



**Final Evaluation Report
UN Women Trust Fund Program**

**Anti-harassment committee and violence prevention system in
export-oriented garment factories**

Tirupur, India
Bengaluru, India
Dhaka, Bangladesh

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Table of content

Table of content	2
Executive summary	3
1. Context of the Project	7
1.1. India	7
1.2. Bangladesh	8
2. Description of the Project	10
3. Purpose of the evaluation	13
3.1. Objectives and scope	13
3.2. Evaluation team	13
3.3. Evaluation questions	13
3.4. Evaluation methodology	14
4. Findings & Analysis	17
5. Conclusions	41
6. Key recommendations	44
7. Annexes	46
7.1. Annex 1: Final version of Terms of Reference	46
7.2. Annex 2: Inception report	59
7.3. Annex 3: Beneficiary Data Sheet	72
7.4. Annex 4: Methods: Semi-structured interview questions	74
7.5. Annex 5: List of persons/institutions interviewed/consulted	78
7.6. Annex 6: List of supporting documents reviewed	80
7.7. Annex 7: CVs of evaluator(s)	81

Executive Summary

1. The project 'Anti-harassment committee and violence prevention system in export-oriented garment factories' started in October 2011 up to 31 March 2015. It has been supported by the UN Trust Fund to End Violence Against Women, a leading global grant-making mechanism exclusively dedicated to addressing violence against women and girls in all its forms. The Fund supports effective initiatives that demonstrate that violence against women and girls can be systematically addressed, reduced and, with persistence, eliminated.

2. The overall goal of the project under evaluation is “women and girls working in targeted export-oriented garment factories in South India and Bangladesh experience a more supportive and satisfying working environment which includes less verbal abuse, psychological abuse, physical abuse and sexual harassment”. Activities were implemented in two countries, India (Tirupur and Bangalore) and Bangladesh (Dhaka), in a total of three cities with reported occurrence of high levels of violence against women in the garment industry. The primary beneficiaries of the project are 25,500 female migrant workers. The secondary beneficiaries are private sector employers of garment factories.

3. The project partners set out to develop a functional violence prevention and reduction system, which can be replicated in other factories, countries and even industries. The project aimed to achieve this through strengthening the capacity of actors - at factory, community and (inter-) national level - to reduce violence against women in garment factories. The strategies employed in the project are designed to address the multiple causes of workplace violence against women, ensure lasting impacts and provide a replicable model for other factories and cities. This is why the implementing partners have chosen to work closely with member brands of Fair Wear Foundation. **In total 8 member brands participated in the project, contributing their support to the achievement of the project goals.**

4. The purpose of the evaluation is to understand the relevance and impact of the project, to assess the effectiveness of the project, to learn from lessons learned, and to formulate recommendations for replication. The overall objectives of the evaluation as stipulated in the Terms of Reference were to: (1) evaluate the entire project choosing a number of factories and workers as samples in terms of effectiveness, relevance, efficiency, sustainability and impact, with a strong focus on assessing the results at the level of outcome and project goals; (2) generate key lessons and identify promising practices for learning; and, (3) provide recommendations for extending implementation of the program to more factories.

5. For the purpose of this evaluation, a selection of a total of 5 factories was made in the project areas of Tirupur (2 units of analysis) and Dhaka (3 units of analysis) that

functioned as case studies. Two additional factories, one for each project area, were visited of which the member brand had pulled out of the program before the program ended. In total 38 factories were participating in the Project at the end of the implementation period. Out of these, 33 factories are based in Bangladesh and 5 factories are based in India. For the purpose of the case studies, a combination of semi-structured interviews and document analysis was used to address the evaluation questions (see evaluation matrix p. 60).

6. Raising the awareness of the workforce at different levels in the factory, collaborating with different players along the value chain, and establishing functional supportive mechanisms along existing institutional frameworks has shown to be an effective approach to dealing with VAW and harassment issues in the garment industry. Still, gaining the trust of and confidence from workers, and dealing with social and cultural stigma of gender-based violence clearly requires patience and time. Establishing anti-harassment committees is an effective way of encouraging workers, management and member brands to cooperate with third parties to address sensitive and often hidden issues of harassment. Not only does it contribute to encouraging workers to make official complaints, but also to motivate factories to see the benefits of addressing these issues.

7. The Project has been able to reach its (adjusted) targets in terms of number of complaints recorded with the AHC/ICC and hotline, while exceeding the number of established and functional AHC/ICC across both countries (after mid-term adjustments to project goals). In addition, the project was able to reach more than the expected beneficiaries, while the level of awareness differs across the board as not all beneficiaries have received the same amount of training and/or information.

8. Women workers, especially those who have been elected as AHC/ICC members, experience more friendly working environments in factories that have been part of the Project in part because of the preventive nature of the AHC/ICC and the support given by third party organizations. This preventive nature relates especially to those forms of harassment that are more overt and occur more frequently on the work floor (such as verbal abuse). Those forms of harassment that still face stronger sense of social and/or cultural stigma (such as sexual harassment) remain present in the factories, and will require continued efforts of awareness raising and capacity building of the grievance procedures in the factory to deal with such issues. The lead partner FWF has already established further support beyond the UN Trust Fund framework for continuation of the Project's activities.

9. Certain external factors (such as the adoption of the Anti-Harassment Act in India, and rising public attention for Corporate Social Responsibility issues in both countries) enabled the FWF officers to push their agenda forward and benefit from ongoing developments. FWF used these opportunities to their advantage and reacted

flexible in their program design to cope with any changes that might follow. However, the priority given to Factory Safety issues required FWF and member brands to be even more persuasive in their appeal to factories to deal with issues of VAW and anti-harassment as well.

10. A recommendation to increase the effectiveness of the Project is to develop complementary alternative training materials in order to increase the frequency of interaction with the topic of VAW and anti-harassment, to raise awareness among a bigger portion of the workforce; and to deal with high turn-over rates at factories. These training materials can take the form of multimedia clips of 5 minutes to be shown at different times at the factory, newsletters or short comics to reach out to a diversified workforce with different literacy levels and language skills.

11. The project responded to the needs of women and girls, specifically working in the export-oriented garment industry in three cities in India and Bangladesh. The impact of the project outside of the geographic coverage, and selection of factories, remains limited, though this was not directly an objective of the Project. **To increase the impact, inspiration could be taken from the local partner in India, which has organized, parallel to and complementary to the trainings, off-site community training.** According to them, this face-to-face interaction away from factory premises was essential in gaining the trust from female workers that were distrustful and/or fearful of factory management, and of any external influence such as trade unions.

12. FWF ensures that the methodologies developed will get a foothold in large international organizations, such as the ILO, which could provide incentives to carry out the strategies beyond the geographic scope of the current project. The focus group methodology that was developed to engage with workers at factories has been received with great enthusiasm by the ILO Turin Training Centre and will be developed into a methodology that can be replicated in different settings. This methodology allows workers to express their thoughts and feelings through art work shops, and this allows trainers to deal with common issues such as different levels of education, language barriers, literacy levels and cultural barriers.

