

Request for Proposals: Evaluation of the design and impacts of city level investments to prevent and respond to human trafficking

MAY 2019

Summary

The Pathways to Freedom project is seeking a culturally responsive evaluator with the ability to work within complex systems to conduct an evaluation of our work investing in U.S. municipal responses to human trafficking. Pathways to Freedom, a joint project of Humanity United and the NoVo Foundation, is a first of its kind anti-trafficking challenge that provides funding to U.S. cities to develop policies, practices, and funding to address labor and sexual exploitation in a new, more comprehensive way. Funding from the challenge supports three cities with Cabinet-level advisor for two years (Senior Fellows), technical assistance, grants to grassroots labor rights organizations, survivor leadership, and media/journalism support. Our goal with this evaluation is to better understand whether, and under what conditions, the Pathways model of municipal level investment enables policy and practice reform on human trafficking prevention and support to survivors.

The project is ongoing and grant activities conclude in late 2020. Research should be primarily conducted with stakeholders in the cities that Pathways currently invests in – Atlanta, Chicago, and Minneapolis. This includes municipal level government officials, including but not limited to current and former Senior Fellows in our three cities, other city Cabinet-level city officials in our three cities, worker centers, NGOs, service providers, human trafficking survivors, members of the media, and elected officials. Optional interviewees, pending budget, include city officials in Houston and one other non-winning Pathways city such as Los Angeles. It should also include staff from the two primary funders – the NoVo Foundation and Humanity United (HU). Interviews should contemplate that each city is a complex ecological system – where power held each by each actor and the ability to create change varies drastically in each city and setting.

The information collected and the analysis conducted is intended to inform decision-making on activities that may be undertaken by HU and NoVo, other private foundations, municipal and federal government(s), and advocacy efforts. The project's deliverables will include a report of internal findings guided by the evaluation questions, an internal and external presentation, a series of infographics, and a responsible data management plan. Additional deliverables may be agreed upon based on identified needs and opportunities for presenting findings for internal and/or external use.

The evaluation should commence soon after a contract is signed, which is estimated to be in July 2019. The budget for the evaluation should be no more than \$50,000 though HU would be open to hearing what could be possible with additional funds. Initial scoping, interviews, and the final deliverables should be completed all within a 6-month timeframe.

Background on Human Trafficking Response in the United States

Every year in the United States, thousands of men, women, and children are exploited and trafficked for labor and sex through force, fraud or coercion. Human trafficking has been traditionally viewed as a law enforcement problem and government funding has primarily flowed from the federal government and focused on strengthening a coordinated criminal justice response. While law enforcement is critical, it does not typically address prevention, in particular the root causes of exploitation, and the many local systems - public health, labor enforcement, human services, immigration services, housing, etc., that potential victims and survivors interact with. Furthermore, while cities have begun to address sex trafficking, much less has been done to identify and respond to labor trafficking. And in particular, cities must re- focus on those who have been underserved by the anti-trafficking movement - survivors of color, indigenous survivors, immigrant survivors, LGBTQ youth, people with disabilities, and those struggling with addiction.

In the face of these challenges, cities and towns have a critical role to play in preventing both labor and sex trafficking and addressing the unmet needs of survivors.

Background on Pathways to Freedom, Humanity United and the NoVo Foundation

Pathways to Freedom is the third and final challenge of the Partnership for Freedom, a public-private partnership started in 2012 by Humanity United to spur innovative solutions to human trafficking challenges. Pathways to Freedom, which began in 2017, calls on U.S. cities to develop and implement more comprehensive citywide approaches to better prevent labor and sex trafficking and support survivors. Humanity United and the NoVo Foundation lead this final challenge.

Thirteen mayors from major cities across the nation submitted letters of support and competed to be part of Pathways. Applicant cities are Atlanta, Boston, Chicago, Dallas, Los Angeles, Louisville, Minneapolis, New York, Oakland, San Francisco, Seattle, St. Louis, and Washington, DC. Ultimately, the cities of Atlanta, Chicago, and Minneapolis were selected.

