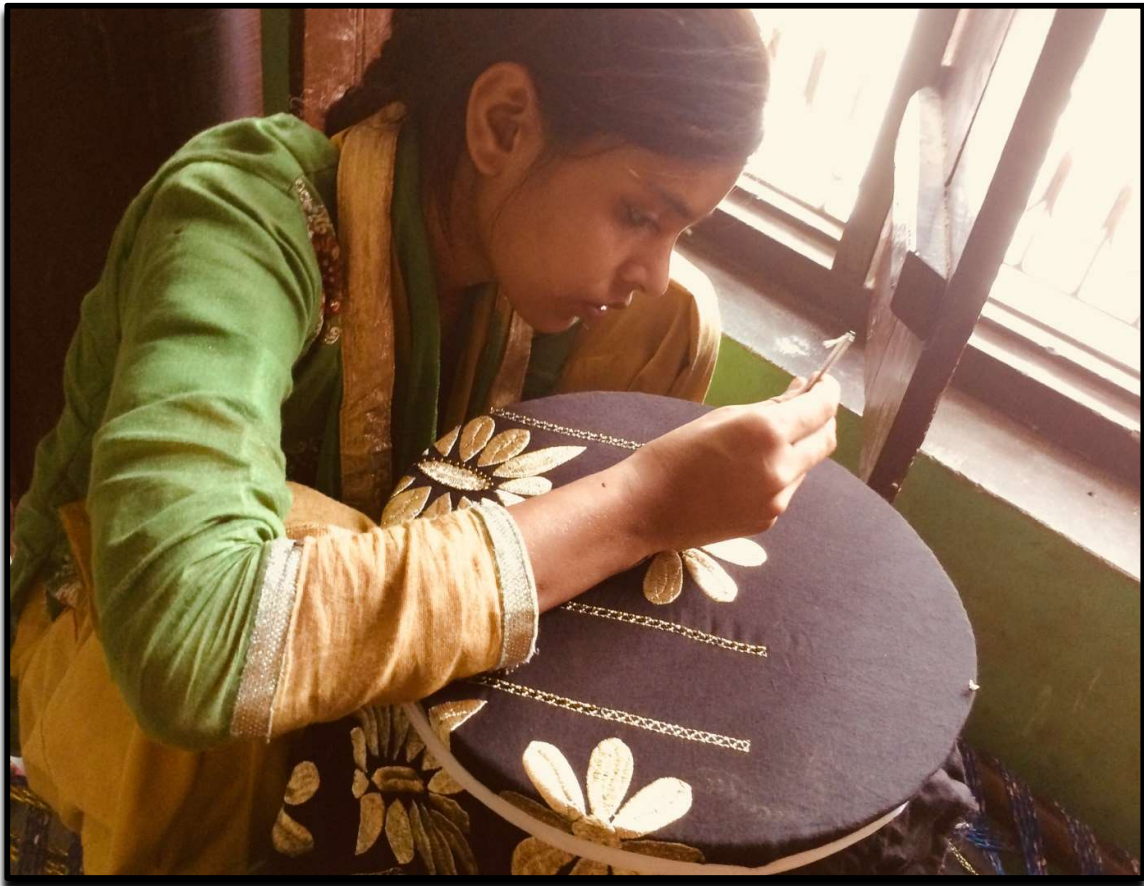


External Evaluation of ‘Ending Child Labour and Forced Labour in Apparel Supply Chains in India,’ implemented by GoodWeave and funded by C&A Foundation



FINAL EVALUATION REPORT

July 25, 2018

Submitted by

Traidcraft Services India Pvt Ltd.



Acknowledgements

This report has been the outcome of collective effort. We wish to gratefully acknowledge the support provided by the C&A Foundation and GoodWeave teams in undertaking this evaluation. In addition, we would like to thank all the respondents who were so generous in sparing their time and sharing their insights with us. We would in particular like to thank all the homeworkers, parents, children, youth facilitators and school staff in the pilot communities. Thanks are also due to all the contractors, suppliers and brands in the apparel and jewelry supply chains.

The Traidcraft Team

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I. Executive Summary

Background

The presence of child labour in informal apparel supply chains is significant¹. A study commissioned by GoodWeave and C&A Foundation in 2015 states that, "...embroidery activities take place in the peri-urban and rural areas of both the NCR and Bareilly (Uttar Pradesh) clusters. Located outside the code of conduct, that is enforceable by regulations, homework remains mired in enduring challenges, like lower wages, harsh working conditions, health and safety risks and child labour". In 2016, GoodWeave (with funding from C&A Foundation) launched a pilot project to transfer GoodWeave's model for ending forced and child labour from the handmade carpet sector to the apparel and jewelry sector.

The short-term goal of this two-year pilot was to build capacity to reduce child labour and forced labour in informal apparel supply chains in India. It had four key objectives: to leverage market influence over suppliers; to improve supply chain transparency; to offer educational opportunities for children in garment worker communities and to ensure decent work for adults. The four objectives of the pilot are aligned with both GoodWeave's Theory of Change (ToC) for the apparel sector, and C&A Foundation's ToC for its Forced and Child Labour Programme. This evaluation is based on, and tests, GoodWeave's ToC for the pilot initiative implemented in the apparel sector.

Objectives of the Evaluation

- To test the extent to which the model has been transferred from the handmade carpet to the apparel and jewelry sector, and the results thereof. This included assessing the relevance and applicability of the GoodWeave certification standard to the garment sector (brands, suppliers and contractors) and target communities (workers)
- To review the pace and progress of the pilot towards achieving the targets as per the log-frame and short-term outcomes, to improve effectiveness, transferability and scalability in the next phase
- To assess the factors (in design and implementation) that have contributed to or impeded the achievement of these outcomes, as well as the sustainability of the initiative after the pilot
- To identify lessons learnt, and missed and potential opportunities
- To examine the effectiveness of the support for children through "Child Friendly Communities (CFCs)" to provide access to education and prevent child labour
- To distill actionable and strategic recommendations from the findings for key program stakeholders and more importantly, for the design of the second phase of the program

Methodology

The evaluation relied predominantly on qualitative methods. In-depth Interviews were conducted with key stakeholders including homeworkers, parents, youth facilitators, government school teachers/principals, contractors, suppliers, brands, and the teams from GoodWeave and C&A Foundation. Group interviews with up to five individuals in each were held with male workers, and some school staff and youth facilitators, as it was inconvenient for these stakeholders to meet enumerators individually.

Findings, Conclusions and Recommendations

The model piloted by GoodWeave aimed to increase access to education to prevent and remediate child labour, as well as reduce forced labour and improve working conditions for adult workers. To achieve these aims, it sought to transfer its model from the handmade carpet sector, which included the following key elements:

¹A survey on hidden and forced child labour in Garment Industry in Delhi, Save the Children India. See <https://www.savethechildren.in/sci-in/files/20/20de51ee-ef61-4334-9ee2-697ff04eed29.pdf> . The study revealed significant presence of child labour in the informal supply chains.

inspections and monitoring of the informal supply chain; the social program and the GoodWeave standard. The social program helps enroll at-risk children in formal schools, and establishes bridge schools so that they can achieve age-appropriate learning levels.

This evaluation found that child and forced labour, low levels of education and poor working conditions were all relevant issues for the model to address in the garment sector and in the target communities. The model effectively increased access to education for children at risk of becoming child labourers, but whether this has reduced child labour or not depends on the extent to which children enrolled in school also continue to work long hours. This aspect of the approach is yet to be monitored systematically or sufficiently by the initiative.

The standard in its current form does allow the initiative to maintain **a unique focus on the informal portions of the supply chain**. This is the greatest strength of the apparel standard, and will benefit the initiative in terms of its positioning. While the standard has the potential to improve working conditions for adults and therefore positively impact child labour through reducing the need for children to work, this potential has not yet been fully realized.

The evaluation notes the following key strengths of the initiative:

- Building trust with suppliers and contractors has enabled access to informal and often hidden sections of target supply chains
- The CFC model has been successfully adapted to a new context, with processes followed diligently across communities, and has increased access to education. Any improvements in learning levels that the CFCs have been able to contribute towards are above and beyond the original goals that were set for the pilot of enrolling and retaining children in school, and therefore are a substantial achievement and an un-intended outcome of the pilot.
- A team of locally-based community leaders, the Youth Facilitators, has been created
- Participation of a range of key supply chain players, from community members to contractors to suppliers to brands, has been ensured
- A market based solution (in the form of a standard with a built in licensing fee) has been used to address challenging issues in the informal / hidden sections of supply chains

The following factors were found to have limited the results of the initiative to varying extents:

- A short time frame of two years in which to achieve multiple objectives
- Insufficient mechanisms in place to ensure that the short-term outcomes of the pilot lead to the long-term goals of reducing child and forced labour
- Delays in development of the standard
- Inadequate training for homeworkers on topics related to working conditions

Nevertheless, lessons and experience from the pilot initiative provide a strong foundation from which to further the work in the next phase. Based on the evaluation findings, the overall ratings for the pilot against the criteria of relevance, effectiveness, efficiency and sustainability are provided below:

| Evaluation Criteria | Rating | | |
|---------------------|--|--|---|
| | Good | Adequate | Poor |
| Relevance | Initiative relevant to all the following objectives: ending forced and child labour in the supply chain, improving conditions for workers, protecting children and providing them with educational opportunities | Initiative relevant to some of the following objectives: ending forced and child labour in the supply chain, improving conditions for workers, protecting children and providing them with educational opportunities | Initiative not relevant to any of the following objectives: ending forced and child labour in the supply chain, improving conditions for workers, protecting children and providing them with educational opportunities |

| Evaluation Criteria | Rating | | |
|-----------------------|---|--|---|
| | Good | Adequate | Poor |
| Efficiency | Results achieved were timely and exceeded expectations for the effort expended | Results achieved were timely and commensurate with the efforts expended | Insufficient and delayed results were achieved for the efforts expended |
| Effectiveness | Initiative achieved > 75%* of the target outputs and outcomes compared to expected results | Initiative achieved 50-75%* of the target outputs and outcomes compared to expected results | Initiative achieved <50%* of the target outputs and outcomes compared to expected results |
| Sustainability | Presence of conditions/ actions that support progress towards impact and / or sustainability in which major threats or barriers have been mitigated | Presence of conditions / action that support progress towards impact and / or sustainability, but threats and barriers may not have been mitigated | No significant presence of conditions / actions that support progress towards impact and / or sustainability in which major threats or barriers have been mitigated |

*The above rating of effectiveness applies only to targets that were documented at the start of the pilot, and that align with the Theory of Change on p. 12 of this report.

The key findings of the evaluation and recommendations for improving the effectiveness of the initiative in its second phase are summarized in the following tables.

| Relevance | |
|--|--|
| Key Findings/ Challenges | Recommendations |
| <p>Overall relevance:</p> <ul style="list-style-type: none"> In the handmade carpet sector, the GoodWeave model has proven its effectiveness in addressing issues of child labour, and providing access to education to children in carpet workers' communities. It has also built a unique market based solution by engaging with brands and rolling out its standard. In the current pilot, GoodWeave has built a strong foundation towards transferring the model from the handmade carpet to the apparel and jewellery sector The design of the pilot initiative was appropriate to a large extent. The pilot design is relevant to the overall aim to end child labour and forced labour in informal supply chains for apparels and jewellery. Specific objectives of the pilot such as leveraging market influence over suppliers, offering educational opportunities for children in garment workers' communities and improving transparency in the apparel supply chain were well addressed in the pilot design; and these have also been the strength of the pilot. However there was scope for improvement in the pilot design w.r.t. improving working conditions. <p>Alignment with C&A Foundation:</p> <ul style="list-style-type: none"> The objectives of the initiative are aligned with both C&A Foundation's mission and vision and its ToC for its Forced and Child Labour Programme | <p>Identifying child and forced labour:</p> <ul style="list-style-type: none"> The initiative should validate whether there are children in the pilot communities who are still working excessive hours whilst also attending school, and who are therefore child labourers. If so, strategies should be laid out (including community inspections, see below) to identify these children and address the issue. The current inspection process should be strengthened through community based inspections which complement the checklist based approach. Through partnerships with relevant resource agencies, community groups (e.g. women's groups, bal panchayats) can be mobilized and trained on inspection processes, with community-level resource persons trained to provide ongoing support. <p>Working conditions:</p> <ul style="list-style-type: none"> The initiative should categorize and prioritize the specific issues related to working conditions that have the highest relevance to homeworkers in the apparel and jewelry sector. This is to be followed by robust program design that articulates a clear implementation strategy and monitoring plan to address these issues while allocating clear roles and responsibilities to different stakeholders involved in |

| <p>Stakeholder engagement:</p> <ul style="list-style-type: none"> The initiative's engagement of relevant stakeholders was critical to identifying homeworkers and increasing children's access to education: brands and suppliers participated in supply chain mapping; parents and school staff supported efforts to increase children's access to education. <p>Identifying child and forced labour:</p> <ul style="list-style-type: none"> Mapping and inspections were relevant <i>to a certain extent</i> in identifying child and forced labour, as cases of both were found. In addition, 3,500 vulnerable children were identified in the five communities through household surveys. While GoodWeave has increased access to education for children in the communities, whether this has reduced incidences of child labour remains to be tested. The conditions under which children can both work and attend school are specified in the draft standard as well as in GoodWeave India's position on child labour; however, these conditions have been insufficiently monitored in the pilot. <p>Working conditions:</p> <ul style="list-style-type: none"> Which specific aspects of 'improved working conditions' were to be addressed by the initiative were not defined, limiting progress in this area. Training provided to homeworkers was only partially relevant to improving working conditions. While the standard's 'Progress Principles' have the potential to drive change in this area, the fact that they are not required for certification limits their ability to do this. In the absence of record keeping by homeworkers of hours of work, inspections are limited in their ability to identify cases of excessive overtime. | <p>implementation. This can be led by the C&A Foundation program team involving GoodWeave in each step of the process.</p> <ul style="list-style-type: none"> The initiative should deliver structured training to homeworkers focused on improving working conditions. It should include follow-up support to ensure adoption of recommended practices, rather than relying on one-off training sessions. |
|--|---|
| Effectiveness | |
| Findings | Recommendations |
| <ul style="list-style-type: none"> Overall effectiveness: The initiative has achieved, and in some cases exceeded, its targets. Most of these targets achieved were against indicators of outputs set in the LFA, and focus on outreach to brands, suppliers, communities and workers. While the initiative's output targets were met, the pilot's performance against its desired outcomes (such as increasing access to education, reducing forced labour and improving working conditions) has been more mixed. Outreach to brands and suppliers: There is market interest in a programme that reaches outsourced parts of apparel supply chains: 3 brands (against a target of 2) participated in the pilot and committed to identifying suppliers; GoodWeave reports discussions with 5 additional brands interested in the work. Caution should be exercised when interpreting this finding as the 3 participating | <p>Outreach to brands and suppliers:</p> <ul style="list-style-type: none"> The initiative should support brands to ensure they use appropriate language to communicate the scope of the certification standard (what it is and what it is not). A brand and suppliers' meet could be a first step in this process, and could be convened by GoodWeave and facilitated by C&A Foundation. <p>Outreach to communities and workers:</p> <ul style="list-style-type: none"> The initiative should assess the needs of older out of school children, especially girls, who are not served by the CFCs; and devise a strategy and execution plan to increase their access to education. Issues around cultural change should be discussed, emphasizing bringing about a shift in attitudes – for example towards girls attending school post menstruation. |

| | |
|--|---|
| <p>brands all expressed certain reservations about the pilot.</p> <ul style="list-style-type: none"> • The pilot effectively built trust with suppliers and engaged with them. 4 suppliers participated (against a target of 3), and all held positive views about the pilot. • The standard in its current form allows the initiative to maintain a unique focus on the informal portions of the supply chain. • Outreach to communities and workers: • The initiative has worked with: <ul style="list-style-type: none"> ○ 6 outsourcing communities (against a target of 5). ○ 5,044 workers (against a target of 5,000). • In addition, 530 workers have been trained (against a target of 350) and 100% of inspection targets have been met. • Out of the 3,500 vulnerable children identified, 3,187 are now in school. The 313 children not in school include girls aged 13 and above who are discouraged by their parents from attending school once they attain puberty due to strict community norms. • The pilot has been less effective in reducing the incidence of forced labour among, and improving working conditions for, workers identified through mapping than in increasing access to education for children. | <p>Interventions should target not only women but also men.</p> |
|--|---|