13. It is recommended to investigate to what extent member brands incorporate and internalize social corporate responsibility criteria, such as reducing VAW and anti-harassment, when relying on FWF auditing services. Such research could lead to understanding what issues member brands have prioritized and/or what factors influence priority setting in corporate social responsibility.

14. While challenging, it could be recommended to involve the local government more in similar activities in the future in order to have a foothold with the influential labor inspectors, as well as strengthen the bargaining power of FWF in terms of establishing mandatory laws, which would increase the impact of the Project's results. One suggestion is to follow-up on the Indian local government's interest in developing a joint training manual on harassment issues and fire & safety issues for their Labor Inspectors.

15. In addition, it could be interesting to collect different harassment cases that have been dealt with in a collaborative way, and compile these stories in a accessible publication to inform other stakeholders (for potential replication) of successful procedures and struggles faced in handling such sensitive issues.

1. Context of the project

1.1 India

Garment industry

The textile and garment industry plays a crucial role in the Indian economy: it is a major foreign exchange earner (contributing to 17% of the country's export) and is the second largest employer after agriculture, with a total of 35 million workers.¹ Today, the garment sector is a thriving industry in Bangalore, Tirupur and Chennai in the south, and in Delhi and surrounding NCR region in the north. In the south, more than 80% of the workforce consists of women that are often first generation industrial workers, many of whom have migrated from rural areas for employment. The workforce usually comprises of unskilled or semi-skilled workers. Because of the lack of previous experience as industrial workers, garment employees have little awareness of labor rights. In addition, as workers in the southern cities are predominantly women, this adds to their sense of vulnerability as female workers face the stigma of social perceptions of women's abilities and patriarchal attitudes. And, the industry is faced with a highly mobile workforce, meaning that few workers have a long-term stake in the factory of employment.²

Laws & rulings

In April 2013 the Sexual harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act was passed. Following *Vishakha* Guidelines issued by the Supreme Court in 1997, the new law in India states that an Internal Complaints Committee, or ICC, should be established at factory level, elected by the workers. While functioning under a different name than the program's Anti Harassment Committee (AHC), the ICC guidelines stipulate similar requirements as the current program: "The Complaints Committee should be headed by a woman and not less than half of its members should be women. Further, to prevent the possibility of any undue pressure or influence from senior levels, such Complaints Committee should involve a third party, either an NGO or other body who is familiar with the issue of sexual harassment. The function of this committee would be formal redressal of complaints of sexual harassment and the arbitration of crises arising out of incidents of sexual harassment and assault." However, the Centre of Indian Trade Unions (CITU) argues "even in organized industries these committees are not being formed as specified in the law. First, the society is not very sensitive to harassment. And second, the women themselves are not very serious about the need of such a committee."

Violence against women

Despite the fact that many companies still have no anti-harassment committee (or ICC) as required by law in 2013, the government has publicly announced on frequent occasions that it

¹ Devaraja (2011) Indian Textile and Garment Industry- An Overview. University of Mysore.

² Mani (2011) Garments Sector and Unionisation in India. Some Critical issues. CIVIDEP, Bangalore.

will enforce the law on anti-harassment. On 18 September 2014, the Minister of Women and Child Development said, “any organization that does not have a sexual harassment committee will face serious legal action” during a press conference. Her statement and the necessity of the enforcement of the law underscore the state of VAW in India. Violence against women in urban cities in India was considered a passé until the infamous rape case in Delhi happened in December 2012. The incident brought the topic of VAW to the fore all around the world. Government felt the pressure to act urgently, and after 17 years of waiting the landmark Act on Prevention, Prohibition and Redressal was passed. However, government remained slacking in terms of putting an effort in the enforcement of the law. There were few comments by state leaders which were very regressive, as FWF argues in their final report: referring to a gang rape in a village in northern state in India, a leader said to the media “Boys will be boys...boys commit mistakes. Will they be hanged for rape?” Such statements show the social perception of VAW in India by prominent leaders, let alone the general public.

Politics and governance

Since 2014 a new government is in place that is described as more “pro-capitalist”: meaning it is in favor of liberalizing labor laws, which includes amending child labor laws bringing down the minimum age to even below 14 years of age for family workshops. The Guardian reports: “An amendment to India’s Child Labour Prohibition Act seeks to permit children under 14 to work in “family enterprises”, a euphemism for industries such as carpet-weaving, *beedi* (cigarette) rolling and gem-polishing. Altering the act that was otherwise set to make all forms of child labor illegal will push millions of children into work rather than education”.³ Local stakeholders argue that these amendments show the tendency of the government that wishes to promote foreign investment, and hopes that more lenient labor laws will allow attracting more business interest, with potential negative effects for workers of the garment industry and other industries.

1.2 Bangladesh

Garment industry

In the late 1970s Bangladesh was a prime location for East Asian countries seeking ways around the Multi-Fibre Agreement (MFA). Introduced in 1974, the MFA protected the garment industries of the United States, Canada and some West European countries from cheap imports of garments from developing countries. Since Bangladesh at that time was not perceived as a serious threat to the industry, it escaped MFA import quotas⁴. Ever since, the readymade garment industry in Bangladesh has spearheaded and now accounts for nearly 60 percent of Bangladesh’s export earnings. According to the Bangladesh Bureau of

³ <http://www.theguardian.com/global-development/2015/may/18/india-child-labour-law-families-poverty>

⁴ Farouk (2005) Violence against women: a statistical overview, challenges and gaps in data collection and methodology and approaches for overcoming them. Expert Group meeting. UN Division for the Advancement of Women. 11-14 April. Geneva, Switzerland

Statistics, the Readymade Garment (RMG) sector in Bangladesh employs approximately two million people, of which approximately 85 percent are women.

The RMG sector is a female-labor-dominated, export-based manufacturing industry. The majority of factory workers are women from rural areas, migrating to urban areas to find employment. Women's relative lack of marketable skills and education makes garment work highly attractive. The RMG industry offers women on average the opportunity to receive higher wages than in alternative sectors, such as in the agricultural sector, domestic services or in construction.

Violence against women

The UN reports that violence against women is amongst the most serious threats to overall development and progress in Bangladesh. Widespread violence and repression in numerous forms put women's lives at risk in almost all parts of the country. Although women constitute half of the population, various indicators reveal that the status of women is much lower than that of men. "Women are subjected to discrimination and violence within the household, at the workplace and in the society. Their inferior status can be traced to the patriarchal values entrenched in the society which keep women subjugated, assign them a subordinate and dependent role, and prevent them from accessing power and resources."⁵

Law & rulings

An important change in the context of addressing harassment in the garment industry of Bangladesh was the High court ruling of 2009 on violence against women in which guidelines have been stipulated for the installation of complaint centers headed by women, to prevent sexual abuse/harassment of women and girls at education institutions, offices, factories and workplaces. Notice how this judgment is called a ruling, not a law, in contrast to the development in India where the Court's ruling from 1997 turned into law in 2013. While the Bangladesh High Court has asked the government "to treat the guidelines as law until necessary laws are enacted by the parliament on the basis of the guidelines" (BGMEA circular 2010), local stakeholders mentioned that the absence of an official law has limited the adoption of the ruling in practice, as it is not perceived as mandatory as such. Still, these first judicial steps have offered FWF a supportive framework in their dealings with industry players.

