Request for Proposal: Empower@Work Operating Model Development

Context

Beginning in 2018, Better Work, BSR, CARE, ICRW and Gap Inc. came together to establish a platform to align efforts across the apparel industry related to women’s empowerment, acknowledging the power of collective action to advance at an exponential rate relative to the efforts of any one organization. Officially launched in late 2019, the Empower@Work Collaborative is a platform for leveraging knowledge, skills and networks to drive collective action for the benefit of women workers and gender equity in global supply chains. The first tangible output of Empower@Work was an open source Worker Training Toolkit for Women’s Empowerment. The toolkit represents best practices and expertise in implementing in-person worker training from Empower@Work founding partners BSR, Better Work, CARE, and Gap Inc.

Based on the positive response to the open source toolkit, industry stakeholders and leading brands are eager to understand how to take the contents of the toolkit and deliver them in factory settings.

Objective

Empower@Work is seeking consultant support to design and build an operating model for how Empower@Work can facilitate delivery women’s empowerment programming in apparel supply chains – with a vision for Empower@Work to be a key player for the industry as a whole. Empower@Work, and specifically the governance committee comprised of Better Work, BSR, CARE and Gap Inc. are at a critical juncture in the development of the collaborative – while this group has been self-managed up until now, we believe that a neutral third party with strategic and operational expertise is critical for Empower@Work to determine the path forward.

We are seeking support from a consultant team for full-time or close to full-time project management for ~1-3 months, leading the design and build of an operating model with input from the Empower@Work governance committee and other key stakeholders to be identified (including other leading apparel brands).

Phase 1 (August)

- Onboarding and landscape review, including key constituent interviews:
  - Empower@Work governance committee
  - Brand/retailer representatives
  - Supplier representatives
  - Potential funders
  - Others to be determined
- Review existing materials, including:
  - Open-source toolkit
  - Highlights from minutes of previous governance meetings
  - Draft MOC
Shared data platform/database mock-up
Overview/summary of:
  - Open source toolkit
  - Branding + Communications assets and guidelines
  - Curriculum digitization efforts
  - Develop strawperson operating model based on initial key constituent input

**Phase 2 (September)**

- Review/socialize draft operating model with key constituents and refine model
- Deliver operating model, incorporating key constituent feedback, including:
  - Empower@Work guiding principles
  - Operational guidance on role and scope of Empower@Work governance committee and collaborative secretariat (if deemed necessary)
  - Membership criteria for brands and stakeholders wanting to join Empower@Work
  - Detailed overview of primary elements of implementation model(s), including responsible parties’ roles + responsibilities, example implementation scenarios, tangible actions for interested brands to take to deliver programming in respective supply chains
  - Cost structure and revenue streams
  - Recommendations on content adaptations/improvements for scaling, e.g. digitizing the content
  - Recommendation on role/scope of shared data platform as a means to provide transparency and access to factory-level training information

**Scope**

- Attendance and facilitation of operating model-related Empower@Work meetings
- Consultation of key constituents (to be identified by Empower@Work governance committee)
- Delivery of detailed women’s empowerment programming operating model

**Considerations**

- Empower@Work operating model should take into consideration the following context:
  - Solution should be framed to acknowledge and address COVID + post-COVID context
  - Engagement/implementation solutions for brands should be right-sized to meet needs of brands with a variety of resources/level of investment in this work
  - Supplier-centric approach

**Submission**

Please provide the following in a brief proposal (5 pages max.):

- Overview of how we might work together
- Cost estimate, including detail by deliverable
- Sample operating model / governance strategy for multi-stakeholder initiative

**Contact**

Please submit proposals to Melina Wyatt (melina_wyatt@gap.com) via email by July 23, 2020.