| |
|-------------------|
| Efficiency |
|-------------------|

| Findings | Recommendations |
|---|--|
| <p>Overall efficiency:</p> <ul style="list-style-type: none"> • The pilot involved several distinct objectives and multiple stakeholders; the time frame was not realistic. Nevertheless, it exceeded its output targets by the end of Year 2. <p>The CFC program:</p> <ul style="list-style-type: none"> • The execution of the CFC program displayed efficiency in leveraging the experience of other organizations with expertise in education in developing learning level assessments. <p>Brand engagement:</p> <ul style="list-style-type: none"> • Prior to the start of the pilot, a detailed study researched the sites of apparel production, supply chain linkages and homeworkers' needs. However, the expectations of brands in relation to a potential standard for apparel and jewelry, as well as their existing experiences with inspections, were missing from the study. This was a missed opportunity to anticipate the divergent opinions of brands on such a standard and to learn from the strengths and weaknesses of existing inspection systems. | <p>Overall efficiency:</p> <ul style="list-style-type: none"> • If C&A Foundation decides to fund the next phase of the program, it should ensure that the time frame is expanded to 3-5 years <p>Brand engagement:</p> <ul style="list-style-type: none"> • The initiative should engage with brands as knowledge partners (not only as potential licensees). This is particularly true for brands that are already conducting inspections at the homemaker level as they could contribute to the program's knowledge base. |

| |
|-----------------------|
| Sustainability |
|-----------------------|

| Findings | Recommendations |
|--|---|
| <p>Overall sustainability:</p> <ul style="list-style-type: none"> The pilot was found to be well on course for longer term sustainability, but some challenges and risks still need to be mitigated. The feasibility of scaling-up is high with the rolling out of the standard. There is a need to ensure that robust monitoring and quality assurance mechanisms are in place (in the next phase of program design) that would maintain the effectiveness and efficiency of the program as it scales. <p>Brand engagement and long-term sustainability:</p> <ul style="list-style-type: none"> Based on the assumption that more and more brands participate, long-term sustainability is built into the GoodWeave model because it generates income through license fees. However, the participating brands expressed that working conditions and communication with GoodWeave should be improved. This is a cause for concern, as sustainability is dependent on brands' willingness to pay. <p>Short-term sustainability:</p> <ul style="list-style-type: none"> Given that a limited number of brands participated in the pilot, the standard has not yet been rolled out and that the licensing costs have not been determined, in the short-term the initiative will continue to be heavily dependent on grant funding. GoodWeave was aware of this, and has successfully diversified its sources of grant funding. | <p>Brand engagement:</p> <ul style="list-style-type: none"> GoodWeave should revisit its agreements with brands to ensure that both parties' expectations are clear and aligned with one another. To help factor in variations in how brands approach their supply chains and their expectations from the project, ToRs could be tailored to each brand based on their engagement and role in the next phase of the program. The TOR should include clearly structured engagement and communication protocols, as well as demarcated roles and responsibilities of both the parties. The initiative should engage with more brands (both international and local) and work towards onboarding them. |

II. Evaluation Purpose and Background

The presence of child labour in informal apparel supply chains is significant². Child labour in the garment industry is one of the rapidly growing unorganized workforces in cities such as the National Capital Territory of Delhi (NCTD), also known as the hub of the garment export industry in India. Several studies on child labour in apparel supply chains have shed light on the emerging phenomenon of informalization under manufacturing garments units, owing to sub-contracting and outsourcing of work. In addition, the poor regulatory framework and implementation of existing laws for outsourced work has led to children being employed for many economic activities (Watson & Olsen, 2011)³.

IHD's working paper (No. 42) on child labour in the *zardosi* industry quotes the Labour Commission Report of the Government of India, 2001 acknowledging the engagement of child labour in the informal sector. 'In recent years much of the paid work that used to be outside the home has now been transferred to home-based work. There has been a tremendous rise in home-based work in the last few decades and many activities like carpet-weaving, match-making and glass works which used to be done in factories and sheds are now done by children within their homes' (Mehta & Sherry, 2009)⁴. While the law does prohibit the use of child labour in certain occupations and processes, it also states in reference to Section 3 of Child Labour (Prohibition and Regulation) Act, 1986 that 'nothing in this section shall apply to any workshop wherein any process is carried on by the occupier with the aid of his family...' In other words, the prohibition of child labour is not applicable at the household level. This has significant implications on children in the context of the apparel industry.

2.1 The GoodWeave Model

A study commissioned by GoodWeave and C&A Foundation in 2015 states that, "...embroidery activities take place in the peri-urban and rural areas of both the NCR and Bareilly (Uttar Pradesh) clusters. Located outside the code of conduct, that is enforceable by regulations, homework remains mired in enduring challenges, like lower wages, harsh working conditions, health and safety risks and child labour". In 2016, GoodWeave (with funding from C&A Foundation) launched a pilot project to transfer GoodWeave's model for ending forced and child labour from the handmade carpet sector to the apparel and jewelry sector. GoodWeave has worked in the informal supply chain in the carpet sector for the last 20 years to address the issues of child labour and forced labour. Since it commenced operations in 1995, child labour in the carpet industry has declined by 80%⁵. The GoodWeave model intends to harness the power of the market (creating a market for a differentiated product through the GoodWeave standard), institute a system of inspection and monitoring to help businesses eliminate the risk of child labour from their supply chains and create transparency and provide educational opportunities to vulnerable children.

The short-term goal of this two-year pilot was to build capacity to reduce child labour and forced labour in informal apparel supply chains in India (as stated in the LFA). The grant agreement between C&A Foundation and GoodWeave, specifies the following four key objectives: to leverage market influence over suppliers; to improve supply chain transparency; to offer educational opportunities for children in garment worker communities and to ensure decent work for adults. The grant agreement also contained a LFA which listed outcomes that were similar to, but worded slightly differently from, these objectives. These outcomes were: increased supply chain

² A survey on hidden and forced child labour in Garment Industry in Delhi, Save the Children India. See <https://www.savethechildren.in/sci-in/files/20/20de51ee-ef61-4334-9ee2-697ff04eed29.pdf>. The study revealed significant presence of child labour in the informal supply chains.

³ Olsen, W.K., and S. Watson, 2008, Informality and Institutional Change in Child Labour: An Indian Case Study, in Regulating for Decent Work; International Labour Office, Geneva, Switzerland

⁴ Mehta, B.S. and Karen Sherry, Wages and Productivity of Child Labour: A Case of The Zardosi Industry, Institute of Human development, 2011, Working paper No 42, New Delhi

⁵ Findings and Strategies from GoodWeave International Expansion Planning, 2016

transparency; increased access to education in sourcing communities; children protected from child labour and decent work for adults ensured.

2.2 Changes during implementation

Decent Work

The main change that GoodWeave reported making to these objectives and outcomes was to replace the term “decent work” with “working conditions”. Staff at GoodWeave report that this change was made three months prior to this evaluation. Changes were also made to the activities and outputs that were intended to result in decent work (see below for the relevant section of the LFA).

Table 1: Excerpt from the LFA

| Activities | Outputs | Outcomes |
|--|---|--|
| <ul style="list-style-type: none"> • Train homeworkers to improve quality and reduce debits • Contact established between homeworkers, especially women, and agents • Build negotiation skills to bridge communication gap between women workers and agents | <ul style="list-style-type: none"> • Increase in quality of handwork by homebased workers and decrease in rejections | <ul style="list-style-type: none"> • Decent work for adults ensured |
| <ul style="list-style-type: none"> • Establish protocols and procedures for identification and remediation of forced/bonded labour • Enact remediation protocols when forced/bonded labour is identified | <ul style="list-style-type: none"> • Adult victims of forced/bonded labour identified and offered remediation | |

Training provided to homebased workers

Staff at GoodWeave explained that instead of training on improving quality and reducing debits, homeworkers were trained on: financial literacy and savings; life skills; and on the importance of education, health, nutrition and hygiene. In the absence of a working definition of “working conditions” (which GoodWeave said that they were in the process of defining), the evaluation reviewed the relevance and effectiveness of this training based on the ILO’s usage of the term. (The ILO uses “working conditions” to cover a range of topics and issues. Work hours are one aspect, and remuneration is another). In addition, the training has been evaluated for its ability to create social inclusion, as this was another expected outcome of the training, as explained by GoodWeave.

Theory of Change

GoodWeave’s Theory of Change (ToC) for the apparel sector differs from the initiative’s LFA in its emphasis on the standard rather than on training to improve working conditions. In line with this, staff at GoodWeave explained that the objective of improving working conditions is primarily met through the implementation of the standard. Given that the standard retains the use of the term “decent work” and not “working conditions”, this report discusses the differences between these two terms and then assesses the relevance and effectiveness of the standard. Regardless of whether the term “decent work” or “working conditions” is used, GoodWeave’s ToC for the apparel sector is aligned with C&A Foundation’s ToC for its Forced and Child Labour Programme.

2.3 Objectives of the Evaluation

The objectives for this evaluation are as follows. They are based on those provided in the assignment’s ToR, but were further refined in consultation with C&A Foundation and GoodWeave.

- To test the extent to which the model has been transferred from the handmade carpet to the apparel and jewelry sector, and the results thereof. This included assessing the relevance and applicability of the GoodWeave certification standard to the garment sector (brands, suppliers and contractors) and target communities (workers)

- To review the pace and progress of the pilot towards achieving the targets as per the log-frame and short-term outcomes, to improve effectiveness, transferability and scalability in the next phase
- To assess the factors (in design and implementation) that have contributed to or impeded the achievement of these outcomes, as well as the sustainability of the initiative after the pilot
- To identify lessons learnt, and missed and potential opportunities
- To examine the effectiveness of the support for children through “Child Friendly Communities (CFCs)” in order to provide access to education and prevent child labour
- To distill actionable and strategic recommendations from the findings for key stakeholders and more importantly, for the design of the second phase of the program

2.4 The methodology

Inception phase

Prior to developing the evaluation methodology, the evaluation team conducted field consultations in the target communities. These involved observing classes held by GoodWeave, visiting workers in their homes and interacting with students, parents and youth facilitators. In addition, a series of consultation meetings were held with both C&A Foundation and GoodWeave⁶. These informed all aspects of the evaluation methodology, including the choice of stakeholders to interview.

Qualitative methodology

For primary data collection the evaluation relied predominantly on qualitative methods. In-depth Interviews (IDIs) were conducted with key stakeholders including: homeworkers, parents, youth facilitators, government school teachers/principals, contractors, suppliers, brands, and the teams at GoodWeave and C&A Foundation. Where it was inconvenient for respondents to meet the enumerators individually, they were interviewed in small groups of up to five people each. Primary data collection methods were complemented by reviewing secondary sources provided by GoodWeave - both qualitative and quantitative.

Prior to initiating the pilot, GoodWeave commissioned a thorough research study. The study notes that embroidery workers are primarily Muslim, and that their strongest objections to working outside the home are for religious and cultural reasons. It includes the following quotation from a worker: *“It is not considered virtuous in our community that women go beparda (without veil) and work outside, this brings shame to the family. After marriage, a woman can go interact with other ladies in the village, but unmarried girls don’t go out of their homes”*. Visits to literacy classes run for adolescent girls’ during the evaluation’s inception phase, revealed that girls were reluctant to talk in environments where both men and women are present. The evaluation team therefore decided not to include focus groups with women as part of its methodology, and instead to interview female workers individually in their homes. All interviews were conducted by women researchers, with the exception of the contractors’.

Rating scale

Based on analysis of the qualitative and quantitative data, the evaluation rated the pilot according to the table below.

⁶The participating brands introduced GoodWeave to suppliers in both the apparel and jewelry supply chains. Therefore GoodWeave worked with suppliers, contractors and homeworkers in both the apparel and jewelry supply chains. The evaluation teams also interviewed stakeholders from both these supply chains.

Table 2: Evaluation Rating Scale

| Main Evaluation Criteria | Rating | | |
|--------------------------|--|--|---|
| | Good | Adequate | Poor |
| Relevance | Initiative relevant to all the following objectives: ending forced and child labour in the supply chain, improving conditions for workers, protecting children and providing them with educational opportunities | Initiative relevant to some of the following objectives: ending forced and child labour in the supply chain, improving conditions for workers, protecting children and providing them with educational opportunities | Initiative not relevant to any of the following objectives: ending forced and child labour in the supply chain, improving conditions for workers, protecting children and providing them with educational opportunities |
| Efficiency | Results achieved were timely and exceeded expectations for the effort expended | Results achieved were timely and commensurate with the efforts expended | Insufficient and delayed results were achieved for the efforts expended |
| Effectiveness | Initiative achieved > 75%* of the target outputs and outcomes compared to expected results | Initiative achieved 50%-75%* of the target outputs and outcomes compared to expected results | Initiative achieved < 50 %* of the target outputs and outcomes compared to expected results |
| Sustainability | Presence of conditions / actions that support progress towards impact and / or sustainability in which major threats or barriers have been mitigated | Presence of conditions / action that support progress towards impact and / or sustainability, but threats and barriers may not have been mitigated | No significant presence of conditions / actions that support progress towards impact and / or sustainability in which major threats or barriers have been mitigated |

*The above rating of effectiveness only applied to targets that were documented at the start of the pilot, and that align with the Theory of Change on p. 12 of this report.

Triangulation

Primary data was triangulated by comparing the interview responses of different stakeholder groups. For example, the responses of all the CFC stakeholders to questions on children’s enrolment, attendance and learning outcomes were compared with one another to understand the extent to which there is agreement on processes followed and results achieved. Any discrepancies have been highlighted and discussed in this report.

Sample Sizes Achieved

The table below illustrates the sample size achieved for each stakeholder group. *Although the size of the universe for each stakeholder group has been provided in the last column, the sample sizes are not representative.* Given that all primary research was qualitative, the main consideration in deciding on the sample sizes was an assessment of how critical each stakeholder group was to the pilot. In some cases, the sample size was also limited due to the large number of stakeholders, limited time available for data collection, and the fact that fewer respondents can be interviewed per day than if a survey method was used.

Table 3: Sample Sizes Achieved

| Type of Stakeholder | Interviews Completed | Universe Size |
|-----------------------------|----------------------|---|
| Trained female homeworkers | 20 | 428 |
| Mothers of tracked children | 5 | Unknown, but 3573 children were tracked |
| Fathers of tracked children | 5 | Unknown, but 3573 children were tracked |
| Youth facilitators | 12 | 24 |
| Government school teachers | 5 | 46 |

| Type of Stakeholder | Interviews Completed | Universe Size |
|----------------------------------|--|---------------|
| Government school principals | 5 | 8 |
| Trained male workers | 10 (5 at Dedicated Centres, 5 homeworkers) | 38 |
| Contractors at Dedicated Centres | 7 | 11 |
| Participating suppliers | 4 | 5 |
| Participating brands | 3 | 3 |
| Remediated children | 1 | 3 |
| GoodWeave | 7 | Unknown |
| C&A Foundation | 3 | Unknown |

The specific respondents were chosen using purposive sampling. The selection criteria were provided to GoodWeave and they helped to make the final selection. Male workers and remediated children proved to be the stakeholder groups that were the most difficult to reach. Data collection was planned so that contractors would be interviewed on a different day than male workers at the Dedicated Centres, but it was not possible to gain access to the Centres twice within a short period of time. While the planned sample size for male workers was achieved, they were all working for one contractor. Out of a total of three remediated children, the evaluation team was informed that two were not available on the day scheduled for their interviews. Given the evaluation's short time frame, their interviews could not be rescheduled.