Turning point

In 2013, the disastrous collapse of Rana plaza occurred, taking the lives of thousands of garment factory workers. This event shook up the industry and placed responsible business practices in the spotlight. The vice-president of the most influential employer's organization of the industry in Bangladesh, Bangladesh Garment Manufacturers & Exporters Association

⁵ ibid

(BGMEA), describes the reaction of industry players as follows: “The industry has come to realize that we cannot afford another Rana Plaza. So now we are involved with Accord and Alliance, no factory can escape this any longer. [...] It has also brought a change in mindset. Before, factories just wanted to fulfill compliance for the sake of customer requirements. Now, they have come to realize the importance of caring for their workers, and putting them first.” The issues of Building & Fire Safety issues however received priority with many factories, because of this incident and the attention in the media and public eye, which to a certain extent overshadowed “soft” issues related to VAW and sexual harassment, according to FWF Bangladesh project officers.

Political strife

During that same year and consecutively in 2014, Bangladesh faced a challenging period for the garment industry due to frequent unrest, strikes and violent political clashes. Factories had to shut down on many occasions due to national *hartals* (strikes), which pressured orders and production schedules. “This constricted the time for suppliers to devote attention to alternative programs and trainings, such as those concerning social standards”, says the local partner. The strikes did lead to an amendment of the former Bangladesh Labor Law, in which the government announced a new minimum wage among other things. Here, the influence of the national employers association BGMEA should be emphasized. The association is known to have extensive influence and power over not only the industry, but also has an important voice in government.

2. Description of the project

The project started in October 2011 and the project end date is 31 March 2015. The total duration of the project was 3 years plus an extension period of 6 months. It has been supported by the UN Trust Fund to End Violence Against Women, a leading global grant-making mechanism exclusively dedicated to addressing violence against women and girls in all its forms. The Fund supports effective initiatives that demonstrate that violence against women and girls can be systematically addressed, reduced and, with persistence, eliminated. Activities were implemented in two countries, India (Tirupur and Bangalore) and Bangladesh (Dhaka). Three cities were identified based on high levels of violence against women reported either statistically or anecdotally by the project partners in those areas.

The overall goal of the project “*Anti-harassment committee and violence prevention system in export-oriented garment factories*” is “women and girls working in targeted export-oriented garment factories in South India and Bangladesh experience a more supportive and satisfying working environment which includes less verbal abuse, psychological abuse, physical abuse

and sexual harassment".⁶ The primary beneficiaries of the project are 25,500 female migrant workers. The secondary beneficiaries are private sector employers of initially 50 factories, which were later adjusted to 36 factories.

Description of primary beneficiaries per project area:⁷

Tirupur: Tirupur accounts for approximately 600,000 garment workers, of which an estimated 20% is locally recruited and 80% is migratory in nature, primarily from rural Tamil Nadu. The area covers about 4,500 industrial unites. The Tirupur based employees are mostly uneducated and semi skilled women workers outnumbering skilled women workers, and most are aged 15 to 35. Approximately 40% of them are married.

Bangalore: An estimated 500,000 workers are employed in around 1,200 factories. More than 85% of the work force is female, most under the age of 35. The level of migrant workers in Bangalore is relatively lower, as many migrant workers have lived in the city for several years. New migrant workers account for about 20% of the total. Similar high levels of harassment and abuse are estimated for workers in Bangalore as in Tirupur.

Dhaka: Garment workers in Dhaka are also estimated to be 20% local and 80% migrants from poor rural areas of Bangladesh. An estimated 3 million semi-educated or uneducated women work in the garment industry. Most are aged 18-30 and 50% are married.

The key stakeholders of the project are local and international trade unions, NGOs, business associations and local governments.

The project partners set out to develop a functional violence prevention and reduction system, which can be replicated in other factories, countries and even industries. The project aims to achieve this through strengthening the capacity of actors - at factory, community and (inter-) national level - to reduce violence against women in garment factories. The strategies employed in the project are designed to address the multiple causes of workplace violence against women, ensure lasting impacts and provide a replicable model for other factories and cities. This is why the implementing partners have chosen to work closely with member brands. In total 8 member brands participated in the project.

The forms of violence addressed in this project include:

⁶ See Annex 1: Terms of Reference Final Evaluation

⁷ Description retrieved from Full Proposal

- Verbal abuse: the most commonly reported issue; in some factories it has been reported by workers as a virtually daily occurrence.
- Physical abuse: workers report being hit or pinched by supervisors as a disciplinary measure
- Sexual harassment: defined as “unwelcome sexually determined behavior”
- Physical assault, sexual assault and rape: the highest levels of danger occur either when women are commuting to and from the factory, particularly at night, or in the factory hotels where many migrant workers live
- Sumangali forced labor: a form of forced labor, which requires women to live in often-unsafe factory hostels, with little outside contact.

The project is built around a **Theory of Change** that consists of a three-level process for creating capacity to prevent, report and remediate workplace violence against women. The core factory-level capacity building is supported by community and international systems, which provide assistance and backup if factory-level systems are not fully functional. At community level, local trade unions serve as a resource for the Anti-Harassment Committees. Local partners strengthen the functioning of the AHCs by either giving continuous training or providing a representative to support. FWF via local partners maintains a workers’ complaint hotline as a complementary tool in case the factory level committees do not function well. Any complaints filed are forwarded to the relevant international member brands. FWF can use the brands’ leverage due to its existing business relationship with factories to address complaints that cannot or are difficult to be solved at local level. At the international level FWF conducts annual brand performance checks of the way member brands manage supply chains and following publishes the results on the FWF website. FWF also works with international stakeholders to promote the project that contributes to eliminating VAW at the workplace.

The project was managed by five organizations, referred to as ‘partners’ in the Full Proposal submitted to the UN Trust Fund. FWF was responsible for overall management of the project, and to coordinate activities with member brands. The local partners shared the responsibility of managing project elements in each pilot city.

Implementing partners	Country	Project area
Fair Wear Foundation (lead)	The Netherlands	all
Social Awareness and Voluntary Education (SAVE)	India	Tirupur
CIVIDEP	India	Bangalore
Alternative Movement for Resources and Freedom Society (AMRF Society)	Bangladesh	Dhaka

Awaj Foundation	Bangladesh	Dhaka
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For the purpose of the baseline and end line surveys, the trainers of the local implementing partners of Fair Wear Foundation conducted the off-site interviews and on-site individual and group interviews. For both the baseline and the end line, local partners were responsible for undertaking the surveys. Furthermore, the project partners submitted narrative and, result and activity reports for each required project period. Progress reports were due each half-year, and annual reports were delivered on a yearly basis.