Funding from the challenge supports the following components for two years in each city:

- A Senior Fellow's salary in city government for two years. Each anti-trafficking fellow is in a Cabinet-level position reporting to the mayor or executive level staff. They work across multiple city agencies and with a range of community stakeholders to develop comprehensive approaches that could include new policies for the city, new practices for social service providers, additional funding and resources, and new relationships between the cities and communities impacted by trafficking.
- Technical assistance funds to be used by the city to better address and understand labor trafficking, which is under-addressed in all three Pathways cities and across the nation.
- Funding to a national survivor alliance to work with survivors of trafficking in each city.
- Funding to support grassroots organizations working in each city on economic and other social injustices that are at the root of severe exploitation.

In the cases of Chicago and Minneapolis, the funds are being provided to worker centers and coalitions. In the case of Atlanta, to a national organization tasked with bringing together multiple labor rights organizations in the state with the goal to build Georgia's first worker center.

- Journalism and media support to elevate the project overall, share policy interventions in other cities, and highlight success in Atlanta, Minneapolis and Chicago. Additionally, we conducted focus groups and are providing media trainings to better educate journalists, and address myths about trafficking perpetuated by the media.

Ultimately, we hope to encourage communities across the nation to consider their own comprehensive programs, policies, and approaches.

Humanity United is a foundation dedicated to bringing new approaches to global problems that have long been considered intractable. We build, lead, and support efforts to change the systems that contribute to problems like human trafficking, mass atrocities, and violent conflict. HU is part of The Omidyar Group, a diverse collection of organizations, each guided by its own approach, but united by a common desire to catalyze social impact.

The NoVo Foundation is dedicated to building a more just and balanced world. Created in 2006 by Jennifer and Peter Buffett, NoVo has become one of the largest private foundations in the world to support initiatives focused explicitly on girls and women, including a dedicated focus on ending violence against girls and women and supporting adolescent girls. NoVo's deeply interconnected work also seeks to advance social and emotional learning, support Indigenous communities in North America and promote thriving local communities.

Purpose and key evaluation questions

Objective

The purpose of this evaluation is to assess to what degree municipal level investment, and under what conditions, enables policy and practice reform on human trafficking prevention and support to survivors. This analysis of the Pathways model includes consideration of what's needed for system change, tangible signs of effectiveness, sustainability of the work, and replicability. It is intended to help foundations, local and national governments, and advocacy design their own municipal level intervention on labor and sexual exploitation.

Target audience

While this analysis will be provided to and funded by HU and the NoVo Foundation, the primary audience is other foundations, local and national government agencies, task forces, and advocacy groups looking to design their own municipal level intervention on labor and sexual exploitation.

Evaluation questions *(please note this is not a comprehensive or required list and we expect to work with the evaluator to narrow and refine these questions)*

1. What new policies, practices, and relationships related to human trafficking were developed in the city overall? Were there anticipated or unanticipated changes in the policy development as well as the strategy and process needed to develop them?
2. What role did our investments play in those changes (directly or indirectly)?

3. How did the fellows and cities understand what success meant in the context of this project?
4. What were barriers to success as defined by the cities, grantees, and the funders?
5. Was the systems approach effective? Was the interaction between each component important? Did each component work together or were they dependant on each other? Who was most successful at advancing reforms- The fellow? The grassroots organizations? The media? Why? Did it play out differently in each of the three cities?
6. What were the challenges and opportunities faced by fellow/city in having the first Cabinet-level politically appointed advisor in city on human trafficking? What was the effect of Mayoral changes?
7. Were underserved populations considered? How? Was there an imbalance in how labor or sex trafficking was approached? Why? How were dimensions like population (e.g., communities of color, immigrant communities, indigenous and Native American communities, those struggling with addiction, living with a disability) considered in the various interventions?
8. What was learned about opportunities or challenges in engaging with survivors of human trafficking?
9. What role did our investment in media and communications play?
10. Was the design of Pathways effective? From the competition phase all the way through implementation. The effectiveness of funding multiple intervention/systems approach at once (city governments, workers centers, survivors, media)? Partnership between two foundations? Restrictions on lobbying? The right amount of money to each? The timeframe?
11. Is this general operating structure sustainable?
12. Are the successes replicable outside of specific context?
13. What are the needs for responsible exiting/will the cities continue this work on their own?