Limitations

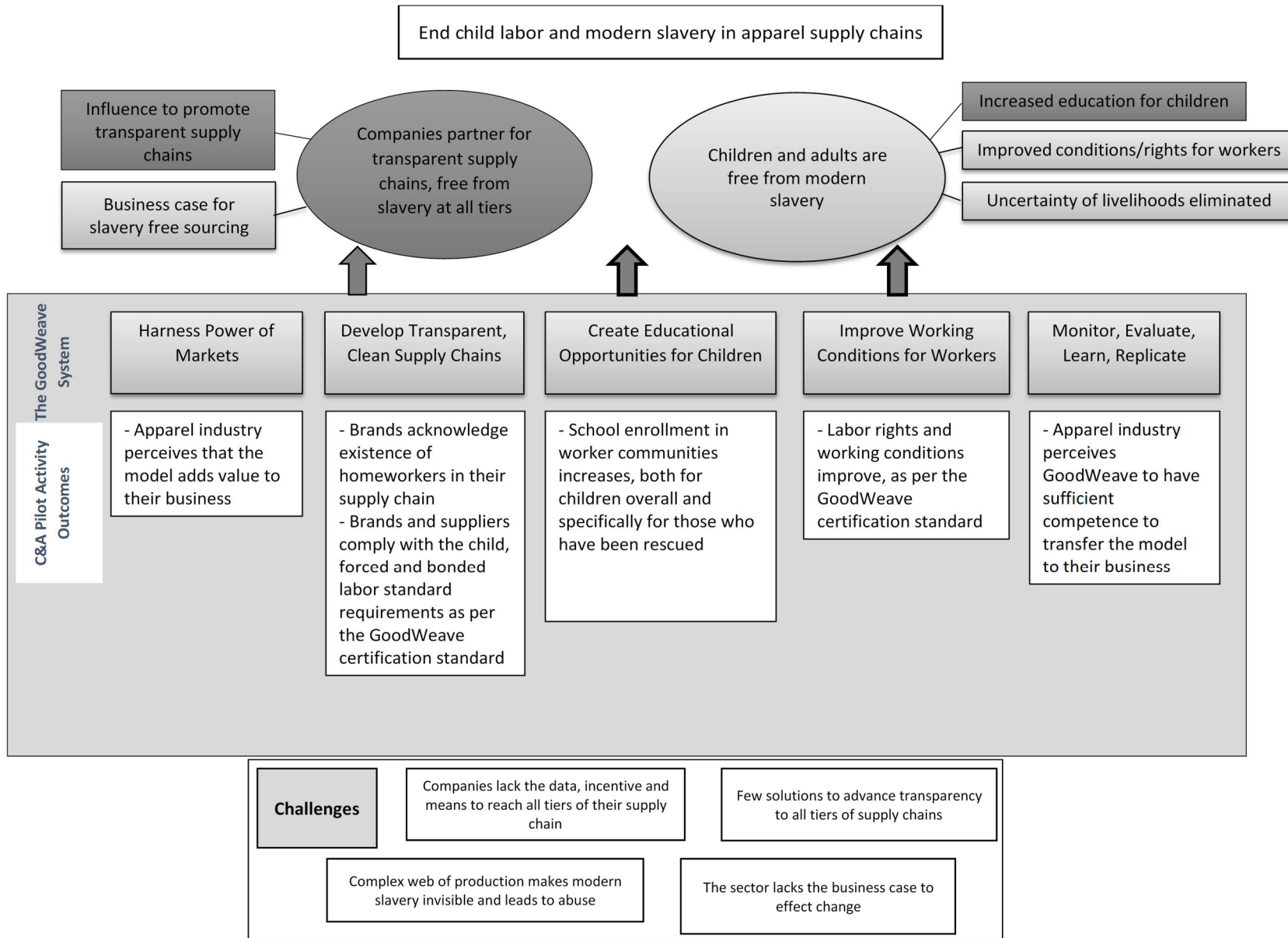
The table below lists the key anticipated limitations to our methodology, and how these were managed or mitigated.

Table 4: Limitations of the Methodology

| Limitation | Management / Mitigation |
|--|---|
| The sample sizes for some stakeholder groups are small, even for an evaluation using qualitative methods. | Results presented in aggregate where possible. |
| It might not be possible to avoid the presence of contractors during homeworker interviews. | This did not require mitigation, as no contractors were present during the homeworker interviews. |
| Female homeworkers may not be comfortable expressing themselves in public, due to cultural and religious norms that restrict women's freedoms in public. | The evaluation team decided to conduct individual interviews with female workers in their homes, rather than focus groups as were originally planned. |
| Some female respondents may not be comfortable being approached by the evaluation team, even when the interviewers are women. | GoodWeave's facilitators introduced the interviewers to respondents. Although as a rule they were not present during interviews, they were available in the communities during the data collection process. |
| It was not possible to interview brands that GoodWeave has approached to participate in the pilot, due to concerns expressed by GoodWeave. | GoodWeave provided notes from these conversations to the evaluation team. In addition, GoodWeave was interviewed on their business development efforts. |

The evaluation is based on GoodWeave's ToC for the apparel sector (with minor modifications made by Traidcraft); it has been tested as part of the evaluation. A ToC diagram is included on the following page. It has also been included in Annex 1, along with the assumptions behind it.

Theory of Change



III. Findings

3.1 Relevance

The GoodWeave model aims to identify child labourers and children who are at risk of becoming child labourers. Prevention and remediation strategies are largely focused on increasing access to education. At the same time, the model aims to work with supply chains and adult workers to end forced labour and improve working conditions. The pilot initiative demonstrates that low levels of education and forced labour are relevant issues for children and adults in apparel and jewelry sourcing communities. It also demonstrates the relevance of the model for increasing access to education for at risk children. By design, increasing access to education is relevant to preventing child labour because it reduces children's opportunities to work (although its effectiveness requires testing). While improving working conditions for adults also has the potential to positively impact child labour through reducing the need for children to work, the evaluation found that because the standard's Progress Principles⁷ are not required for certification they are not sufficiently relevant to improving working conditions directly.

3.1.1 Appropriateness of the initiative design to achieving the intended objectives

Based on the monitoring data provided by GoodWeave, the evaluation found that the tools used were appropriate *to a certain extent* in identifying cases of child labour and forced/bonded labour. However, these tools on their own could not address all the key issues. For example, they could not assess the extent to which either adults or children are working excessively. To do so would require availability of records of hours of work maintained by homeworkers themselves to avoid manipulation by contractors.

While homeworkers have been trained on record keeping, this training was inadequate to address the needs of the participants and therefore the appropriateness of the tools fell short in this regard. The limitations of the training provided are discussed in section 3.1.3.

KEY FINDINGS - RELEVANCE

- The pilot addressed the core issues of homeworkers and child labour in the homeworkers' communities; suppliers are participating and appreciative of the pilot, the supply chain has been mapped effectively;
- Brands have acknowledged the existence of homeworkers in their supply chain and shown interest in addressing the issue in partnership with the pilot
- 4,653 vulnerable children were identified through household surveys, and an additional sixteen child labourers were found through mapping and five were found through inspections.
- GoodWeave also found forced/bonded labour cases among men and women, at both Dedicated Centres and in homes. However, the number of cases is not included in this report because GoodWeave has not reported these cases to brands yet.
- The CFC project is relevant to preventing incidences of child labour in the apparel and jewelry industries, and according to GoodWeave, between April 2017 to March 2018, on an average 94% of children attended school regularly. However, on its own it is insufficient to ensure that children who both work and study are not child labourers.
- The training provided to homeworkers was only partially relevant to improving working conditions, and while the standard's Progress Principles have the potential to do so the fact that they are not required for certification limits their ability to improve working conditions directly

⁷ Progress Principles are designed to address a broader set of labour rights and environmental issues, but are not currently required for certification. These include freedom of association and collective bargaining are recognized; no discrimination is practiced; decent working conditions are respected, including workplace safety and health, wages, working hours, and disciplinary practices; negative environmental impacts of production are identified and minimized.

Key tools and processes used by the initiative

In implementing the apparel pilot, GoodWeave **was guided by its original design** according to which GoodWeave would secure the participation of brands and through them, incentivize suppliers to identify outsourcing communities in which GoodWeave would use household surveys, mapping and inspections as tools to reduce the incidence of forced and child labour, and improve working conditions for workers in Dedicated Centres and homes. Therefore the appropriateness of the pilot design hinged on the assumption that these were appropriate tools to identify cases of forced and child labour and poor workplace conditions within apparel and jewelry producing communities.

The term inspections refers to, “the systematic, documented process for obtaining records, statements of fact or other relevant information and assessing them objectively to determine the extent to which GoodWeave Standard requirements are fulfilled”. In contrast to inspections, GoodWeave described the purpose of mapping as verifying contractor data and registering additional households in the same vicinity which include homeworkers. Most contractors use a pool of homeworkers for whom records are maintained, but this pool generally only represents a small number of the homeworkers actually engaged in work, hence the need for additional registrations. The pilot used household surveys to identify both adult homeworkers and vulnerable children, and mapping and inspections to identify additional cases of child labour. Most cases of child labour found so far by the initiative were in the homemaker households that had not been disclosed to brands.

“Vulnerable children” are defined as those who are not enrolled in school, not attending regularly and/ not learning. Learning level assessments were included as part of the household surveys because GoodWeave suspected that child labour existed in the target communities but could not prove it without demonstrating that the education of children was being affected and that they were not learning. From GoodWeave’s perspective both vulnerable children identified through the household surveys and child labourers subsequently identified through mapping and inspections constituted a single category, ‘vulnerable children/child labour victims identified and were reported to C&A Foundation as such. In addition, GoodWeave also reported separately on both “No. of production sites⁸ inspected with child labour found” and “No. of production sites inspected with forced/bonded labour found”.

Results achieved: identified vulnerable children and forced labour cases

GoodWeave’s project monitoring data indicates that in addition to 3,500 vulnerable children, sixteen child labourers were found through mapping and five were found through inspections. GoodWeave stated that a decision was taken not to investigate or remediate the sixteen child labourers found through mapping. This decision was taken because of the risk that investigations would make other unregistered households unwilling to register, due to a fear (even if misplaced) of the negative repercussions of having children working. Of the five child labourers found through inspections, two could not be included in the initiative because their suppliers were de-listed. Efforts to remediate the remaining three children are discussed later in the report (section 3.3.7, Pg. 27).

Monitoring data on the number of forced/bonded labour cases found among men and women workers at both Dedicated Centres and in homes was also provided to the evaluation team. However, the number of cases is not included in this report because GoodWeave has not reported these cases to brands as yet⁹. It was not possible to triangulate this information with brands, or with workers. Nevertheless, the examples provided below do correspond to the issues highlighted in the research conducted prior to the pilot initiative. Some of the examples provided by GoodWeave of forced/bonded labour cases found were:

⁸ Production sites include both Dedicated Centres and homes.

⁹ From GoodWeave’s perspective there is a concern that sharing information related to non-compliance issues prior to remediation could have negative implications for suppliers. Therefore protocols and a suppliers’ undertaking document are being prepared that will mitigate this risk before the sharing of information on forced labour cases with brands.

- Workers are unaware of the piece rates for their work
- Workers are unaware of the terms and conditions of their work
- Excessive overtime hours to earn minimum wage rates
- Workers receive lump-sum payments from contractors, but as a result are forced to accept work even if they think the rates are unfair

3.1.2 Alignment of the pilot design with C&A Foundation’s vision and mission as well as to tackling forced labour in the apparel supply chain

The four *original* objectives of the pilot were to leverage market influence over suppliers; to improve supply chain transparency; to offer educational opportunities for children in garment worker communities and to ensure decent work for adults. GoodWeave explained that they had recently decided to replace the term “decent work” with “working conditions.” Regardless of whether the term “decent work” or “working conditions” is used, the four objectives are aligned with both C&A Foundation’s mission and vision and the ToC for its Forced and Child Labour Programme. In the language of the Foundation’s ToC, the pilot would, “improve supply chain transparency and traceability” and support education to prevent child and forced labour, and was expected to improve brand and supplier practices to deter forced and child labour. Because of the pilot’s focus on home-based worker units, there was an expectation from the Foundation that communities would have an important role to play in the certification process. This expectation was aligned with the Foundation’s ToC which includes the following result: “Communities are strengthened and can prevent forced and child labour”. However, creating a role for communities in the certification process was not explicitly included in the original design of the evaluated initiative, and instead could be an area of focus for the next phase. This is discussed in the recommendations section of this report with examples from similar initiatives included.

3.1.3 Alignment of the initiative with improving working conditions

Definition of Working Conditions

In the absence of a definition of “working conditions” provided by the initiative, this report evaluates the relevance and effectiveness of training provided to homeworkers to improve working conditions based on ILO’s usage of the term. The ILO uses “working conditions” to cover a range of topics and issues. Work hours are one aspect of working conditions, which has already been discussed in relation to forced labour. Remuneration is another. Given the broad range of topics and issues covered by the term, the pilot was hampered by the lack of a specific definition and therefore a lack of focus on which specific aspects of working conditions it was aiming to address.

Training The training implemented through the initiative covered financial literacy, savings and life skills, and the importance of education, health, nutrition and hygiene. Although some of the training topics per se were relevant to ensuring that workers receive the agreed upon remuneration and improve their occupational health, the effectiveness of training depends to a great extent on how it is provided. As each worker was only trained once the training was ineffective. Interviews conducted by the evaluation team indicate that workers have found it difficult to remember and implement the practices covered in the training, as both male and female workers could only recall a few topics related to nutrition, health and hygiene.

The evaluation team found that homeworkers did not recall the training provided them on documentation of work (under financial literacy and savings). It is therefore unlikely that they are recording their working hours or other aspects of their work. Male homeworkers interviewed confirmed that they do not keep records themselves (and are dependent on contractor’s records). The initiative was already aware of these challenges (Annual Report April 2017).

“GoodWeave had organized one day training in the Centre. They had also organized an eye checkup camp. We were taught specific exercises for the eyes in the training and told to stretch our legs after every little while so they do not become stiff. We were told to eat pumpkin seeds as they are good for health, and eat foods rich in protein. We were also told about the benefits of hand washing before and after meals. However, we do not follow what was taught to us and only do the eye exercises when they hurt badly”.....

Male workers in the Dedicated Centre, May 13, 2018

Social Inclusion

Staff at GoodWeave emphasized that the purpose of the training was also to make workers feel socially included and to build rapport with them. However, when male and female workers were asked, neither described a greater feeling of social inclusion as a result of the training received. However, workers did discuss their reactions to the inspections. While some workers said that they appreciated being visited by GoodWeave because outsiders seldom visited them, others said that they feel tense during the visits because they could make 'incorrect' statements related to the number of working hours or wages paid, angering the contractor they were working for.

Through the interviews, the evaluation found some evidence that social capital already exists among homeworkers. This was confirmed by both male and female homeworkers. Interviews with homeworkers revealed that they already consult one another about their work, on areas such as rates, whether they should refuse work that is paid too poorly and when they do not understand a complicated design. In addition, two of the homeworkers stated that they have already taught others in their community to embroider.

Decent Work

Staff at GoodWeave acknowledged that they were still experimenting with ways to improve working conditions, but stated that this is primarily met through the implementation of the standard, and not through training. The standard retains the use of the term "decent work" and not "working conditions"; "decent work" is defined to be broader than, and encompass, "working conditions". The four elements covered by decent work are: a) workplace safety and health, b) wages, c) working hours and d) no harsh or inhumane treatment.

"Decent work" is one of the Progress Principles in the standard. The Progress Principles state that, "Wages and benefits paid should meet, at a minimum, national legal standards or industry benchmark standards, whichever is higher. In any event wages should always be enough to meet basic needs and to provide some discretionary income". The standard also requires a written contract to be in place, which will make it easier to compare the remuneration promised to homeworkers with the minimum wage.

While the Progress Principles are not required for certification, they are considered during inspections. The inspections conducted during the pilot found that homeworkers are not able to negotiate the piece rates of the products they are making (freedom of collective bargaining), and they experience various health problems (decent working conditions). While these observations from the inspections are an important first step towards improving working conditions, supply chain actors have little incentive to do so when they know that these findings will not be shared publicly and will not affect certification. Therefore, it is equally important that workers are educated on the standard so that they can exert influence on supply chain actors. While Certification Principle A3 states that, "Producers must ensure that all workers covered by the Standard are aware of its content and implementation processes", it lacks specificity on the mechanisms for worker education and who will pay for it.

3.1.4 Appropriateness of the CFC project in preventing incidences of child labour in the apparel and jewelry industries

The Child Friendly Communities (CFC) project focuses on ensuring that children are attending school regularly to reduce their opportunities to work. The initiative's monitoring data shows that, between April 2017 to March 2018, on an average 94% of children in the communities attended school regularly. This requires further validation, and is discussed in greater detail in the 'Effectiveness' section (3.3.5, Pg. 24). However, the evaluation found that whilst the CFC project is relevant to preventing incidences of child labour in the apparel and jewelry industries, on its own it is insufficient to ensure that children who both work and study are not child labourers.

Interviews with school staff revealed that in at least one of the pilot communities' children were involved in bead work in almost every home. Both the GoodWeave draft standard and GoodWeave India's position on child labour, assert that children who work are not necessarily considered child labourers unless their work or economic activity is likely to be harmful to their health or development, or would prejudice their attendance at school or their participation in vocational or training programs approved by the competent authority, or their

capacity to benefit from the instruction received¹⁰. In addition, in the apparel, home textiles and jewelry industry, children who work in *zari* making, and processes involving the use of *zari*, are considered child labourers (this is according to both the 2016 amendment to India’s Child Labour Prohibition and Regulation Act, and GoodWeave India’s position on child labour).

GoodWeave stated that they have operationalized this definition through a guideline that stipulates that children over twelve should not spend more than eight hours a day in total, in school and on work. In Afghanistan, GoodWeave has found this guideline to be appropriate because the school day is no longer than three hours. In the context of home-based work in India (where school days are longer and working hours are variable), the appropriateness of this guideline remains to be tested.