3. Purpose of the evaluation

3.1. Objectives and scope

The overall objectives of the evaluation as stipulated in the Terms of Reference are to:

- a) evaluate the entire project choosing a number of factories and workers as samples in terms of effectiveness, relevance, efficiency, sustainability and impact, with a strong focus on assessing the results at the level of outcome and project goals
- b) generate key lessons and identify promising practices for learning
- c) provide recommendations for extending implementation of the program to more factories

The evaluation covers the entire project duration from 1 October 2011 to 31 March 2015, and covers the geographical areas of Dhaka (Bangladesh) and Tirupur (India). Bangalore had no active factories participating in the project at the time of evaluation, because member brands were no longer sourcing from the participating factories. The evaluation focuses on the results at primary and secondary beneficiary level.

The purpose of the evaluation is to understand the relevance and impact of the project, to assess the effectiveness of the project, to learn from lessons learned, and to formulate recommendations for replication.

3.2. Evaluation team

The team consists of two international consultants: the lead evaluator and the Quality Controller (see Annex 6 for CVs). The lead evaluator is responsible for undertaking the evaluation from start to finish and for managing the evaluation team under the supervision of the evaluation task manager from the grantee organization, for the data collection and analysis, and as well as report drafting and finalization in English. The Quality Control consultant is responsible for giving feedback, and analyzing data. The consultant has a specific focus on gender and is experienced with UN system evaluation methodologies and requirements.

3.3. Evaluation questions

The below table offers a complete overview of the evaluation questions provided in the evaluation matrix, as per approved Inception Report.

	Evaluation Questions
Effectiveness	1) To what extent were the intended project goal, outcomes, and outputs achieved and how?
	2) To what extent did the project reach the targeted beneficiaries at the project goal and outcome levels? How many beneficiaries have been reached?
	3) To what extent has this project generated positive changes in the lives of targeted (and untargeted) women and girls in relation to the specific forms of violence addressed by this project? Why? What are the key changes in the lives of those women and/or girls?
	4) What internal and external factors contributed to the achievement and/or failure of the intended project goal, outcomes and outputs? How?
Relevance	5) To what extent was the project strategy and activities implemented relevant in responding to the needs of women and girls?
	6) To what extent do achieved results continue to be relevant to the needs of women and girls?
Sustainability	7) How are the achieved results, especially the positive changes generated by the project in the lives of women and girls at the project goal level, going to be sustained after this project ends?
	8) If the project was successful in setting up new policies for private sector employers (both for FWF member brands and for factories), is the policy change likely to be institutionalized and sustained?
Impact	9) What are the unintended consequences (positive and negative) resulting from the project?
Knowledge generation	10) What are the key lessons learned that could be shared with other practitioners on Ending Violence against Women and Girls?
	11) Are there any promising practices? If yes, what are they and how can these promising practices be replicated in other projects and/or in other countries that have similar interventions?

3.4. Evaluation methodology

Sub-sections	Inputs by the evaluator(s)
Description of the evaluation design	The evaluation was designed ex-post only, without comparison group, although the baseline and end line survey results, implemented by local partners of FWF, were utilized to make comparisons of pre-project and post-project results.
Data sources	The evaluation is based on the collection of primary and secondary data. Primary data sources concern interview respondents ⁸ and additional factory policy documentation (accessible only on site). Secondary data sources have been stipulated in the Terms of Reference and are presented once more below ⁹ :

⁸ Ref. Annex 7.5 List of persons and institutions interviewed or consulted and sites visited

⁹ Ref. Annex 7.6, List of supporting documents reviewed

	<ul style="list-style-type: none"> - Relevant national strategy documents (based on summaries provided by FWF based on FWF mid-term reports). For India this constitutes the Anti-harassment act (ICC act) and for Bangladesh this refers to the high court verdict on workers participation committee regulations. For FWF this constitutes the FWF policy on anti-harassment at work. - Strategic and other planning documents (e.g. project document). This refers to the RRF (2013) and the project proposal. - Baseline data reports. This includes: results monitoring plan; baseline reports from India and Bangladesh; comparison report of brand performance check of the 8 brands before and after; and comparison report of audit results in project factories (including items related to grievance procedures and anti-harassment policy) conducted by FWF auditors unaffiliated with the project. - Endline data reports. Although not explicitly mentioned in the ToR, end line data reports have been consulted and made available after field visits were conducted. - Monitoring plans, indicators & summary of monitoring data (detailed AHC complaint reports; detailed hotline complaint reports were not available) - Progress and annual project reports
<p>Description of the data collection methods and analysis</p>	<p>For the purpose of the case studies that offered insights for the final evaluation, a combination of research methods was used. Each evaluation question was addressed by one or a combination of methods described below.</p> <p>Semi-structured interviews</p> <p>For the purpose of this evaluation, the evaluator conducted multiple semi-structured interviews with different stakeholders along the value chain relevant to the selected cases in Tirupur and Dhaka (see below under 'description of sampling').¹⁰ This means that a sound case selection was an essential component of the evaluation for it to be demonstrative for the program across factories. The evaluator was expected to undertake fieldwork in the three project areas, in order to conduct the required interviews.¹¹ However, since no factories were active in Bangalore, the field phase was restricted to two of the project areas (Tirupur and Dhaka).</p> <p>For each case the following respondents were involved:</p> <ul style="list-style-type: none"> - AHC members - Factory management - Local stakeholders (business association, trade unions) - Local partner organization(s) - FWF country representative - Affiliated pilot FWF member brand <p>The Anti Harassment Committee being a representative body of the workers was able to offer sufficient insights into the perspectives of the workers on progress made. Therefore, as proposed in the Inception Report, the evaluation did not conduct interviews with other workers. Furthermore, baseline and end line surveys (not yet finalized at time of field research, but provided and consulted after the field research</p>

¹⁰ The suggested number in the Terms of Reference (p4) of 10% of the factory management and workers cannot be realized within the framework of the evaluation. We have chosen for a limited sample of 4 cases and respective respondents as presented in the inception report to demonstrate level of effectiveness. Additional factories were visited and representative respondents interviewed as supportive evidence to the selected units of analysis.

¹¹ Given evaluation budget restrictions, we have deviated from the ToR and, with prior consent decided that the quality control consultant would not go the field.