Research methodology and budget

HU expects the evaluators to propose a methodology, timeline, and budget that are fit with the purpose and achieve the objectives set out for the evaluation and takes into account the complexity and non-linear work of the project. HU will provide background documents and introductions about the Challenge, its grantees, and any current documented success and failures.

HU will cover all costs associated with the completion of this evaluation, design, and production of findings, including infographics (\$50,000) and to be determined in consultation on the basis of the methodology adopted, the interviews planned, any tools required, and the timeline. HU would be open to hearing what could be possible with additional funds.

Project deliverables and high-level timeline

The main deliverables of this evaluation should include a report of internal findings guided by the evaluation questions, internal and external power point, and a series of snapshot infographics.

We expect work on this evaluation to begin in July, pending the review of proposals and signing of a contract with a chosen evaluator. All work should be completed within 6 months from the project onset.

Proposal format and timeline

Interested parties should prepare a proposal of no more than 5 pages (excluding annexes). Proposals should contain the following sections:

1. A description of how the work will be executed, including suggested methodological approaches and: (i) selection strategy for key informant interviews, (ii) approach for developing interview guides, qualitative data collection and analysis, (iii) considerations of ethics, data use, and privacy protocols, and (iv) anticipated risks or challenges and mitigation strategies.
2. Profile of the team/organization, team structure, defined roles and time commitment of key project team members.
3. High-level workplan for completing milestones and deliverables.
4. High- level work plan for production, design, and publication of findings.

Annex:

5. Proposed budget in USD, including billing rates and LOE anticipated by role.
6. Brief bios of proposed evaluation team member(s).
7. Contact information for three client references.
8. Up to three examples of reports from previous evaluations that demonstrate qualifications or relevant subject matter expertise.

The final evaluation plan will be developed by the evaluator, in consultation with Humanity United and the NoVo Foundation. The evaluator is expected to facilitate this process.

The proposal must be written in English and submitted electronically in Microsoft Office or PDF format. Request for clarification and to join the call can be sent to Megan Tackney (mtackney@humanityunited.org).

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| 23 May 2019 | Release of RFP |
| 10 June 2019 | Conference call at 1 p.m. EST to address any questions. |
| 17 June 2019 | Deadline for submitting proposals. Please submit all documents to Megan Tackney (mtackney@humanityunited.org) |
| 1 July 2019 | Research team is selected |
| Mid- July | Estimated Start date |

Requirements/Qualifications

- Evidence of an ability to provide contextual analysis to evaluate projects that are non-linear in nature.
- Demonstrated cultural responsiveness and diversity, equity and inclusion (DEI) lens, in particular as it relates to race, gender, sexual orientation and immigration status.
- Well-established track record of producing reports, presentations, and infographics.
- Well-established track record of producing evaluation reports on complex issues, particularly through the use of interview and survey methods.
- Commitment to working collaboratively with HU program team as well as identified external stakeholders in design and implementation of evaluation plan.
- Demonstrated experience evaluating U.S. municipal responses (or similar) as well as experience in one of the projects response intersectional issues such as labour rights, women's rights, trafficking, immigration reform, sexual exploitation, housing etc.
- Ability to use trauma informed lens when interviewing certain stakeholders, such as survivors of both labor and sexual exploitation.
- Ability to communicate both technically to interested parties as well as more rhetorically for the purposes of advocacy and education.
- Data analysis and visualization skills