Use of inspections

GoodWeave stated that they conduct inspections at various times (during and after school hours, during summer holidays), and as a result the initiative has identified twenty-one child labour cases. While the timings of inspections could not be confirmed from the documentation shared with the evaluation team, the fact that twenty-one cases were identified demonstrates that inspections do have some relevance in identifying cases of child labour. Some of the children identified are reported to attend school but also work excessive hours.

However, one of the challenges in identifying child labour through inspections at the homeworker level is that unlike in a factory setting, where the mere presence of children suggests the use of child labour, in homes even if a child is seen working during an inspection, this does not constitute child labour *per se*. This is because the inspector would also have to establish that the child is either not attending school or that despite attending school the child’s work is harmful to his / her health or development, either because of the nature of work or because of excessive hours of work. Establishing the number of hours that the child works again requires records of hours of work. The inspection checklist inquires whether the contractor monitors homeworkers with respect to children working, the quality of work, deadlines and hours. However, GoodWeave’s “Report on Pilot Inspections” (July 2017), states that the hours of work at home are difficult to determine for several reasons: the amount of work varies depending on the orders received; work is performed off and on throughout the day; and work timings are not recorded systematically. The evaluation found that overall, children’s hours of work were not monitored systematically or sufficiently.

A final, and important consideration is that even in homes with child labourers, when asked most families are likely to give the socially desirable response that there are no children working. Therefore, if a child is not *seen* working during an inspection, it becomes even more difficult to establish the presence of child labour.

We work for 4-5 different people. I learnt the work from my elder sister. I have been working since I was 7 years old. I don’t interact with anyone outside my family. I do not have an Adhaar card or a bank account. I did not know how to read or write but since the last 6 months I have been attending the MLC so I have picked up a bit.....

10 year old girl, Village C¹¹

3.1.5 Rationale for selecting brands that participated and the motivation for brands to participate

Two brands participated in the pilot, and a third has signed an MoU but is yet to participate. The signed MoUs provided to the evaluation team, state that GoodWeave would map supply chains, conduct announced/unannounced inspections, and take immediate and long-term measures for remediation and rehabilitation of child and forced labourers. However, the MoUs differ in whether or not they include mention of programs focused on children’s education, training for adult workers and a “community-based program” (not defined).

¹⁰ GoodWeave definition of child labour, Draft standard

¹¹ Names of individuals not mentioned in the report to protect identities

Interviewed brands diverged on whether they felt that a focus on certification, inspection and remediation was sufficient for them, or whether they also expected a focus on improving wages and working conditions. The MoU that contained references to training for adult workers and a community-based program did not specify what the goals of these activities were, and this created the opportunity for misalignment between brands and GoodWeave. Staff at GoodWeave also mentioned that some of the other brands consulted during the standard development process wanted greater emphasis on decent work.

In summary, the evaluation therefore found that there is market interest in a program that reaches outsourced parts of apparel supply chains. Three brands committed to identifying suppliers to participate in the program, (against a target of two), and GoodWeave reported they are in discussion with five other brands who are interested in this work. However, caution should be exercised when interpreting this finding as the three brands expressed reservations about the pilot, citing improving working conditions and communication with GoodWeave as some of the areas for improvement.

3.1.6 Reasons for and risks of suppliers and contractors’ participation in the pilot

Both suppliers and contractors interviewed during the evaluation stated that their main reason for participating in the pilot was because they saw it as a requirement for compliance. About half of the contractors interviewed also stated that the pilot would improve worker welfare, and the communities in which they work through ensuring children are educated. Suppliers also appreciated the CFC program and the health camps organized through the initiative. While suppliers expressed an interest in ensuring that there was no child labour in the informal portions of their supply chains, they also expressed concern that if the standard was too onerous then it would put India at a competitive disadvantage globally. There is a risk that supplier participation will cease if it is not required by brands for compliance. GoodWeave explained that it plans to bring in multiple brands sourcing from the same regions to mitigate this risk, and also to increase effectiveness, efficiency and sustainability.

3.1.7 Standard development criteria process & progress

Overall, the standard development process was found to have followed global best practice. This topic is elaborated upon elsewhere in this section, as well as under efficiency (3.2.1, Pg. 20) and effectiveness (3.3.3, Pg. 24).

Overall Assessment and Conclusions on the Initiative’s Relevance

| Main Evaluation Criteria | Rating | | |
|--------------------------|--|--|---|
| | Good | Adequate | Poor |
| Relevance | Initiative relevant to all the following objectives: ending forced and child labour in the supply chain, improving conditions for workers, protecting children and providing them with educational opportunities | Initiative relevant to some of the following objectives: ending forced and child labour in the supply chain, improving conditions for workers, protecting children and providing them with educational opportunities | Initiative not relevant to any of the following objectives: ending forced and child labour in the supply chain, improving conditions for workers, protecting children and providing them with educational opportunities |

The relevance of the pilot was rated as adequate based on the following evidence:

- The pilot addressed the core issues of homeworkers and child labour in the homeworkers’ communities; suppliers are participating and appreciative of the pilot, the supply chain has been mapped effectively.
- Brands have acknowledged the existence of homeworkers in their supply chain and shown interest in addressing the issue in partnership with the pilot.
- 3,500 vulnerable children were identified through household surveys, and an additional sixteen child labourers were found through mapping and five were found through inspections.

- Instances of forced/bonded labour were also found at both Dedicated Centres and in homes. However, the number of cases is not included in this report as these have not yet been reported to brands.
- While GoodWeave has increased access to education for children in the communities, whether this has reduced incidences of child labour remains to be tested. The conditions under which children can both work and attend school are specified in the draft standard as well as in GoodWeave India's position on child labour; however, these conditions have been insufficiently monitored in the pilot.
- The pilot was hampered by the fact that "working conditions" were not defined and the focus areas not specified.
- The training provided to homeworkers was only partially relevant to improving working conditions, and while the standard's Progress Principles have the potential to do so, the fact that they are not required for certification limits their ability to improve working conditions directly. Besides, the training was insufficient as it was conducted only once.

3.2 Efficiency

3.2.1 Realistic targets, achievements and efficiency in execution

Four years of research and several rounds of consultation with 600+ beneficiaries and stakeholders were required to develop GoodWeave's standard for the carpet industry. In contrast, for the apparel and jewellery industry, the evaluated pilot was expected to develop a standard, as well as ensure that brands and suppliers are compliant, in just two years. The pilot aimed to develop a supply chain where cases of child, forced and bonded labour are identified and remediated, and where labour rights and working conditions improve. In addition, it aimed to increase school enrolment in worker communities, through hiring and training youth facilitators, and engaging with parents and school staff. In light of these aims and the specified time frame, it is important to acknowledge the ambitious scope of this pilot initiative.

Staff at GoodWeave remain confident that the targets for the apparel pilot *were* realistic, because the key quantitative targets have been met. However, a key outcome of the pilot (for which an indicator existed in the LFA but a target was not set) was not achieved: the remediation of adult forced/bonded labour victims. GoodWeave is currently working on a pilot program to test remediation procedures for forced and bonded labourers. Nevertheless, in light of the fact that this key outcome was not achieved during the pilot, combined with issues in the quality of the training provided to workers and the delay in rolling out the standard, the evaluation found that the expectations for the outcomes of the apparel pilot were not realistic.

Research prior to the initiative

Prior to the pilot, a research study was commissioned to inform the pilot's design. This involved detailed research into sites of apparel production in India, supply chain linkages and the needs of homeworkers. In addition, the pilot was informed by GoodWeave's expansion strategy, which was the product of eight months of planning and fact-finding through interviews with stakeholders and experts. While an extensive number of stakeholders were consulted on GoodWeave's expansion strategy (approximately 50 were named), the documentation provided to the evaluation team indicates that only a few represented brands in the apparel and jewellery sector. The voices of brands, and in particular their expectations of a potential standard for the apparel and jewellery industry as well as their existing experiences with inspections, were also missing from the India study. Therefore an

KEY FINDINGS - EFFICIENCY

- GoodWeave has achieved, and in some cases exceeded, the targets set in the pilot design stage
- GoodWeave currently tracks indicators of access to education through a clear process. However, the evaluation did not find evidence of other key outcomes being measured by GoodWeave
- The standard could not be rolled out during the pilot period, however draft standards have been developed through rounds of consultations, mapping and inspection processes.

opportunity to learn from both the strengths and weaknesses of the existing inspection systems of other brands, and to anticipate their divergent opinions on an apparel and jewellery standard, was missed.

Developing the standard

While a specific date was not agreed upon for rolling-out the standard, delays were reported against this deliverable. **Delays are attributed to several debates which GoodWeave believed would inform all the stakeholders in the apparel sector.** Some of these were on the standard's scope, including whether contracts should be in writing (discussed in the section on effectiveness 3.3.2, Pg. 23), and on how certification would be communicated. These debates have been resolved, and the key decisions made were that:

- The standard will be divided into two parts, one that is universal and one that is sector-specific
- The standard will be for processes, not for a product or products
- Garments and fashion jewellery will have off-product claims (no labels), but products similar to carpets (such as home textiles) will be on-product

Adapting the CFC approach

Within the pilot initiative, the CFC component has demonstrated its ability to adapt and evolve the best practices used within the carpet industry into the apparel and jewellery sector. Some examples of this have been the creation of multi-level teaching content, the adaptation of the Teaching Learning Materials (TLMs) to be more cost-effective and the offering of literacy classes in the apparel and jewellery communities. The literacy classes were initiated in response to a demand by older girls in the communities. Reflecting on what has been learnt from the literacy classes, staff at GoodWeave reported that it is important to be receptive to the needs of the community [as opposed to being rigid about one's own program design] to gain their trust. It is perhaps because of these adaptations that program gaps did not emerge as a substantial issue in the CFC component of the pilot.

3.2.2 Lessons and Tracking of Outputs, Outcomes

Lessons Learnt

The **lessons that GoodWeave has identified** from their experiences with creating the apparel standard, and developing a transparent and clean supply chain, are focused on brand and contractor engagement.

On brand engagement, GoodWeave's Annual Report to C&A Foundation (April 2017) states that **brand MoUs should be structured so that they permit access to full supply chains, through to homeworkers, irrespective of orders placed.** GoodWeave has explained that it is very important that brands permit this access because they are the main motivators for [suppliers, contractors and homeworkers who have participated in] the pilot. Both the MoUs provided to the evaluation team have been structured in this way, permitting access to full supply chains, through to homeworkers, irrespective of orders placed.

On contractor engagement lessons have been two-fold. The first lesson is that while brands often perceive contractors as exploitative, **GoodWeave has realized that contractors are an important part of the supply chain and are able to reach and provide livelihood opportunities** to otherwise untappable, informal and invisible parts of the society where greater vulnerabilities exist. The second lesson **is that homeworkers are more receptive to the project team when contractors are engaged.**

Tracking progress towards outputs and outcomes

Currently the initiative has a clear process for tracking attendance through a system of registers at the community level that record the outcomes of surprise visits to schools. The evaluation also found evidence of a process for tracking learning levels (discussed in the section on effectiveness (3.3.5, Pg. 26). However, there is scope for improvement in reporting on outputs, outcomes and lessons. Except for indicators related to access to education, the evaluation did not find evidence that key outcomes were measured. The GoodWeave 2017 Annual Report does include a section on outcomes and lessons, but this section in fact focuses largely on outputs. In particular, changes in the working conditions of adults or the number of child labourers are not measured. As discussed in

the section on relevance (3.1.4, Pg. 17), a lack of data on the number of hours worked by children (both before and after the pilot), makes it difficult to determine whether the number of child labourers has reduced (as distinct from the number of children attending school and/ learning).

Some of the initiative’s internal systems for tracking were also difficult for the evaluation team to access. For example, after asking for all inspection related documentation, the evaluation team were provided with the assessment protocol and select tables, but not the full data-set that was collected. GoodWeave explained that they are currently working towards making all data related to inspection available on a cloud-based platform, as is done in the carpet sector.

Overall Assessment and Conclusions on the Initiative’s Efficiency

| Main Evaluation Criteria | Rating | | |
|--------------------------|--|---|---|
| | Good | Adequate | Poor |
| Efficiency | Results achieved were timely and exceeded expectations for the effort expended | Results achieved were timely and commensurate with the efforts expended | Insufficient and delayed results were achieved for the efforts expended |

The efficiency of the pilot was rated as adequate based on the following evidence:

- GoodWeave has achieved, and in some cases exceeded, the targets set in the pilot design stage (with some delay especially in year 1). Most of these targets achieved were against indicators of outputs set in the LFA, except for retention which was an outcome.
- GoodWeave currently tracks indicators of increased access to education, and has a particularly clear process for tracking attendance. However, the evaluation did not find evidence that other key outcomes were measured by GoodWeave.
- The standard could not be rolled out during the pilot period, however draft standards have been developed through rounds of consultations, mapping and inspection processes.

3.3 Effectiveness

The initiative aims to identify children who are either child labourers or are at risk of becoming child labourers, through household surveys, mapping and inspections. These children are then either prevented from becoming child labourers or remediated, largely through increasing their access to education. At the same time, the initiative aims to work with supply chains and adult workers to end forced labour and improve working conditions.

The pilot has been effective in increasing access to education for children at risk of becoming child labourers. However, whether this has reduced child labour or not depends on whether children in school continue to work long hours, and is yet to be established by GoodWeave. The pilot has also been less effective in ending forced labour and improving working conditions, for reasons discussed in the sections on relevance and efficiency.

While improving working conditions for adults also has the potential to positively impact child labour through reducing the need for children to work, this potential has not been fully realized as yet.

3.3.1 Targets and achievement as per the log-frame

While the pilot's performance against its desired outcomes has been mixed, it has been effective in reaching the expected outputs. **It has met or exceeded all the quantitative targets** set as per the project LFA (see Table 5).

KEY FINDINGS - EFFECTIVENESS

- GoodWeave has achieved, and in some cases exceeded, the targets set in the pilot design stage
- The pilot has been effective in increasing access to education for children at risk of becoming child labourers
- Learning levels of children have improved
- GoodWeave has been able to convince parents not only to send their children to school but also to take an active interest in their progress.
- However, whether this has reduced child labour or not depends on whether children in school continue to work long hours, and is yet to be established by GoodWeave.
- The pilot has also been less effective in ending forced labour and improving working conditions
- Standard in its current form does allow GoodWeave to maintain a unique focus on the informal portions of the supply chain

Table 5: Targets and Achievements as per Project LFA

| Indicator | Target | Result | Percentage Achieved |
|--|--------|------------------------------------|---------------------|
| No. of brands committed to identifying suppliers to participate in the program | 2 | 3 ¹² | 150 |
| No. of suppliers participating in the program | 3 | 4 | 133 |
| No. of outsourcing communities | 5 | 6 (1 new) | 100 |
| No. of workers reached in outsourcing communities | 5,000 | 5,044 | 120 |
| % of inspection targets met | 100 | 100 | 100 |
| No. of children identified in outsourcing communities | 6,000 | 7178 | 120 |
| % of male and female vulnerable children retained in school | 80 | Total 94 Male 94 Female 93 | 117 |
| No. of male and female workers that received access to training | 350 | Total 530 Male 38 Female 492 | 136 |

Source: 2nd Annual Report 2017

3.3.2 Engagement and influence of brands and suppliers and to improve supply chain transparency

Feedback from brands

MoUs were signed with three brands, and two participated in the pilot. Both brands acknowledged that they do outsource production to homeworkers, which is one of the outcomes in the initiative's ToC. One of the brands also stated that the approach of this pilot is an effective way of dealing with complex informal supply chains. However, the evaluation also found that there is room for improvement in the engagement of brands as they expressed concern regarding the pace of the pilot. Brands diverged on whether they expected the standard for apparel to be created more quickly, or whether they wanted more research done first. As discussed in the efficiency section (3.2.1, Pg. 20), the evaluation found the expectation that the apparel standard would be created in less than two years to be misplaced.