	<p>was finalized) conducted by local consultants provided data to grasp perspectives and changes at the level of the factory workers. The criteria of the project design in terms of outcomes and outputs were adjusted in 2013, which also influenced the formulation of the end line survey versus the baseline survey. This has to a certain extent limited the comparability of the results.</p> <p>Also, FWF project staff at the FWF headquarters was interviewed in order to gain supportive arguments and understandings to policy document analysis that was previously conducted.</p> <p>Document analysis</p> <p>Both primary and secondary data sources were consulted in the process of the evaluation. For a detailed list of documents addressed, please refer to Annex 4.</p>
<p>Description of sampling</p>	<p>In total 38 factories were participating in the Program at the end of the implementation period. Out of these, 33 factories are based in Bangladesh and 5 factories are based in India. For the purpose of this evaluation, a selection of a total of 5 factories was made in the project areas of Tirupur (2 units of analysis) and Dhaka (3 units of analysis) that functioned as case studies. Two additional factories, one for each project area, were visited of which the member brand had pulled out of the program before the program ended. The cases have been selected based on purposive sampling technique, according to criteria set out below. The respective country program officers have aided in making the final selection of the cases based on the proposed criteria and their experience with the units of analysis (factories). As each factory is linked to a pilot member brand, FWF had indicated it required clearance from the respective parties before the cases were selected. Eventually all member brands approached agreed to collaborate with the evaluation.</p> <p>Each selected case has as central unit of analysis, i.e. a factory participating in the program. Each factory has a similar compilation of program beneficiaries and stakeholders that is part of the evaluation.</p> <p>The below criteria have been taken into account while making the selection of cases that are relevant to the evaluation.</p> <p>General criteria:</p> <ul style="list-style-type: none"> - Factory involvement in program - AHC established - Factory management willingness - FWF pilot brand member willingness - Availability of baseline and end line data <p>Based on preliminary discussions with all country project officers at FWF headquarters, certain factors were identified that were linked to lower or higher level of engagement at the level of factory management, pilot brand member or to the capacity of the AHC.</p>
<p>Description of ethical considerations in the evaluation</p>	<p>The evaluation has been conducted in accordance with the principles outlined in the UN Evaluation Group (UNEG) 'Ethical Guidelines for Evaluation'. The evaluation team, where appropriate:</p>

	<ul style="list-style-type: none"> - Guaranteed the safety of respondents and the research team - Applied protocols to ensure anonymity and confidentiality of respondents (none of the results and outputs can be traced back to individual respondents, nor specific units of analysis) - Provided referrals to local services and sources of support for women that might ask for them (none of such cases occurred, though members of FWF and/or a local partner were available to provide support if necessary) - Ensured compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and youth (this was not necessary) - Store securely the collected information (protected digital environment) <p>In addition, since FWF works with factories and international brands, the evaluators made sure:</p> <ul style="list-style-type: none"> - To keep names of workers, factories and brands confidential - To communicate with FWF before interviewing factory management, so that brands could be informed and their consent obtained <p>The evaluator also has consulted the suggested documents on data collection methods and instruments as suggested in the Terms of Reference.</p>
<p>Limitations of the evaluation methodology used</p>	<p>As the input from the local representatives was crucial in establishing contact with factories, and approval with the brands and factories was required, the evaluation is therefore adhesive to a risk of subjectivity. To a realistic extent the relations with respondents at the respective cases will be influenced by the selection and introduction conducted by the representatives. However, based on the criteria provided and critical reflection of the suggested case selection by the evaluation team, this has balanced out potential deviations as much as possible. For future reference, control groups of non-participating factories and/or factories that are not affiliated with member brands of FWF could be added to the evaluation in order to avoid potential bias.</p>

4. Findings & Analysis

<p>Evaluation criteria</p>	<p>Effectiveness</p>
<p>Evaluation question 1</p>	<p>To what extent were the intended project goal, outcomes, and outputs achieved and how?</p>
<p>Response to the evaluation question with analysis of key findings by the evaluation team</p>	<p>Goal: women and girls working in targeted export-oriented garment factories in South India and Bangladesh experience a more supportive and satisfying working environment which includes less verbal abuse, psychological abuse, physical abuse and sexual harassment</p> <p>Analysis:</p> <p>We can state that the experience of female workers in garment factories that have established a functional AHC/ICC seem to have been improved, especially for those who have received repeated training and/or support from FWF and the local partner. This is due to several reasons: (1) the 'preventive' nature of the AHC/ICC has</p>

	<p>reportedly reduced public cases of harassment, especially verbal harassment; and (2) the cooperation between factory management, member brand, FWF, third party and AHC/ICC members has created a conducive environment for dealing with reported harassment cases, contributing to increased functionality of the AHC/ICC to address harassment more openly.</p> <p>Factory workers have indicated that they prefer working at a factory that has an established AHC/ICC or alternative system that they can rely on to deal with issues of harassment, VAW or other labor issues. The AHC/ICC and the FWF hotline offer an opportunity to workers to handle cases internally, while enjoying the support from external actors if necessary. This increases the confidence of the AHC/ICC members to take on cases, and it instills trust among workers that procedures will be fair. Both factors that, to the understanding of the evaluators, contribute to a more supportive and satisfying working environment.</p> <p>Still, it is neither realistic nor feasible to assess the effect of the program by quantifying numbers of abuse cases across factories. This would be non-representative as the scope of the evaluation did not allow to address all factories represented in the Project; as unreported cases (or 'hidden cases of harassment') are not taken into account; and as survey results are to a certain extent deemed unreliable due to cultural and social stigma. The evaluators can therefore not argue that cases of harassment have been reduced, but believe that the conditions for addressing harassment before it occurs have been introduced in the respective factories. If taken on appropriately by factory management that have been made aware of the benefits to production and turnover; and such criteria are internalized by member brands in their monitoring procedures, the conditions will be able to blossom into maturely functioning AHC/ICC, capable of handling harassment issues without the continued support from FWF. Currently however, continued guidance for those committees still maturing would be recommended, in order not too loose out on the positive developments that have been set into motion. Realizing this, FWF has already established continued funding from alternative external sources in order to ensure the Project's activities could continue and have more potential to be sustained over the course of time.</p>
	<p>Outcome 1: factory workers in targeted export-oriented garment factories in south India and Bangladesh now recognize their labor rights. They report and exercise their rights of being free of VAW in the workplace.</p> <p>Overall analysis outcome 1:</p> <p>Those factory workers directly involved in the program are now more aware of the existence of the AHC/ICC at their factory and the hotline number and functionality. Workers are able to describe the responsibilities of the AHC/ICC and understand the reasoning behind the presence of the committee. Before the Project, workers were not aware of the committee or of any anti-harassment policies. Workers attribute their awareness of the committees and how they represent their rights, through FWF trainings. Especially the AHC/ICC members who have received repeated trainings and support from external parties have strengthened their knowledge of their rights, are able to exercise their rights, and act as representatives for workers. In its turn, those workers that have joined the factory after trainings have taken place at the factory have a lower (to no) level of awareness and thus lowers their participation in exercising their</p>

rights. Those factories with AHC/ICC that meet more frequently seem to have a stronger chance of increasing their visibility and accessibility, and thus reaching out to those workers that have not participated in the trainings.

A stigma still persists in reporting cases of harassment. While verbal abuse has been reported as present in the factories (either explicitly in surveys or by addressing the cases as ‘silly issues’), workers participating in surveys argued they have never complained to either the AHC or the hotline. From discussions with AHC/ICC members we find that cases are dealt with however, but often remain hidden as they are handled either informally and/or internally. The AHC/ICC members therefore fulfill their roles in supporting workers in dealing with cases of harassment, but do not always (have the opportunity to) register such procedures officially. Thus, while workers are now in certain cases able to exercise their rights of being free of VAW in the workplace, they still do not always have the ability to do this officially and openly. The hotline then can fill this gap as a positive parallel and anonymous means for workers to express their concerns. The hotline is an especially relevant alternative in contexts where people are comfortable with and have a culture of addressing concerns with third parties.

