to set out the different phases of the assignment and activities within each phase.

Outputs

- By August 2024: **Evaluation framework(s)** for our work on labour and the sub-granting programme, and process
- September 2024 – January 2025: **Small group sessions** (2-3) and/or **interviews** with individuals (approximately 30 people)
- Autumn 2024 and early 2025: Two **presentations** and discussions of results with PICUM staff, board and members.
- By end of February 2025: **Written evaluation** of PICUM's work on labour (approx. 20 pages), consolidating and analysing input from stakeholders, with dedicated chapter evaluating the sub-granting programme, drawing out analysis that is relevant more broadly for the work and objectives on labour.

Application process

Please send a cover letter (max. 1 page), explaining how your previous work qualifies you for this consultancy, your CV and a proposed budget, including the estimated time needed and daily rate. Send to Lilana Keith at lilana.keith@picum.org by 26 May 2024.

Our estimation for the project is: 20-24 working days (*indicative number*).