¹² The target during the pilot period was for 2 brands to commit to identifying suppliers to participate. This target was achieved. In addition, a third brand has signed a MoU with GoodWeave but is yet to participate in the pilot

Another concern mentioned by brands was that the initiative's engagement of communities to date has been **insufficient**. Specific issues mentioned were the initiative's lack of focus on setting up community level structures, and on improving livelihoods, wages or working conditions. The lack of involvement of NGOs was also mentioned. Where brands already have staff appointed to conduct inspections in the informal parts of supply chain, they seem less interested in the new standard and its inspection system, than in a more thorough and in-depth process of community engagement. *These are important points that can inform the next phase of the initiative.*

Brands' expectations related to general communication

In addition to the pace of the pilot and its level of community engagement, brands emphasized some dissatisfaction with the timeliness and mode of **communication**. Brands expressed a preference for regular in-person interaction, especially through workshops and multi-stakeholder discussions. In the absence of this, a preference was expressed for communication via phone rather than email. One brand explained that the last multi-stakeholder meeting was held a year ago, and requested that such learning and sharing meetings should be more frequent. They also stated, however, that communication with GoodWeave has begun to improve.

The MoUs shared with the evaluation team differed on whether they committed GoodWeave to sharing information with brands at specific time periods or not. Where there was a commitment to sharing information at specific time periods, the commitment was to communicate in writing rather than in-person or by phone. Although brands' expectations regarding communication exceed that specified in the MoUs, their preferences are important points for consideration given the model's requirement for brand participation.

Expectations related to communication of non-compliance

Brands also shared that they wanted GoodWeave to take them into confidence at the time that non-compliance issues are identified rather than after remediation; this **would involve communicating with the brand concerned early, fully, and in private**. However, in contrast, suppliers appreciated the fact that GoodWeave works with them on remediation before communicating with brands. When asked how the initiative could better balance the needs of suppliers and brands, brands interviewed were not forthcoming with specifics, but stated that their concerns had already been raised and they were hopeful that a mutually acceptable way forward would be found. The MoUs shared with the evaluation team state that, "information that is obtained as a result of the project's activities will be available to [both] the parties. The availability of such data to external audiences will be determined jointly by the parties." The brands concerned declined to provide further information to the evaluators, but based on the limited information available in the MoUs the evaluation found that some justification exists for brands' requests for the sharing of detailed information in private.

Feedback from suppliers

Suppliers interviewed were positive about the pilot. The initiative had a target to bring on board three suppliers, this was exceeded as four participated. In addition, it was envisioned that suppliers would identify 3-5 communities in which outsourcing takes place. GoodWeave initially identified two homeworking communities with the help of contractors (but without involving either brands or suppliers). Although suppliers stated that they initially joined the pilot on the recommendations of the brands they supply to, they also expressed a desire to benefit informal workers in their supply chains, particularly women homeworkers. All the contractors shared that they would like to continue and be part of the next phase, but the main request made by suppliers and contractors was that a consistent flow of orders should reach them and the communities participating in the pilot. This however has been a challenge and as a result the incentive for contractors to participate in supply chain mapping and inspections has been limited (particularly in the phase-I inspections during November – December 2016). Only two contractors said that they would like to be part of the next phase regardless of the flow of orders.

3.3.3 Relevance of the GoodWeave ‘Standard’ to the garment industry and target communities

The GoodWeave Apparel, Jewellery and Home Textiles Standard has been developed so far according to the ISEAL Standard Setting Code, which represents the best practice in the field. The apparel standard has been developed through two full consultations with external stakeholders, and through feedback from the pilot inspection process. While the standard is still in draft form, inspections have been conducted against it in the supply chains of participating brands. Within GoodWeave, team members differed on whether they felt that the inability to certify brands during the pilot affected the behaviour of brands that participated or not. In its current form, the standard applies to all the production processes for which the GoodWeave license holder and its sub-contractor units are directly responsible. This includes: packaging; design and sampling; finishing; ironing; cutting/making/trimming; stitching; washing; dyeing; printing; buttoning and value addition (e.g. embroidery, embellishment, bead work, lace work, fringing). While the scope of the standard was a topic for debate during the brand consultations, the standard in its current form does retain **a unique focus on the informal portions of the supply chain**. This is the greatest strength of the apparel standard, and will benefit the initiative in terms of its positioning. It is important to ensure that licensed brands and suppliers communicate this scope (and the processes it excludes, described below) accurately to consumers; this is yet to be developed.

The standard will not certify either raw materials or components bought from suppliers ready-made. The cost of doing so would make licensing costs prohibitive for both brands and suppliers.

3.3.4 Transparency in the use of ‘homeworkers’ and improved working conditions (decent work)

Transparency in the use of homeworkers is addressed in this section in the discussion on brands (3.3.2, Pg. 23). Improved working conditions and decent work are discussed in the section on relevance (3.1.3, Pg. 15).

3.3.5 Support to children (education) and CFCs including improvements in target communities

The evaluation aimed to assess the effectiveness of the CFC component primarily through its ability to enrol children in school, improve their attendance (retention) and improve learning outcomes.

Monitoring data on numbers of at risk children

An attempt was made to validate the monitoring data on the number of at-risk children identified and to qualitatively explore the key issues regarding them. There was a slight discrepancy in two villages (A and B), due to timing (data from GoodWeave was from February, while the data from youth facilitators was from April-May). With this exception, the numbers of at-risk children identified and reported by the youth facilitators were identical to those reported by GoodWeave. This suggests that a sound process exists for the transfer of data between GoodWeave and the youth facilitators (who maintain their records in registers kept at the Motivation and Learning Centres (MLCs)). While the total number of at-risk or vulnerable children identified was reported as 4,653, this includes village F which only joined the pilot in November-December 2017 and was not visited by the evaluation team. In the remaining villages the number of at-risk children identified was approximately 3,600.

Table 6: At-Risk Children Identified

| Village | At-Risk Children Identified | | Total Number of School Age Children |
|--------------|-----------------------------|--------------------------------|-------------------------------------|
| | Reported by GoodWeave | Reported by Youth Facilitators | Reported by GoodWeave |
| A and B | 1199 | 1268-1348 | 2046 |
| C | 1012 | 1012 | 1775 |
| D | 829 | 829 | 1177 |
| E | 533 | 533 | 674 |
| Total | 3573 | 3642-3722 | 5,672 |

It is important to note that not all the at-risk children were out of school when they were identified. However, those who were out of school were later enrolled in government, private or religious schools (*madrasas*), based on parents’ choices. The initiative has also worked towards introducing mainstream subjects into the traditional *madrassa* curriculum.

Table 7: At-Risk Children and Enrolment

| | At-risk Children Identified | Children out of School | Enrolled in School | Still out of School |
|------------|------------------------------------|-------------------------------|---------------------------|----------------------------|
| Cumulative | 3500 | 727 | 414 | 313 |
| A and B | 1200 | 107 | 55 | 52 |
| E | 533 | 143 | 100 | 43 |

GoodWeave has reported that out of more than 3,500 at-risk children identified, only 727 were out of school. Of these, 414 have been enrolled and 313 are still out of school. Similar patterns were observed in the evaluation team's visits to the apparel and jewellery communities, and the data is available in the table above. In villages A and B, 52 children were not admitted, primarily because schools had age limits that these children had crossed. In village E, 43 children were not admitted, as they are largely girls aged 13 and above who are usually discouraged by parents from attending schools once they attain puberty as community norms prohibit schooling post puberty.

Conclusions related to children's access to education

If the results from villages A, B and E are representative of the other communities as well, two conclusions can be drawn. The first is that due to external factors, the strategy of supporting children through MLCs to re-enter mainstream schools is less effective for older children than for younger children. External factors include both the reluctance of schools to admit older children, and in the case of girls, cultural norms that prevent their access to education. The second conclusion is that it is important to assess the effectiveness of CFCs in improving attendance and learning outcomes, because the majority of at-risk children identified were already enrolled in school at the start of the pilot.

According to the initiative's monitoring data, between April 2017 to March 2018, on an average **94 percent of children originally identified as vulnerable (although not necessarily out of school) were retained** (attended school regularly), based on surprise weekly visits to schools to check attendance. While the evaluation found that the initiative has a clear and rigorous process in place to track attendance, there is room for improvement in the reporting of data; currently reporting consists of a single line graph. It is particularly important that the initiative is able to clearly communicate and defend its data on attendance, especially as school staff reported a much lower improvement in retention - not more than 30 percent.

Children's learning outcomes

According to GoodWeave and the youth facilitators participating in the initiative, a baseline was conducted through household surveys to assess learning levels of children at the start of the pilot and subsequently every year. Table 8 below gives the percentages of children who have improved from category C or B to either B or A, according to the learning level classification used by the initiative¹³. While **teachers did say that the learning levels of children have improved** compared to those arrived at in the baseline, it was not possible to validate the specific percentages as seen in the table below.

Table 8: Changes in Learning Levels

| Name of the Village | At-Risk Children Identified | Children Reassessed in 2018 | Improvement in Hindi | Improvement in Maths |
|----------------------------|------------------------------------|------------------------------------|-----------------------------|-----------------------------|
| E | 533 | 412 | 54% | 59% |
| D | 829 | 709 | 56% | 68% |
| A | 407 | 304 | 44% | 41% |
| B | 867 | 450 | 20% | 20% |
| C | 1012 | 987 | 31% | 25% |
| Total | 3648 | 2862 | | |

¹³ This classification is used by another organization with extensive expertise in education, but has been adapted by GoodWeave.

It is important to note that any improvements in learning levels that the CFCs have been able to contribute towards are above and beyond the original goals that were set for the pilot of enrolling and retaining children in school, and therefore represent a substantial achievement and an un-intended outcome of the pilot.

CFC processes

The CFCs have been successful in putting in place clear processes that appear to be consistently followed across communities. Particularly noteworthy is the **process for tracking attendance**, which involves dividing responsibilities among youth facilitators, surprise visits, following up with parents and accompanying children to school. GoodWeave described the strength of the CFC component as its focus on individual children: the extent to which a case management approach was used was investigated by the evaluation. In each community, youth facilitators mentioned that there were some children who struggle academically more than others. Youth facilitators explained that they spend more time teaching these children and reading stories to them, teaching them through games, and giving them individual attention. In addition, they pair stronger and weaker students to improve the learning abilities of those who are weak.

3.3.6 Unintended results and / or spill-over effects of the initiative

Personal development of the youth facilitators

Some of the youth facilitators are young women from the communities and are in the same demographic group as some of the homeworkers. Through regularly visiting homes and schools, motivating parents to educate their children, teaching children at the MLCs, enrolling children in school (including doing the paperwork), tracking attendance and resolving issues that prevent children from attending school regularly, the **youth facilitators have gained a high degree of confidence that is rarely visible among other young women in the community.**

Box 1: A Youth Facilitator's Story – A GoodWeave - CFC Success

As a young girl, growing up in a conservative village in Bulandshahar district she was not allowed too many dreams. She always thought that she would get married as a young teen and raise her own family... However, her mother had other plans for her daughter and insisted that she go to school. She finished her school as a confident girl but still unclear of what to do next. She enrolled for her graduation and continued her studies. It was during this period that the GoodWeave (GW) Team visited her village and identified a small team including her to be youth facilitator for their upcoming CFC (Child Friendly Community) project to combat child labour through education.

She received training from the GW team on how to set up and run the MLCs in the community. She, along with her team of enthused youth facilitators started visiting homes, conducting surveys to identify children attending school, the number of dropouts and the reasons for the same. They set up a remediation program to get the dropouts back into school. This involved extra support with tuition and other interventions at the MLCs. The youth facilitators also worked closely with the schools in the area to understand the challenges faced by the children. She also went beyond the immediate scope of her role by helping members of her village, particularly women and the elderly, open bank accounts and enroll for their Aadhaar cards. She shares that she loved the opportunity to connect closely with people in her community and help them in whatever way possible.

Today she is a positive role model of youth leadership in her village and walks with her 'head held high', as everyone respects her and many mothers ask their daughter to become like her.

Engagement with other community stakeholders

In addition to youth facilitators and workers, the initiative also engaged parents, teachers and principals. When interviewed, parents, teachers and principals all remarked **that parents now ask teachers about their children's progress, whether through visiting the school or when they meet one another in the community.** Both parents and school staff attributed this change in behaviour to the youth facilitators, and

parents elaborated that it was only due to the efforts of GoodWeave staff and the youth facilitators that parents now had the confidence to do so. ***This is a substantial achievement, as GoodWeave has been able to convince parents not only to send their children to school but also to take an active interest in their progress.***

However, according to the youth facilitators, even school staff who are now supportive of the CFCs were not always so. In two of the communities, youth facilitators stated that they initially faced strong resistance from schools as they thought that GoodWeave (the MLCs) were in competition with them. However, after a substantial effort by the youth facilitators, school staff were made to understand that GoodWeave was not in competition with them but rather was there to assist in identifying out of school children. Given this background, the initiative’s ability to successfully engage school staff is another noteworthy achievement. In two of the five schools visited, **youth facilitators have been allowed to organize some activities within the school premises (sometimes on a weekly basis).**

3.3.7 Other findings:

Inspections

Under the initiative’s outcome of increased supply chain transparency, the specified target was that 100% of inspection targets should be met, with each production site inspected at least 6 times per year. Data related to this, from GoodWeave’s ‘Report on Pilot Inspections’ is included in Table 9 below. From the table alone it is unclear how often each site was inspected in a year (especially at Level 3); however, GoodWeave explained that the 11 Dedicated Centres that were part of the pilot were inspected 6 times a year. Each time a Dedicated Centre was inspected, a sample of homeworkers was also inspected. The results of these inspections were consolidated in 2 phases (November – December 2016 and May – June 2017).

Table 9: Summary of Pilot Inspections, Phase 1 and 2

| Production level | Industry | Number of inspections | | Number of workers | | |
|--|-----------|-----------------------|------------------|-------------------|-------------|-------------|
| | | Phase 1 | Phase 2 | Male | Female | Total |
| Level 1: Exporters | Apparel | N/A | 2 (in same unit) | 3,412 | 2,748 | 6,160 |
| Level 2: Dedicated Centres/ Distribution Centres | Apparel | 2 | 3 | 37 | 0 | 37 |
| | Jewellery | 7 | 8 | 48 | 21 | 69 |
| Level 3: Home based worker unit | Apparel | 0 | 61 | 79 | 104 | 183 |
| | Jewellery | 43 | 81 | 3 | 227 | 230 |
| Totals | | 52 | 155 | 3579 | 3100 | 6679 |

Source: GoodWeave project records

In addition to inspections, through its social program the initiative also visited homeworkers more frequently, and female homeworkers interviewed by the evaluation team said that they were visited by GoodWeave twice a month at their homes. Male workers did not specify how often they were visited. These visits seem to have been informal inspections, as the homeworkers said they were asked about the nature of the work they do and the wages they receive.

Remediation

Inspections found five child labourers, out of whom the initiative has attempted to remediate three. This has been somewhat successful, as now two of them are attending religious schools where their attendance is tracked by GoodWeave. The third child (who the evaluation team interviewed), was supported to attend a time-bound literacy class, but her parents are unwilling to send her to a formal school and she currently works on beadwork with her mother for a few hours each day. In this specific case, GoodWeave’s Child Protection Committee and GoodWeave Afghanistan are being consulted to find a solution.

These three children were working because their families subscribe to cultural norms that restrict girls’ education and mobility once they attain puberty, and at least in one case because the family has no support system in the village and is very poor. ***This suggests that along with promoting education it is important for the initiative***

to both challenge social norms and address issues of poverty. Despite the fact that neither challenging social norms nor addressing poverty have explicitly been part of the strategy so far, GoodWeave has in fact started to do both. In particular, by earning credibility and trust in the community the initiative has created a strong foundation to challenge social norms in the future. While there are limitations to the model's ability to address issues of poverty (as discussed in relation to the standard and training), the initiative nevertheless made an effort to do so by ensuring that the flow of orders to the family in question was not stopped.

Overall Assessment and Conclusions on the Initiative's Effectiveness

| Main Evaluation Criteria | Rating | | |
|--------------------------|--|--|---|
| | Good | Adequate | Poor |
| Effectiveness | Initiative achieved > 75%* of the target outputs and outcomes compared to expected results | Initiative achieved 50%-75%* of the target outputs and outcomes compared to expected results | Initiative achieved < 50 %* of the target outputs and outcomes compared to expected results |

The effectiveness of the pilot was rated as good based on the following evidence:

- The initiative has achieved, and in some cases exceeded, its targets. Most of these targets achieved were against indicators of outputs set in the LFA, and focus on outreach to brands, suppliers, communities and workers. While the initiative's output targets were met, the pilot's performance against its desired outcomes (such as increasing access to education, reducing forced labour and improving working conditions) has been more mixed.
- There is market interest in a programme that reaches outsourced parts of apparel supply chains: 3 brands (against a target of 2) participated in the pilot and committed to identifying suppliers; GoodWeave reports discussions with 5 additional brands interested in the work. Caution should be exercised when interpreting this finding as the 3 participating brands all expressed certain reservations about the pilot.
- The pilot effectively built trust with suppliers and engaged with them. 4 suppliers participated (against a target of 3), and all held positive views about the pilot.
- The standard in its current form allows the initiative to maintain a unique focus on the informal portions of the supply chain.
- The initiative has worked with:
 - 6 outsourcing communities (against a target of 5).
 - 5,044 workers (against a target of 5,000).
- In addition, 530 workers have been trained (against a target of 350) and 100% of inspection targets have been met.
- Out of the 3,500 vulnerable children identified, 3,187 are now in school. The 313 children not in school include girls aged 13 and above who are discouraged by their parents from attending school once they attain puberty due to strict community norms.
- The pilot has been less effective in reducing the incidence of forced labour among, and improving working conditions for, workers identified through mapping than in increasing access to education for children.