Gaining the trust of and confidence from workers, and dealing with social and cultural stigma of gender-based violence clearly requires patience and time from all stakeholders involved, including the target groups and beneficiaries. Not only does this refer to encouraging workers to make official complaints, but also to motivate factories to see the benefits of addressing these issues. Collaborating with factories that already have supportive conditions in place such as pre-existing forms of bargaining in the factory, allows the AHC/ICC to mature more quickly.

Analysis output 1.1: workers have better knowledge on labor rights, VAW and legal framework regarding VAW and anti-harassment committee

The majority workers are more aware of the existence of an AHC at their factory and can describe the responsibilities of the AHC. In the baseline only 5 respondents out of 664 workers surveyed could mention the AHC in Bangladesh, and in India just over 50% of respondents (total of 94 respondents) mentioned the presence of the ICC at their factory. However, of these 50% only few were able to identify the members and/or committees’ function. Some considerable changes in awareness can be found when comparing the data from the end line, where in Bangladesh all except one respondent (out of 226 workers interviewed) could identify the AHC. In India, the end line shows a similar upward trend in knowledge as 88% of the respondents stated they knew about the ICC (out of 74 respondents). Out of those indicated they are aware of the presence of an AHC/ICC at their factory, the majority has learned of its existence through FWF trainings. Positively, most respondents could also in the end line indicate one or a number of responsibilities of the AHC/ICC.

The majority in both countries, but especially in Bangladesh, states never to have complained to the AHC/ICC nor knows anyone that has complained. The baseline and end line surveys do not provide any insight into the reasoning. However, from interviews during the evaluation, we have learned that still a cultural and/or social

stigma seems to be present that hampers workers to share openly cases of harassment. In the case of India, we noticed workers were more prone to share the story of other workers' complaints – perhaps hinting at a fear of sharing the story as their own. This perception is underscored by the following realizations from the majority of interviews with AHC/ICC members, management representatives and trainers. Respondents mentioned that **'silly issues'** did occur, and were often not reported. With this, they referred to **shouting, bullying or staring by line supervisors or male staff** – examples of harassment as provided in the training by FWF. In most cases, these 'silly issues' were not officially registered, or were solved internally by the AHC. These are perceived as irrelevant for the official books either by the AHC members themselves, or by the management. The fact that these cases of harassment are coined 'silly issues' can indicate the fear of workers to define cases of harassment as such, or it can indicate that they still lack a level of awareness about their rights and the opportunities they have to call upon those rights.

Concerning the awareness of workers' labor rights and rights concerning anti-harassment and VAW, the findings are more ambiguous. Those who have participated in the training, especially concerning the AHC members, can identify the different types of harassment and could describe the procedures to react to cases of harassment. However, no quantifiable data is available within the framework of this evaluation to support evidence of increased awareness of specific labor rights. We **can however expect that an increased awareness of the existence of an AHC/ICC at the factory and the ability to define their responsibilities show an increased awareness in workers' rights concerning anti-harassment and VAW.**

Some cautionary notes however have to follow the above analytical relationship: (1) **factories face high turn over rates implying that the training will not reach the total number of factory workers reducing the impact on overall awareness;** and (2) **the workers' trainings, especially in Bangladesh, have been delivered to a selection of the workforce, often selected by the management, also impacting the number of workers directly benefiting from increased knowledge** on their rights. The latter is a direct consequence of the Project's chosen strategy, as trainers wish to establish trustful relationship with factory management, they let management choose which workers are present for the first training. The trainers keep track of who has been trained, and can adjust and add more workers if it would become apparent that workers do not trust the current trainees.

Analysis output 1.2: AHCs are established and functional

In total, **21 AHCs/ICCs have been established and are functional.** This implies that not all factories participating in the Project have established an AHC/ICC. The expected number was set at 50 participating factories in the trainings, and to have 20 fully functional committees. The reason for not all AHC/ICC being established was attributed to (1) brand members pulling out of the Project and thus factories no longer required to cooperate; and (2) factories not yet convinced of benefits of establishing a AHC/ICC or fully supportive of the AHC/ICC to reach functional criteria. These 21 AHCs/ICCs have received **63 complaints, and 28 official VAW-related complaints related to affiliated member brands**, and the committees dealt with each of these complaints. The number is in line with the Project's expectations of reaching over 60 complaints after the second year of implementation, even though the number of

	<p>established AHCs/ICCs is lower.</p> <p>Those factories that currently do not have a functional AHC in place cannot necessarily be categorized as <i>reluctant</i> to cooperate. As country officers and trainers argued, it takes time to raise awareness and motivate the factories to see the benefit of the program. These findings were confirmed by the member brands who said factories were not unwilling to participate, but did require a sequence of communications to encourage their full participation in the Project. Project officers describe those who were cooperative from the very start as “mature factories”, referring to the supportive conditions if pre-existing forms of bargaining or deliberation in the factory exist and factory management has a confidence in its own sound business practices.</p> <p>In India, all established ICCs meet every month, while in Bangladesh the AHCs meet every 2 months. The high frequency of meetings has been described as essential for visibility and the accessibility of the committee (members) in the factory. Comparing complaint numbers, we can see that the committees in India have received more complaints while meeting more frequently, than did the committees in Bangladesh, which are even greater in number. This could indicate that a higher level of frequency in meetings could benefit the AHC/ICC effectiveness. However, other factors such as cultural differences could play a role in this correlation, which the evaluation could not exclude. Some calls were made for intensifying the number of meetings to a weekly basis (by mid-management) or for increasing the number of committee members in order to have easy access to members when needed (by mid-management). In addition, the AHCs in Bangladesh have been established at a later time, only in the second half of 2013. This delay was due to complications in terms of arranging logistics in the bigger factories in Bangladesh (in comparison to India).</p> <p>In regards to the functionality of the AHCs that have been established, the 21 AHCs/ICCs are functioning according to the guidelines stipulated either by law in India or by Verdict as in the case of Bangladesh. What is noticeable is that <u>not</u> all cases registered directly relate to issues of <i>harassment</i> or <i>VAW</i>, but rather deal with more practical labor rights-related issues (such as those related to physical facilities, logistical issues or salary). The reported 28 official cases therefore only refer to those dealing with explicit cases of VAW related to the participating member brands, while more complaints have been raised throughout the Project that either have implicitly involved cases of harassment and/or VAW but have gone unnoticed, or involved cases not related to member brand sourcing factories. FWF was forced within the Project to refer those cases to third parties, rather than to deal with the cases themselves due to the limitations of the framework (in terms of capacity, logistics, and criteria) they were functioning under.</p> <p>Furthermore, it required a fair amount of time for project officers and trainers to understand the subtleties of harassment embedded in certain cases of i.e. forced termination, which after investigation showed to actually be a consequence of harassment. Only after intensified training (at ILO Turin Training Centre) and project learnings by the project officers in year 2, did the respective staff investigate more thoroughly cases that at first would have been identified as irrelevant but now appeared to include “hidden cases of harassment”. However, project staff also had to deal with social and cultural stigma. For example, a woman called and reported that she was fired unjustly. She confided that this was a consequence of her</p>
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supervisor using sexually explicit profanity at her. The worker stood up for herself and therefore got fired. However, she did not want to report the case as verbal abuse or sexual harassment in fear for reprisals. She wanted either to get her job back or have legal compensation for being fired. "In such a case, the team could not categorize it as a sexual harassment case explicitly because of the following reasons: (1) the team has to respect the complainant's request and prioritize the request over Project indicators. In Bangladesh, local gangs sometimes can attack the complainants if they make complaints about the factories. VAW is a serious and sensitive accuse, and most women are still afraid of making such a claim; (2) this is a hidden issue." To solve this, a new reporting system had to be developed to record such cases, which only was developed mid-way the second implementation year. After the new system, project staff was better able to identify and to register cases as implicit or explicit cases of harassment.