3.4 Sustainability

3.4.1 Main factors that promoted and/or reduced the potential for sustainability

3.4.1.1 Continuation of the initiative after funding from C&A Foundation ends

Long-term sustainability is factored into the initiative's model because it generates income through license fees. This is evident in GoodWeave's work in the carpet sector. In its report titled, "Findings and Strategies from GoodWeave International Expansion Planning," GoodWeave states that sales of certified rugs have generated \$1.5 million to reinvest in weaving communities. In its work in the carpet sector, GoodWeave has established that its financial sustainability goal is for the core certification work to become fully self-sustaining. While most of the CFC costs in carpets are covered through fees, GoodWeave believes that it is appropriate to raise private funds to support the costs of its CFC program as well.

Given that GoodWeave is transferring its model from the rug industry to apparel and jewelry, it can be expected that over time it will have access to a sustainable source of funding through licensing fees on the assumption that an adequate number of brands take up the standard and that fees charged is sufficient to cover costs. However, given that, a) a limited number of brands participated in the pilot, b) the standard has not yet been rolled out, and c) licensing costs have not been determined, in the short-term activities such as partner engagement, supply chain mapping, inspections and remediation will continue to be dependent on grant funding. GoodWeave is aware of this, and has successfully diversified its sources of grant funding. (Information on the activities supported by these new grants was not available).

The participation of brands is important not only for reasons of financial sustainability, but also because without them GoodWeave would not be able to implement most parts of the model - except for the CFCs. Given the extent of the model's dependence on brands, the evaluation found the reservations expressed by participating brands about the pilot to be of concern. GoodWeave reported being in discussion with five other brands who were interested in this work; however, none of these brands had signed MoUs yet. The evaluation therefore found that there is a substantial risk of disengagement by the brands that have participated in the pilot, and that this risk has not been adequately mitigated.

3.4.1.2 Scaling and/or replication of the initiative

There is significant scope for scaling / replicating the pilot model to more brands, but it is important that two issues are addressed: (i) the initiative needs to ensure it can effectively identify cases of forced and child labour, and to this end experiment with strategies to improve record keeping and elicit the participation of the community in identifying cases of child labour, (ii) to the extent that the standard will address issues of decent work, tested strategies to do so should be in place and be clearly communicated. The evaluation arrived at this conclusion as brands expressed (in both the standard consultations and when interviewed) that they would like to have seen a greater focus on decent work / improving working conditions in the standard and the pilot.

According to GoodWeave staff the CFC program is an integral part of the initiative's model and this component will be expanded along with the rest of the model in new clusters as more brands are engaged. Given the gaps in the current system for measuring and reporting achievements, the initiative needs to first ensure that there is clear and substantial quantitative evidence of the CFC component's ability to improve attendance and learning outcomes before scaling. This would involve ensuring that learning outcomes are being measured effectively, and that the data collected from each individual CFC is stored, aggregated and analyzed proficiently.

If the initiative is able to establish the success of the CFC project in improving attendance and learning outcomes, there are a few additional factors that are important to consider when scaling. The first is the maturity of its processes. As already discussed, "human processes" of teaching, enrolling and tracking students employed by

KEY FINDINGS - SUSTAINABILITY

- GoodWeave has diversified its sources of grant funding to ensure financial sustainability
- GoodWeave to fund most of the costs of its model through licensing fees, in the long run
- Reservations expressed by participating brands are a cause for concern

GoodWeave already seem quite well-established. However, there is room to support processes like school tracking using technology, which is being considered by GoodWeave.

An additional factor to consider when scaling is the availability of quality human resources. GoodWeave has stated that finding good youth facilitators is a challenge, and can take two to two and a half months in communities that are difficult to work in. It is therefore important that the individual or team responsible for recruiting youth facilitators in the future has a clear understanding of the profile of a potential youth facilitator, including their attitudes, skills and motivations. This profile could be built through in-depth conversations with current youth facilitators, and through reflecting internally on experiences during the pilot.

Overall Assessment and Conclusions on the Initiative’s Sustainability

| Main Evaluation Criteria | Rating | | |
|--------------------------|--|--|---|
| | Good | Adequate | Poor |
| Sustainability | Presence of conditions / actions that support progress towards impact and / or sustainability in which major threats or barriers have been mitigated | Presence of conditions / action that support progress towards impact and / or sustainability, but threats and barriers may not have been mitigated | No significant presence of conditions / actions that support progress towards impact and / or sustainability in which major threats or barriers have been mitigated |

The sustainability of the pilot was rated as adequate based on the following evidence:

- In the short-term, GoodWeave has diversified its sources of grant funding to ensure financial sustainability
- In the long-term, GoodWeave plans to fund all of the certification costs of its model through licensing fees. As of 2016, 50% of “core” certification costs in the carpet sector were supported by licensing fees.
- However, given the extent of the dependence on brands (both to implement and fund the model), the evaluation found the reservations expressed by participating brands regarding the pilot to be of concern. GoodWeave reported discussions with five other brands interested in the work, but none of these have signed MoUs yet. The evaluation therefore found that there is a substantial risk of disengagement by the brands that have participated in the pilot, and that this risk needs to be mitigated.

IV. Conclusions and Recommendations

The evaluation highlights that GoodWeave’s pilot has been successful in building a strong foundation at the ground level to reduce child labour and forced labour in informal apparel supply chains, given that it is a two year pilot program and a large part of the first year has gone in bringing all the stakeholders on board and setting up the pilot program infrastructure. One of the unintended outcomes of the pilot has been the emergence of the youth facilitators as ‘role models’ in the community. There is a clear increase in the confidence levels of the youth facilitators, and in their successful engagement with parents and school staff. This has led to many parents taking an active interest in their children’s education and schools inviting youth facilitators to organize activities within school premises (sometimes on a weekly basis), as well as step in for teachers when they are absent. In a pilot of this nature, which is setting up a first time intervention program in homeworking communities, there are many other positives as well.

However, a few critical areas need to be addressed in the next phase to strengthen the program to better achieve its objectives. This section provides some recommendations to fill these gaps. The pilot had four overall objectives, and the performance of the pilot against these objectives is summarized below:

Pilot performance across key project objectives

| Objective | Pilot performance | Evidence for performance |
|---|----------------------|---|
| To leverage market influence over suppliers | Strong performance | The suppliers interviewed were very appreciative of the pilot and insisted that it should continue. This was despite the fact that the brands participating in the pilot were not able to incentivize suppliers through orders, and therefore supplier participation in the pilot fluctuated |
| To improve supply chain transparency | Moderate performance | GoodWeave signed MoUs with three brands, and two participated in the pilot (had their supply chain mapped). Mapping and inspections were relevant <i>to a certain extent</i> in identifying child and forced labour, as cases of both were found. However, in the absence of record keeping by homeworkers of hours of work, inspections are limited in their ability to identify cases of excessive overtime. GoodWeave has expressed an interest in exploring how community participation could be used to improve the inspection and monitoring of the supply chain. |
| To offer educational opportunities for children in garment worker communities | Strong performance | GoodWeave established MLCs in all the pilot communities which operated both as bridge schools, as well as after-school programs for children already in school. Through its school tracking system GoodWeave increased the number of children who attended school regularly. The CFC project exceeded expectations in also leading to an improvement in the learning levels of students. The support of parents was secured, even though initially the promotion of secular education was not welcomed by everyone. |
| To ensure ongoing improvements in the working conditions of homeworkers | Need to improve | While homeworkers were provided some training, it was neither adequate nor was its effectiveness monitored. Adoption by workers seems to be limited. While the standard’s Progress Principles have the potential to improve working conditions the fact that they are not required for certification limits their effectiveness. |

Based on the findings from field-work and interaction with key stakeholders, this study has rated the pilot against the criteria of relevance, efficiency, effectiveness and sustainability.

Evaluation Rating Scale

| Evaluation Criteria | Rating | Evidence for rating |
|---------------------|---|---|
| Relevance | Adequate: Initiative relevant to some of the objectives, but needs improvement in some areas | <ul style="list-style-type: none"> • Pilot addresses core issues of homeworkers and children in the homeworkers' communities; suppliers are participating and appreciative of the pilot, the supply chain has been mapped effectively; • Brands have acknowledged the existence of homeworkers in their supply chain and have shown interest in addressing the issue in partnership with the pilot • However issues related to working conditions for home workers have not been addressed; there is inadequate record keeping of wages and working hours for home workers |
| Efficiency | Adequate: Results achieved were timely and commensurate with the efforts expended | <ul style="list-style-type: none"> • GoodWeave has achieved, and in some cases exceeded, the targets set in the pilot design stage • GoodWeave currently tracks indicators of increased access to education, through a clear process. However, the evaluation did not find evidence that other key outcomes were measured by GoodWeave • The standard could not be rolled out during the pilot period, however draft standards have been developed through rounds of consultations, mapping and inspection processes. |
| Effectiveness | Good: Initiative achieved > 75%* of the target outputs and outcomes against expected results | <ul style="list-style-type: none"> • GoodWeave has achieved all the targets of indicators set in the LFA at the start of the project and has in fact exceeded the target for a number of key indicators (project records are available and presented to validate this achievement) |
| Sustainability | Adequate: Presence of conditions / action that support progress towards impact and sustainability, but threats and barriers may not have been mitigated | <ul style="list-style-type: none"> • GoodWeave has diversified its sources of grant funding to ensure financial sustainability • GoodWeave to fund the certification costs of its model through licensing fees, in the long run • However, reservations expressed by participating brands are a cause for concern |

* The above rating of effectiveness will apply only to targets that were documented at the start of the pilot, and that align with the Theory of Change on pg. 12 of this report.

Strengthening Phase – II: Some recommendations

The evaluation underscores that the pilot has resulted in building trust with suppliers and contractors and has enabled access to informal and often hidden sections of target supply chains. The CFC model has been successfully adapted to a new context, with processes followed diligently across communities, and has increased

access to education. It is important to note that any improvements in learning levels that the CFCs have been able to contribute towards are above and beyond the original goals that were set for the pilot of enrolling and retaining children in school, and therefore represent a substantial achievement and an un-intended outcome of the pilot. A team of locally-based community leaders, the Youth Facilitators, has been created. Participation of a range of key supply chain players, from community members to contractors to suppliers to brands, has been ensured and a market based solution (in the form of a standard with a built in licensing fee) has been used to address challenging issues in the informal / hidden sections of supply chains.

However, the initiative can be strengthened by adopting a time frame of three to five years in the next phase of the program to address the goals of reducing child and forced labour and existing delays in roll-out of the standard; improving the training for homeworkers on topics related to working conditions and by making training an on-going process rather than a one-time activity. A strategy should also be devised and implemented to address cultural norms that prohibit girls from attending school post puberty.

Finally, the report presents some actionable recommendations for filling the gaps and strengthening phase II of this initiative. This includes fostering partnerships with other organizations. As GoodWeave is the lead implementer of the program, the bulk of the recommendations are meant for GoodWeave to address; at the same time there are specific recommendations for C&A foundation and others (brand partners) – and these have been specifically indicated as such.

The following table summarizes the key recommendations for the next phase of the program and identifies the key agency that should lead each process.

Table 10: Summary of Recommendations

| Recommendations | Agency |
|---|--------------------------------------|
| Train homeworkers on the nature of the supply chain, their role and rights and responsibilities in it. Cover at least 50% of the home workers. Deliver training periodically and monitor effectiveness. | GoodWeave |
| Assess the needs of older children, especially out of school girls not served by CFCs; devise a strategy to increase their access to education and freedom of movement. Address issues around cultural change, emphasizing shift in attitudes towards girls attending school post menstruation. Involve not only women but also men, leveraging the trust built through the pilot | GoodWeave |
| Define key terms such as 'child labour'; 'forced labour'; 'improving working conditions'; and 'remediation measures' for effective program design and monitoring | C&A Effect. Philanthropy |
| Undertake a quantitative assessment of the CFC model (learning outcomes and attendance) to build an evidence base. | C&A Effect. Philanthropy |
| Expand the time frame to 3-5 years in the next phase of the program | C&A Found. |
| Define clear rules of engagement with brands: Structure brand MoUs (with suitable confidentiality clauses) so that they permit access to their full supply chains through to homeworkers, irrespective of orders placed. Ensure that brands use agreed language in communicating the scope of certification. | GoodWeave |
| Engage with GoodWeave, to build a two-way communication process and incentivise suppliers / contractors to participate with transparency | Partner brands |
| Expand and build the capacity of GoodWeave's team (in the areas of facilitation skills, adult learning methodologies, structuring of training curriculum, communication and brand engagement), so that they are well-equipped to scale the pilot to more brands. Ensure that a good proportion of the team members come with prior apparel and jewellery supply chain experience. | GoodWeave |
| Ensure that inspections take place at appropriate intervals and are complimented by informal /community inspection processes to identify cases of child labour. | GoodWeave |
| Promote a culture of transparency (both within GoodWeave & with contractors) and provide feedback to contractors based on information gathered from inspections (both positive & negative) | GoodWeave |
| Ensure that the program tracks and reports outcomes as articulated in the Log Frame. Ensure outcomes are clearly defined, and indicators to measure these changes as well as processes of data collection and analysis are arrived at | GoodWeave & C&A Effect. Philanthropy |
| Prioritize the specific issues related to working conditions that have the highest relevance to homeworkers in the apparel and jewellery sector and devise strategies to address them. | C&A Found + GW |
| Validate presence of children in the pilot communities who are still working excessive hours whilst also attending school & are therefore child labourers; plan intervention to address the issue | GoodWeave |
| Strengthen current inspection process through community based inspections which complement the current approach through partnerships with relevant resource agencies, community groups | GoodWeave |
| Communicate with brands at least quarterly, prioritizing in-person meetings, workshops and phone conversations over email | GoodWeave |
| Establish a Vendor Score Card System that would allow sourcing teams of partner brands to view the ethical rating of a vendor's supply chain and take that into account while placing orders | GoodWeave |
| Advocate and explore ways of influencing brands to coordinate their purchasing decisions, so that participating suppliers and contractors receive a near constant flow of orders (from different brands). | C&A Found + GW |
| Identify and work with other exporters who may be using homeworkers in the same geography where the pilot is running to create broad support for the pilot and keep the work coming into the community | GoodWeave |
| Continue to diversify sources of grant funding to reduce risks (already significant progress made). | GoodWeave |
| Disseminate the results of the CFC program to industry associations, government and CSOs to raise awareness of the GoodWeave approach in the informal sector.to bring in additional support | GoodWeave |
| Determine the costs of certification in the apparel, jewellery and home textiles sectors in conjunction with other stakeholders like suppliers, brands and sub-contractors to ensure that the cost of certification is affordable for both the formal and informal parts of the supply chains. | GoodWeave |
| Engage with more brands (both international and local) and work towards bringing them on board | GoodWeave |
| Partner with relevant resource agencies / NGOs to build the capacities of community groups | GoodWeave |
| Explore the possibility of engaging with government to create new avenues of opportunity and scale. The starting point for such engagements are often at local level (such as with District Collectors); expanding to state government machineries | GoodWeave |
| Revisit agreements with brands to ensure that both parties' expectations are clear and aligned with one another. ToRs could be tailored to factor in variations in how brands approach their supply chains and their expectations from the project. | GoodWeave |

Below is the full list of recommendations, divided into those that “should” be adopted (are essential) and “could” be adopted (to be considered).

Effectiveness

Should:

- Improve training of workers: Train homeworkers on the supply chain and their role in it, as well as their rights and responsibilities. Cover at least 50% of the home workers. Deliver training periodically and monitor its effectiveness regularly. This is an important part of awareness raising and capacity building within the homemaker community, and needs to be prioritised by GoodWeave in the next phase.
- Catalyse cultural change: Assess the needs of older children, especially girls, who are not served by the CFCs and are out of school. Address their needs related to education and freedom of movement. Address issues around cultural change, emphasizing a shift in attitudes – for example towards girls attending school post menstruation. Interventions can target both men and women, leveraging the trust built through the pilot.
- Clearly communicate the scope of the standard: Ensure that brands use appropriate language to communicate the scope of the certification standard (what it is and what it is not). A brand and suppliers’ meet would be a first step in this process.
- Lay down operational definitions: Define key terms such as ‘child labour’; ‘forced labour’; ‘improving working conditions’; and ‘remediation measures’ for effective program design and monitoring.
- Conduct a quantitative assessment of the CFC model: Undertake a quantitative assessment of results from the CFC model (learning outcomes and attendance) to build an evidence base.