In addition, the evaluators also realize **it takes time to build trust and confidence in the AHC for workers to share sensitive cases of harassment**. Therefore, even though not all cases reported are explicitly related to harassment, we see workers' engagement with the AHC/ICC as a basis for reporting on any issue dealing with their grievances as a positive step.

While two factories visited continued with the Project and supporting the AHCs after the brand stopped sourcing from them, local stakeholders and country officers fear that without the involvement of the brand, and of the financial and technical support and oversight from an international organization such as FWF, **the chances for maintaining the established committees across the multitude of factories are uncertain**. Most AHCs/ICCs are currently not mature enough to deal with the complaints on their own, without the support from FWF or the involvement from the brand; a finding confirmed by the country officer. Once matured however (implying meetings are organized according to schedule, time slot available for meetings is sufficient, official supportive policy in factory is in place, and management-committee relations are ensured) **the committee is perceived as beneficial by the factory management, workers and AHC/ICC members in terms of, respectively, increased efficiency, safer working environment, and strengthened confidence to voice concerns**. And thus will have a greater likelihood to be sustained after intensive support from external parties would have subdued.

Analysis output 1.3: external complaint hotlines are available for all workers as a back-up to anti-harassment committees, or as an alternate where committees are not functional

Both in India and Bangladesh, **workers are aware of the FWF hotline where the telephone number has been shared**. While the baseline data shows that both in India and Bangladesh none of the respondents were aware of the hotline, at the end of the Project respondents argued unanimously that through FWF training, AHC information and promotional posters they were made aware of its existence. Each of those respondents argues they would use the hotline if they or one of their colleagues would be harassed. In practice **a limited number of the respondents have ever used the hotline for the purpose of complaints on VAW**. This seems to be contradictory as the same surveys, both the baseline as the end line, show that at least verbal abuse, and some cases of psychosexual abuse do occur at the respective factories. This could indicate that workers are still not comfortable in

	<p>sharing cases of harassment with a third party.</p> <p>In India, local partners struggled among workers to gain their trust in the hotline. The local partner confided it took some time for them to convince and gain trust from the worker communities in using the hotline, as “it is not the culture of Indians to call strangers and share their sensitive problems”. In addition, in India garment workers more often reside in hostel-environments where the use of (mobile) phones is either prohibited and/or restricted. Project officers said that face-to-face interaction and explanation of the hotline in the communities helped them a great deal in engaging workers to use the hotline in case of any harassment should occur. After the personal interaction with the worker communities, the number of calls to the hotlines increased.</p> <p>In total, the hotline in India received 48 number of calls throughout the course of the Project, of which 23 calls were related with labor rights and/or VAW issues and 2 cases were admissible VAW cases for FWF and dealt with accordingly by FWF process. The Bangladesh hotline received considerably more relevant calls, with a total of over 400 callers, according to project officers’ accounts, throughout the course of the Project. In the second, third and final extension period, the Bangladeshi handlers received 86 complaints on VAW and dealt with 66 admissible cases. The remaining calls were not distinguished in terms of content, and concerned calls regarding information requests, and issues dealing with labor rights. If registered, FWF made referrals to those labor rights cases to trade union or other stakeholders qualified to deal with the requests. Again, project officers point out that certain calls that were deemed irrelevant (i.e. those concerned with forced termination or salary issues) at the start might have proven to be harassment-related after closer investigation. Only in year 2 did hotline handlers engage in such investigations, and thus the numbers might be skewed for both countries.</p> <p>The Project expected to receive a total of 20 complaints through the hotline by end of Year 3. This result has therefore been achieved with a total of 68 relevant admissible complaints across both countries in three years. It is relevant to emphasize that the Project has reached out to approximately 70,000 primary beneficiaries (i.e. women garment workers), thus this calls for some reflection whether the capacity required to build trust among workers to use the hotline is outweighed by the number and ‘characteristics’ of complaints received through the hotlines. Especially in the case of India, where numbers of calls and complaints received by the hotline are found to be considerably lower than Bangladesh is cause for reflection. It would be recommended to investigate deeper into the reasoning for these differences in numbers across the countries, in order to assess its viability in countries where a similar activity would be replicated. One of the reasons could be the number of factories involved in the Project in Bangladesh, as well as the number of workers represented in the factories in comparison to the smaller factories in India. However, considering the outcomes of end line in which respondents have indicated that the hotline is a means that, in comparison to other grievance mechanisms besides the AHC/ICC, they would use to report cases of harassment, the reflection should not necessarily be on whether the hotline is a sensible alternative, but rather how to use the alternative to its full potential. The face-to-face interaction in India in workers’ communities by the local partner has contributed positively to a raise in caller numbers, and thus could be one method to intensify promotion of the number.</p>
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	<p>It is relevant to notice that the hotline number has not been distributed at all factories in Bangladesh at the end of the Project. Certain factory management showed a reluctance to share the hotline telephone number in the factory, which reflects the fear of factory management for engagement with possible third parties when their awareness is still low. The local partner in Bangladesh argued that factory management at start was relatively hesitant and in some cases even reluctant to share information on the hotline. “Management feared that a <i>hotline</i> would allow workers to discuss with third parties and would be misused. After explaining the purpose of the hotline and rebranding it ‘<i>helpline</i>’, factory management was more lenient in posting the number throughout the factory”, says one of the trainers. The hotline handler pointed out that the hotline covers three very sensitive issues (legal rights, conflict management between management and workers, and harassment issues). “In fear of unrest, management did not give us permission to share the number among workers in the first two years.” This implies that enhanced awareness of the benefits of alternative grievance procedures for factory management can support the adoption and eventual utilization of helpline numbers in the future.</p>
	<p>Outcome 2: factories now recognize the importance of a respective working environment for workers. They respond to cases reported on verbal abuse, psychological abuse, physical abuse and sexual harassment.</p> <p>Overall analysis outcome 2:</p> <p>Those factories involved, while requiring some period of adjustment, have come to realize the benefits of anti-harassment committees, especially in terms of contributing to retaining their workforce. The existence of specific laws and/or legal Verdicts has contributed to find a support base with the management of factories, as well as the involvement of brands that have long-standing working relations with the factories, contributed to their involvement. The role of the government and the member brands can therefore not be overlooked in addressing issues of VAW in this industry. The FWF project has realized this from the onset, and has positively build on and collaborated with existing structures and relationships in order to meet the Project’s objectives. FWF has offered support to factories that are obliged by law or high court ruling to implement certain committees anyway, in meeting the necessary requirements and thus not introducing foreign or irrelevant activities. This has supported FWF in achieving the outcome of engaging with factories to respond to cases reported on different types of abuse, and engage them in dialogue with the different actors involved, including members of the AHC/ICC – something that previously was unthinkable to the workers.</p> <p>Analysis output 2.1: factory management implements formal anti-harassment policy and grievance procedures to address VAW</p> <p>In Bangladesh, each factory was aware of the High Court Verdict that stipulates the guidelines for setting up an AHC at factories. Some of the factories could recall the notice received by the employer’s association BGMEA, announcing the verdict and the guidelines. Others, also shown in the end line survey conducted among factory management, have learned of the Verdict through FWF trainings. The mandatory verdict, once known, was presented as one of the reasons for participating and</p>