Could:

- Strengthen worker knowledge: Invest in improving awareness of workers on the standard, through a combination of research into models for worker education and field trials. The evaluation identified some models of effective intervention in this area (SEWA worker organization model, Homeworkers Worldwide toolkit on ending child labour in supply chains and ‘Bal Panchayat’ model in Rajasthan supported by UNICEF) which can be referred to. Details of these models and toolkits are provided in Annex II.
- Build capacity of communities: In engaging with homeworkers, GoodWeave could consider identifying a few with superior embroidery and jewelry making skills as ‘teachers and leaders’, whose leadership capacities and negotiation skills would gradually be built. In the future homeworkers could also be involved in tracking attendance, while their confidence and leadership and life skills are built in parallel.
- Create community forums: During phase two of the program, once the community groups have been formed and trained, GoodWeave could facilitate a forum for periodic interaction of these community groups (esp. both women and men workers groups) where issues around pay rates and transparency could emerge organically. A constructive dialogue process can then be initiated with supply chain players and brands for resolution of issues emerging from this community forum.

Efficiency

Should:

- Realistic time-frame: If C&A Foundation decides to fund the next phase of the program, it should ensure that the time frame is expanded to 3-5 years.
- Strengthen brand engagement: Engage with brands as knowledge partners (not only as potential licensees), especially those brands that are already conducting inspections at the homemaker level as they could contribute to the program’s knowledge base. The brand partners in this initiative should also invest in engaging with GoodWeave, making the communication process both ways, and incentivizing their suppliers / contractors to participate in this program with transparency.

- Define clear rules of engagement with brands: Structure brand MoUs (with suitable confidentiality clauses) so that they permit access to their full supply chains, through to homeworkers, irrespective of orders placed
- Augment partner capacity: Expand and build the capacity of GoodWeave’s team (in the areas of facilitation skills, adult learning methodologies, structuring of training curriculum, follow up processes, communication and brand engagement), so that they are well-equipped to scale the pilot to more brands. Ensure that a good proportion of the team members come with prior apparel and jewelry supply chain experience.
- Improve inspections: Ensure that inspections happen at appropriate intervals and are complemented by community inspection processes. Ensure proper documentation of the number of inspections conducted, issues found and remedial actions taken and that this analysis informs GoodWeave’s remediation policies for homeworker-based units. Communicate these policies to brands clearly.
- Promote transparency: Promote a culture of transparency (both within GoodWeave and with contractors) and provide feedback based on the information gathered through inspections (both positive and negative).
- Improve outcome monitoring: Track and report outcomes as articulated in the logframe. Define the outcomes clearly, and arriving at indicators to measure these changes as well as processes of data collection and analysis.

Could:

- Improve inspection checklists: GoodWeave could develop inspection checklists tailored to home-based worker units (based on iteration and innovations) in conjunction with other stakeholders (brands, suppliers, and CSOs) that arrive at feasible solutions to assess working hours in home environments.
- Organize workers gradually: Begin worker focused education and awareness building with the intent of eventually organizing homeworkers through a process that may begin gradually, and through an entry point that will not antagonize contractors (like mother’s wellness groups). This would ensure a focus on workplace issues, health and other family/ community related issues which are important for the women workers. Adopting a participatory approach where women’s groups identify which issues within the home and within the community are important for them could prove to be strategic. The Self Help Group (SHG) models have over time paid off well in terms of shifting the power dynamics in the communities as we know from the work of NGOs like SEWA.

Box number 2: RUAAB Model in Delhi NCR

SEWA has promoted RUAAB which represents a unique model of garment production and sourcing that is owned and managed by women producers, which ensures an ethical and transparent supply chain. The company has nine board members, six are the producers themselves, two are representatives of SEWA and one is independent.

Ruaab SEWA runs sub-centers in six areas of Delhi namely Sundernagri, Rajiv Nagar, Anand Nagari, Mullah Colony, Mustafabad and New Ashok Nagar. Through its parent organization, SEWA Bharat, Ruaab SEWA also provides livelihood support in two areas of Bareilly, namely Richola and Faridpur. A total of 1,200 women have been linked to Ruaab SEWA. A large number of these women producers are home based workers, who were working for sub-contractors prior to their engagement with Ruaab.

The center model facilitates linking the women to the mainstream market. The women workers get work from well-known international brands like GAP, NEXT, New Look, Monsoon, Max, Zara, Vero Moda, Mango, Lindex, Peacock and Vila, who not only provide fair wages but also recognize their skill and efforts.

The brands provide them with a platform to showcase their skills in garments, which add value to the product. The brands channel the work through various retailers located in Noida, Gurgaon, Faridabad and Okhla.

SEWA’s embroidery center model ensures better wages and various other benefits like micro-credit and pension, social security, vocational training and children education, legal sessions and linkages to various other government schemes.

Source: <http://sewadelhi.org/ruaab-sewa/>

- Create brand champions: The brands participating in this program could spread awareness about this program and its impact to other brands and exports associations at relevant forums; which could get more and more brands (and other relevant supply chain players) aware of and interested in partnering with this program.

Relevance

Should:

- Train community groups as inspectors: Strengthen the current inspection process through community based inspections which complement the checklist based approach. Through partnerships with relevant resource agencies, mobilize and train community groups (e.g. women's groups, bal panchayats) on inspection processes, with community-level resource persons trained to provide ongoing support.
- Prioritise and address specific aspects of workplace conditions: Categorize and prioritize the specific issues related to working conditions that have the highest relevance to homeworkers in the apparel and jewelry sector. This is to be followed by robust program design that articulates a clear implementation strategy and monitoring plan to address these issues while allocating clear roles and responsibilities to different stakeholders involved in implementation.
- Identify and remediate children who are child labourers despite attending school: Validate whether there are children in the pilot communities who are still working excessive hours whilst also attending school, and who are therefore child labourers. If so, lay out strategies (including community inspections) to identify these children and address the issue. Community Policing using other children like in the Bal Panchayat model is one way to address this issue (See Box 3).

Box 3: Involving children in the decision-making process at the village panchayat level.

Children in villages of Rajasthan are becoming change makers and child power has become a reality in certain parts of rural Rajasthan. The objective of the bal panchayat is to make children conscious of their rights and get them to participate in efforts aimed at addressing issues that concern them, be it child marriage, issues related to their schooling, or the cleanliness of the village. The bal panchayat is modelled on a gram panchayat. Each bal panchayat comprises between 14 and 18 members in the age group of 9-16, has a president and a secretary elected by the children of the village, and takes itself very seriously. Initiated and supported by the United Nations Children's Fund (UNICEF), this model, which was tried in the Bishnupur block of West Bengal a few years ago, has been implemented with enthusiasm by two districts of Rajasthan - Ajmer, renowned for its dargah of Garib Nawaz, and Baran. Over a short period of time children have begun asking questions about their rights, fighting social evils such as child marriage, campaigning against children's addiction to gutka (tobacco) and alcohol, waging a war against the use of polythene bags and demanding from their panchayats that their villages be kept clean, that the promise of teachers and other staff for their schools be fulfilled, and much more. Not the least of their achievements is the massive drive to get children working in the fields or doing household chores into schools.

Source: <https://www.frontline.in/static/html/fl1820/18200670.html>

- Improve communication with brands: Communicate with brands at least quarterly, prioritizing in-person meetings, workshops and phone conversations over email. This would improve brand engagement and trust in the program.
- Establish a Vendor Score Card System: This would allow sourcing teams of partner brands to take into account while placing orders.

Box 4: Vendor Scorecard : Monitoring Performance of the Vendor against Supply Chain Transparency:

One of the key performance criteria is a process to monitor the performance of the vendor. To do this, it is necessary to have a vendor management scorecard. Regardless of the size of the business, a vendor management scorecard should address the following criteria:

1. It should measure the key performance indicators (KPI) that the vendor is bound to. An easy way to develop this list is to use the vendor's contract terms as the list of measured items.
2. It should be comprehensive and user –friendly. It should be easy to use by all employees who need to interact with this tool.
3. It should have a corresponding timeline and set of milestones that are in sync with the performance indicators. That is, performance is a function of both time as well as quality. The two are not mutually exclusive, and the scorecard should be time, as well as quality performance based.
4. It should not be a surprise that a business suddenly decides to use a scorecard with a vendor if they find that the vendor is under-performing. The focus should be on measuring continuous improvements. The measurement will be based upon consistent and regularly scheduled audits or evaluations that are agreed to by both sides.
5. The data that is collected and analyzed by the scorecard should be used to follow up with the vendor. This is very important for the brands to commit to and to work with their buying teams internally.

<https://www.thebalancesmb.com/vendor-management-scorecard-basics-2533809>

- Influence participating brands to coordinate purchasing: Advocate for and influence brands to coordinate their purchasing decisions, so that participating suppliers and contractors receive a near constant flow of orders (even if they are from different brands).
- Include non-participating brands: Identify and work with other exporters using homeworkers in the same geography where the pilot is running to create more broad support for the pilot and keep the work coming into the community, so that it is not solely dependent on participating brands and retailers.

Sustainability

Should:

- Revisit brand agreements: Revisit agreements with brands to ensure that both parties' expectations are clear and aligned with one another. To help factor in variations in how brands approach their supply chains and their expectations from the project, ToRs could be tailored to each brand based on their engagement and role in the next phase of the program. The TOR should include clearly structured engagement and communication protocols, as well as demarcated roles and responsibilities of both the parties.
- Diversify funding: Diversify sources of grant funding to reduce risks, until sufficient funds are generated through license costs. Based on the grants secured by GoodWeave from other sources, there seems to be significant progress on this front.
- Strengthen the CFC program: Continue to strengthen the CFC program and aim at further improvements in learning levels. Continue to have youth facilitators play a role (limited) in providing remedial education, while their focus shifts to building the capacities of community members and schoolteachers to do the same.
- Publicize the CFC program: Disseminate the results of the CFC program to industry associations, governmental groups and CSOs to raise awareness of the GoodWeave approach in the informal sector. This can bring in other forms of support, both partnerships and funds.

- Determine certification costs: Determine the costs of certification in the apparel, jewelry and home textiles sectors in conjunction with other stakeholders like suppliers, brands and sub-contractors to ensure that the cost is affordable for both the formal and informal parts of the supply chains.
- Expand brand and business engagement: Engage with more brands (both international and local) and work towards onboarding them. To get more brands and businesses on board, offer support as a 'win-win' solution to businesses as the issue of forced and child labour in the informal part of the supply chain comes under greater scrutiny. Engage with brand forums and multi-stakeholder initiatives like the Ethical Trading Initiative (ETI) or Center for Responsible Business (CRB), with multilateral agencies that look at this area of work such as the ILO, and CSO forums like Working Group on Women in Supply Chains (with agencies like SEWA, HomeNet South Asia, Fairwear Foundation as members) which again have large brand reach-out.

Could:

- Set up a joint Program Fund: Phase – II could look at setting up a joint Program Fund with the brands, industry associations and suppliers who can make a one-time contribution to this collective fund. This could be a step in the direction of creating a sustainable financial infrastructure for the future.
- Scale up regionally / nationally: For regional / national level scale up of the model GoodWeave could engage with industry forum and multi-stakeholder initiatives, disseminating the results from the pilot and details about the model. Some of the institutions that could be covered are CII and FICCI (esp. the business and human rights wings); CSO forums on relevant areas such as Freedom Fund. Engage with national level industry forums such as Apparel Exports Promotion Council (AEPC); Export Promotion Council for Handicrafts (EPCH) and cluster level bodies like Okhla Garments and Textile Council (OGTC) and Tirupur Exporters Association (TEA).
- Engage government: Initiate government engagement, which can in the longer term improve scalability and sustainability. The starting point for such engagements are often at local / cluster level (such as with District Collectors); and from that to expand to state government machineries through labour and textile departments.

Apart from these recommendations emerging from the findings in each section of the evaluation, the study also makes a few **broader strategic recommendations** for fostering partnerships which can strengthen the program performance in the next phase. These are that GoodWeave should:

- Supplement its existing standard development process through wider consultations with brands, NGOs and agencies who look at issues of forced labour / record keeping of work related conditions in informal supply chains. This would help it to strengthen the existing standard, community participation in inspection and remediation procedures and strategically build its networks with other partners in the stakeholder community.
- Partner with NGOs to build the capacities of community members and teachers.
- Recruit additional staff with prior experience in community development and organizing, or partner with appropriate NGOs in program clusters to mobilize homeworkers.

All the above will require a specialised focus on multi-stakeholder engagement with a proper team in place to establish and manage these relationships.

Lessons learnt from the pilot

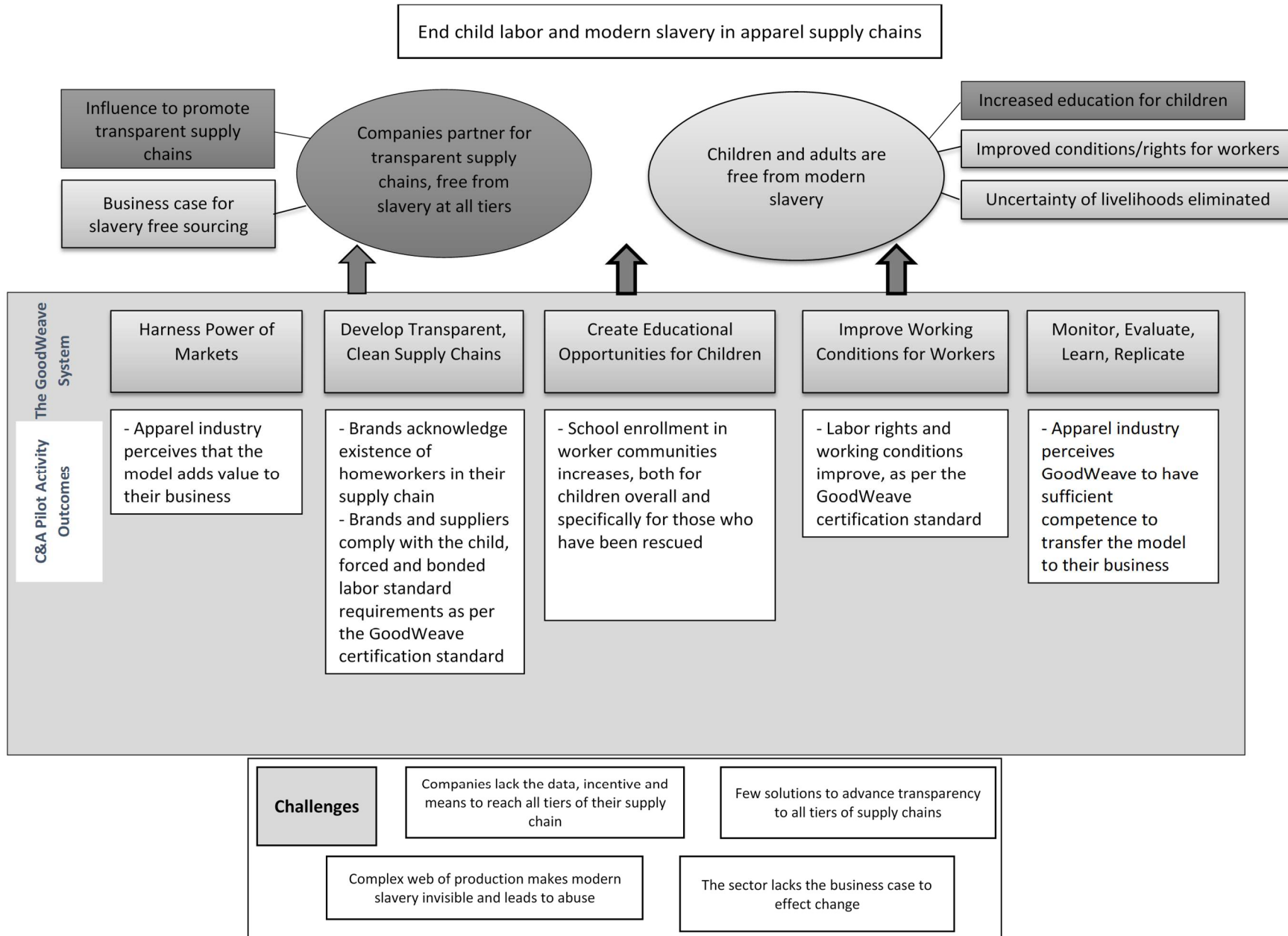
Key lessons learnt from the pilot are as follows:

- a. When entering a new sector focus on how it is different from carpets: In planning to replicate its model in the apparel and jewelry sector, GoodWeave has focused on the ways in which the apparel and jewelry sectors are similar to carpets. This is evident from both its internal documentation and the approach that it has taken to the pilot. A key lesson that has emerged from this evaluation is that it was equally, if not more important, to focus on the ways in which apparel and jewelry were different from carpets. This is particularly true given that GoodWeave had a greater focus on homeworkers in the apparel and jewelry sector than in carpets.
- b. Inform implementation with formative research: A second and related lesson is that when entering a new sector it is important to begin with an action research phase that identifies the most appropriate solutions for

that sector and therefore the expertise that is required to implement those solutions. In the pilot GoodWeave would have benefited from both diversifying its own team (in terms of experience and skills), as well as a greater focus on partnerships in areas that are not GoodWeave's core strengths (such as organizing communities).

- c. Set realistic goals: A third lesson is that when beginning a pilot in a new sector it is important to be modest not only in setting quantitative targets, but also in the number of outcomes that GoodWeave attempts to achieve. If GoodWeave intends to focus on certain outcomes to a greater extent than others, these priorities and areas of emphasis should be made explicit in key documents like the grant agreement. In the apparel pilot, while GoodWeave may have assumed that they would be focusing on child labour rather than forced labour or decent work, this was not mentioned in the grant agreement.

Annexure I: Theory of Change



The assumptions behind the design of the pilot are as follows:

- The model that GoodWeave has proven in the handmade carpet sector can be successfully replicated in the apparel sector.
- Brands are not aware of the outsourcing in their supply chains, especially at the homemaker level. Once brands become aware of outsourcing in their supply chain to homeworkers and the conditions therein, they will work with their suppliers to ensure no child or forced labour is employed.
- When brands require transparency and improved child labour and forced labour standards at the homemaker level, suppliers will cooperate to achieve these objectives. This may also improve business capacity and efficiency.
- When children are in school and learning, they are not working as labour. Over time as parents see educational results for their children, they will continue to support them and their siblings to go to school.
- Marginalized families can be convinced of the importance of education, and along with local schools mobilize to create a culture of education, leading to improved enrolment and retention, and reduced incidences of child labour. Irregular attendance at school is a key contributor to poor learning outcomes for children.

Annexure II: Toolkits and other relevant intervention models identified through desk research

1) Preventing Child Labour in Home-based Crafts Production - A Practical Toolkit for Business

This Toolkit was produced by Homeworkers Worldwide and Traidcraft Exchange. It was produced in response to requests from companies for practical guidance, and examples of good practice to support their efforts to address child labour in the home-based craft sector. The 'Toolkit' was developed as part of the EC-funded project 'Sustainable solutions in the fight against child labour in home-based craft production.'

<http://www.homeworkersww.org.uk/resources/preventing-child-labour-toolkit>

<http://www.homeworkersww.org.uk/assets/uploads/files/practical-toolkit-final.pdf>

2) The SEWA Worker Organization Model

SEWA is a NGO & trade union registered in 1972. SEWA has more than 2 million members and their main goals are to organize women workers for full employment. Full employment means employment whereby workers obtain work security, income security, food security and social security (at least health care, child care and shelter). SEWA organizes women to ensure that every family obtains full employment. By self-reliance we mean that women should be autonomous and self-reliant, individually and collectively, both economically and in terms of their decision-making ability.

As per SEWA, poor women's growth, development and employment occurs when they have work and income security and food security. It also occurs when they are healthy, able to access child care and have a roof over their heads. To ensure that they are moving in the direction of the two goals of Full Employment and Self Reliance, constant monitoring and evaluation is required, especially of the 93% workers in the informal supply chain of whom a majority are women including homeworkers.

The Eleven Questions of SEWA to study the impact of their Model:

1. Have more members obtained more employment?
2. Has their income increased?
3. Have they obtained food and nutrition?
4. Has their health been safeguarded?
5. Have they obtained child-care?
6. Have they obtained or improved their housing?
7. Have their assets increased? (E.g. their own savings, land, house, work-space, tools or work, licenses, identity cards, cattle and share in cooperatives; and all in their own name).
8. Have the worker's organizational strength increased?
9. Has worker's leadership increased?
10. Have they become self-reliant both collectively and individually?
11. Have they become literate?

http://www.sewa.org/About_Us.asp

3) Ending Child Labour: Need to Amend Law on Home-based Work

The Child Labour Law has one peculiarity – it does not prohibit children working at home. The result of this non-prohibition is that more than half of child labourers work at home, often as helpers in outsourced home-based work. In the export-oriented garment industry, for instance, this has led to a shift in the location of child labour from the factory to home-based work. Campaigns against child labour have been successful in ending factory-based child labour (most garment units have signs at the factory gates reading, "Children below 18 not allowed"). But, as a study by the Institute for Human Development showed, in and around Delhi where hand embroidery is prominent and out-sourced to women working at home, child labour now continues in home-based work.

Eliminating home-based work by children, however, needs more than just a change in laws. One consequence of withdrawing child labour would be to reduce household income. If the child is not forced into some other, illegal work, the income loss would need to be compensated by an adequate social security system. Another problem is that if home-based work, which is particularly carried on by women, continues then it would be virtually impossible to monitor whether or not child labour is involved. A way to enable women to continue home-based work, while eliminating child labour, would be to shift such work from the home itself to a nearby community centre, as was done successfully in Sialkot, Pakistan, and at Mewat in Haryana.

<https://blogs.economicstimes.indiatimes.com/CreativeDestruction/ending-child-labour-need-to-amend-law-on-home-based-work/>

4) Model Homeworking Policy;

Homeworkers Worldwide www.homeworkersww.org recommends companies adopt a homeworking policy, stating their positive recognition of the role homeworkers play in supply chains. This model homeworking policy provides a useful template with key principles to help you draw up your own company homeworking policy.

http://www.homeworkersww.org.uk/assets/uploads/files/hww_hw_policy.pdf

5) Bal Panchayat Model;

Empowering children: Rajasthan successfully experiments with the concept of bal panchayat, which involves children in the decision-making process at the village panchayat level.

UNICEF supported implementation of this model which puts children at the center of the decision making process for their welfare programs, was tried in the Bishnupur block of West Bengal a few years ago, has been implemented with gusto by two districts of Rajasthan - Ajmer, renowned for its dargah of Garib Nawaz, and Baran. Further details of this initiative can be found in the following link

<https://www.frontline.in/static/html/fl1820/18200670.htm>

6) Freedom Fund Southern India Hotspot

The Freedom Fund's hotspot in Tamil Nadu, southern India, aims to reduce bonded labour in textiles, especially affecting girls and young women in spinning mills. This hotspot is made possible through funding from C & A Foundation.

Through a comprehensive strategy, this hotspot program works closely with a wide range of organisations and businesses to reduce young workers' vulnerability to exploitation, strengthen mechanisms for worker protection, and help survivors to emerge from abuse.

<https://freedomfund.org>

Annexure III: Evaluation Matrix

| Topics from the ToR | Evaluation Question | Data Sources | Findings |
|--|--|--|---|
| | Relevance | | |
| <ul style="list-style-type: none"> • Appropriateness of the initiative design to achieving the intended objectives (evaluation questions 1.1 and 1.7) • Relevance and value to brands and suppliers (evaluation questions 1.2 and 1.3) | 1.1 How appropriate was the original design of the apparel pilot to ending forced and child labour, improving workplace conditions, and offering child protection and educational opportunities to different stakeholders in the target communities? Who did GoodWeave consider to be disclosed and undisclosed homeworkers, and how did this influence the pilot strategies? As the pilot evolved what were the changes that were made and why? What was the effect of these changes on the relevance of the pilot? | <p>IDIs: GoodWeave staff, C&A Foundation, trained women homeworkers, trained male workers</p> <p>Studies commissioned by GoodWeave to inform its interventions</p> <p>Publicly available evaluations of other programs</p> | <ul style="list-style-type: none"> • Pilot addressed the core issues of homeworkers and child labour in the homeworkers' communities; suppliers are participating and appreciative of the pilot, the supply chain has been mapped effectively; • Brands have acknowledged the existence of homeworkers in their supply chain and shown interest in addressing the issue in partnership with the pilot • 4,653 vulnerable children were identified through household surveys, and an additional sixteen child labourers were found through mapping and five were found through inspections. • GoodWeave also found forced/bonded labour cases among men and women, at both Dedicated Centres and in homes. However, the number of cases is not included in this report because GoodWeave has not reported these cases to brands as yet. • The CFC project is relevant to preventing incidences of child labour in the apparel and jewellery industries, and according to GoodWeave, between April 2017 to March 2018, on an average 94% of children attended school regularly. However, on its own it is insufficient to ensure that children who both work and study are not child labourers. • The training provided to homeworkers was only partially relevant to improving working conditions, and while the |
| | 1.2 How were the brands that participated selected, and why? What were their motivations? | IDIs: Brands, GoodWeave staff, C&A Foundation | |
| | 1.3 What (if any) are the reasons that suppliers and contractors participated in the pilot, beyond compliance? What (if any) was the value for suppliers in participating? What were the risks for suppliers in participating? | IDIs: Suppliers, contractors, GoodWeave staff, C&A Foundation | |
| | 1.4 How was the standard developed? Who was involved? How has it been used so far? | IDIs: GoodWeave staff | |
| | 1.5 How is the standard being viewed by brands and sector experts? What are the external factors (such as the policy environment) that could motivate brands to adopt the standard? | <p>IDIs: Brands, GoodWeave staff, C&A Foundation</p> <p>Review by Traidcraft sector experts</p> <p>Standard consultation documents</p> | |
| | 1.6 What are the key debates that relate to the standard, and how have they influenced its development? | <p>IDIs: Brands, GoodWeave staff, C&A Foundation</p> <p>Standard consultation documents</p> | |
| | 1.7 How appropriate has the design of the CFC project been to preventing incidences of child labour in both the handmade carpet and apparel and jewellery industries? | IDIs: Mothers and fathers of tracked children, GoodWeave staff, C&A Foundation | |

| Topics from the ToR | Evaluation Question | Data Sources | Findings |
|---|--|--|--|
| | | <p>Studies commissioned by GoodWeave to inform its interventions</p> <p>Publicly available evaluations of other programs</p> | <p>standard's Progress Principles have the potential to do so the fact that they are not required for certification limits their ability to improve working conditions directly.</p> |
| Efficiency | | | |
| <ul style="list-style-type: none"> ●Efficiency in execution; in time & were targets realistic? (evaluation question 2.1 and 2.3) ●Tracking outputs and outcomes (evaluation question 2.2) ●Mechanisms to capture and use experiences and lessons (evaluation question 2.2) | <p>2.1 Could the pilot have done more, in areas such as brand acquisition, and in making the supply chain more transparent and transforming it? What were the opportunities that were missed in the pilot, and what has been learnt?</p> | <p>IDIs: GoodWeave staff, C&A Foundation, youth facilitators</p> <p>Documentation of lessons</p> <p>GoodWeave's reports to C&A Foundation</p> | <ul style="list-style-type: none"> ● GoodWeave has achieved, and in some cases exceeded, the targets set in the pilot design stage (with some delay especially in yr 1). Most of these targets achieved were against indicators of outputs set in the LFA, with the exception of retention which was an outcome. ● GoodWeave currently tracks indicators of increased access to education, and has a particularly clear process for tracking attendance. However, the evaluation did not find evidence that other key outcomes were measured by GoodWeave. ● The standard could not be rolled out during the pilot period, however draft standards have been developed through rounds of consultations, mapping and inspection processes. |
| | <p>2.2 To what extent have the results of the pilot (outputs and outcomes) been documented by GoodWeave? To what extent have lessons (along with other experiences) been documented, shared and acted upon by GoodWeave? Can the incorporation of lessons from the pilot be enhanced in subsequent phases?</p> | <p>IDIs: GoodWeave staff, C&A Foundation</p> <p>Documentation of lessons, results and experiences</p> <p>GoodWeave's reports to C&A Foundation</p> | |
| | <p>2.3 To what extent were the results achieved timely and commensurate with the efforts expended?</p> | <p>IDIs: GoodWeave staff, C&A Foundation</p> <p>GoodWeave's reports to C&A Foundation</p> | |
| Effectiveness | | | |
| <ul style="list-style-type: none"> ●Results of the initiative (evaluation questions 3.1, 3.2, 3.4, 3.5 and 3.6) | <p>3.1 Did the participation of C&A, Monsoon Accessorize and Arcadia influence the participation of other brands, and if so why?</p> | <p>IDIs: Brands, C&A Foundation, GoodWeave staff</p> <p>GoodWeave's notes from discussions with brands</p> | <ul style="list-style-type: none"> ● GoodWeave has achieved, and in some cases exceeded, the targets set in the pilot design stage. Most of these targets achieved were |

| Topics from the ToR | Evaluation Question | Data Sources | Findings |
|---|---|--|---|
| <ul style="list-style-type: none"> Perceptions of stakeholders (evaluation questions 3.1, 3.2 and 3.4) | 3.2 As a result of participating in the pilot, how willing are brands to disclose outsourcing to homeworkers? Is disclosure alone sufficient for brands to change their behaviour to benefit homeworkers? | IDIs: Brands, suppliers, C&A Foundation, GoodWeave staff | against indicators of outputs set in the LFA. <ul style="list-style-type: none"> The pilot's performance against its desired outcomes has been more mixed. The pilot has been effective in increasing access to education for children at risk of becoming child labourers. However, whether this has reduced child labour or not depends on whether children in school continue to work long hours, and is yet to be established by GoodWeave. The pilot has also been less effective in ending forced labour and improving working conditions. |
| | 3.3 What has GoodWeave found through inspecting Dedicated Centres and homes? What has changed? What has been GoodWeave's contribution to that change? Where remediation has occurred, why were particular approaches chosen and how appropriate were they? What have been the risks involved? | IDIs: GoodWeave staff, C&A foundation, contractors, remediated children Documentation of inspections and remediation GoodWeave's reports to C&A Foundation | |
| | 3.4 What are the suggestions that participating brands, suppliers and contractors have to improve results? How should GoodWeave work with brands, suppliers and contractors in the future? | IDIs: Brands, suppliers, contractors, C&A Foundation, GoodWeave staff | |
| | 3.4 How effective has the process been by which the CFC initiative has identified at-risk children, and supported them to attain age-appropriate language and mathematical competencies, and through case management? | IDIs: C&A Foundation, GoodWeave staff, all CFC stakeholders (youth facilitators, parents, teachers and principals) Documentation on at-risk children and their learning outcomes GoodWeave's reports to other donors | |
| | 3.6 How effective has the CFC initiative been at linking non-school going children with formal schools and improving school attendance (retention)? | IDIs: CFC stakeholders, GoodWeave staff Documentation on enrolment and attendance GoodWeave's reports to other donors | |
| | 3.7 How effective has the CFC initiative been in engaging youth and other relevant stakeholders, such as parents, teachers and | IDIs: CFC stakeholders, GoodWeave staff | |

| Topics from the ToR | Evaluation Question | Data Sources | Findings |
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| | principals, in building a Child Friendly Community? | GoodWeave's reports to other donors | |
| Sustainability | | | |
| <ul style="list-style-type: none"> • Challenges and risks (evaluation question 4.3) • Factors impacting potential for sustainability beyond pilot (evaluation question 4.1, 4.3 and 4.4) • Feasibility of scaling (evaluation question 4.4) | 4.1 What are the outputs and outcomes that the next phase should plan to achieve (if the grant is extended) and how? Which of these outputs and outcomes does GoodWeave have the capacity to achieve, and where are partners required (if at all)? | IDIs: GoodWeave staff, C&A Foundation | <ul style="list-style-type: none"> • In the short-term, GoodWeave has diversified its sources of grant funding to ensure financial sustainability • In the long-term, GoodWeave plans to fund most of the costs of its model through licensing fees, an approach that has proven in the carpet sector • However, given the extent of the dependence on brands (both to implement and fund the model), the evaluation found the reservations expressed by participating brands about the pilot to be of concern. While according to GoodWeave they are in discussion with five other brands who are interested in this work, none of these brands have signed MoUs with GoodWeave as yet. The evaluation therefore found that there is a substantial risk of disengagement by the brands that have participated in the pilot, and that this risk has not been adequately mitigated. |