	<p>continuing with supporting the AHC. Similar findings are found in India, where the law was referred to as one of the reasons for participating emphasizing the mandatory nature of the ruling.</p> <p>Most factories in India will be able to provide formal guidelines or factory regulations regarding anti-harassment in their company, due to the newly established law in 2013 that makes it mandatory for all factories to set up Internal Complaints Committees under specific conditions. Usually this boils down to the presence of a copy of the guidelines in the midst of their other certification documents. Stakeholders expect in the case of Bangladesh that the High Court Verdict be taken less seriously until it has been established as mandatory by official law. As the case of India has shown that the mandatory and official nature of the law seems to be a push factor, the factories in Bangladesh required more repeated communications on the relevance and requirements of the Verdict before participating. This means that a strong role for the Bangladeshi government lies within this framework to support the adoption of the Verdict into official Law, as a means to force factories to establish functional AHCs.</p> <p>Due to complexity of formal company policies, and in certain cases lack thereof, FWF has drafted a more accessible policy and shared this with all participating factories through specialized sessions.</p> <p>While the verdict in Bangladesh and the law in India might oblige factories to cooperate, management representatives arguably do not feel that member brands pressured them into joining the Project. However, in practice, each factory only set up an official AHC/ICC after joining the Project and thus after receiving the request from the brand. Member brands confirmed in discussions that the majority of factories were willing to cooperate from the start, though required several communications explaining the relevance, procedures and expectations before the factories actually commenced in the Project. The fact that AHC/ICC were only established and/or functioning according to the guidelines after the member brand participated in the Project could be a sign that the factory management and ownership did indeed need the brand's nudge to participate. Factories did however emphasize that they too see the relevance of the Project, and after trainings have come to realize the benefits for the factory, especially in terms of retaining their workforce. No quantifiable evidence however has been gathered thus far on the potential correlation of improving anti-harassment conditions in the factory and higher retention of the workforce, which would be an interesting follow-up activity that could improve not only the understanding of FWF, but also contribute to future activities requiring persuasive evidence for cooperation with garment-sector industry players. So far, factories maintain unreliable data on workers' turnover rates and absenteeism rates, according to Project staff and thus complicate the collection and presentation of such evidence.</p> <p>Another incentive for <i>continuing</i> the factory's participation in the Program after the initial trainings is the fact that factories realize that workers prefer employment at a factory where harassment is dealt with, even arguably when the salary would be slightly less but conditions would be "safe" and "positive". Workers indicated that they were aware of certain unfavorable conditions their sisters and cousins faced in other garment factories, and emphasized their preference for safer working environment where the AHC/ICC members are present to deal with their issues.</p> <p>Factories are cooperative with member brands, AHC/ICC members and FWF</p>
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	<p>when cases of harassment have been reported and need to be solved. In certain cases the different parties joined in a meeting to discuss the case of harassment and find a common negotiated solution. This complaint handling procedure, under guidance of FWF, based on our analysis proved to have several benefits: (1) it transferred a sense of ownership over the problem with the member brand by including them in the negotiation and problem-solving mechanisms; (2) it showed support from FWF and the brand to the AHC members towards the factory management, empowering the members to safely voice the concerns; and (3) the factory management was offered room to explain and to refute arguments or claims of harassment, if relevant, which ensured all perspectives are heard before conclusions are drawn.</p> <p>In most factories, some form of complaints box is available for workers to submit their grievances that should in theory be dealt with anonymously. However, in practice it is more likely that considering the high illiteracy rates, language barriers and lack of monitoring of complaints box handling, the grievance procedures are less likely to be effective, even though these are in place. Literacy and language level can be a barrier for workers to submit a complaint, and the handling of the complaints also has been identified as poor (from baseline and end line survey responses). The baseline for Bangladesh workers states: "There is a complaint box but it does not work because it is never opened and no measure is taken about the complaints." (p.17) Specifically, in the case of India, the majority of workers either said there was no grievance procedure in place or they were unaware of its existence, while the management believed workers were fully aware of the procedures in place. This discrepancy indicates the ineffectiveness of communication by the factory management to the workers of existing policies and/or procedures. In Bangladesh, these issues were not present as most workers are able to identify a grievance mechanism in the factory, including the presence of the AHC, complaint box or other mechanisms. Both Indian and Bangladeshi respondents have argued they would use the AHC/ICC as a platform to voice their concerns over other mechanisms in place such as complaints box (if present), or by complaining to management.</p> <p>Respondents representing AHC/ICCs, management and/or local implementing organizations argued management would benefit from and thus the impact of the Project would be served by receiving more training for mid-management and workers to raise awareness on issues of harassment and VAW. According to respondents, the lack of awareness currently limits management to see the benefits of certain grievance procedures for decreasing turnover rates and contributing to the overall working environment. Currently, the level of especially mid-management awareness of harassment and the procedures in place (based on the case studies conducted) was still inconsistent. This can be attributed to (1) turn over rates among management; or (2) pre-selected number of management was trained without the knowledge being transferred to their peers. Those interviewed did emphasize their interest in gaining more knowledge on the topic, and therefore show that there is a willingness to improve capabilities. A suggestion could be made to develop a peer-to-peer education system for management level trainees as well, in order to deal with turnover rates and increase spill-over effects of the training.</p> <p>Analysis output 2.2: local key stakeholders of factories (trade unions, business</p>
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	<p>associations, government, community based organizations and NGOs) consider VAW is an urgent issue that needs to be addressed</p> <p>FWF set out to involve trade unions, NGOs, business associations and local governments as key stakeholders in the Project to support in reducing VAW in factories. FWF and partners organized a total of 7 stakeholder meetings, of which 2 took place in Bangladesh, reaching over 410 representatives of relevant organizations and institutions.</p> <p>While all of the afore mentioned stakeholders have been participants in stakeholder meetings organized by local partners of FWF as part of the Project, the active involvement of the stakeholders remains limited, except for the involvement of trade unions. They have participated actively in the Project, as advisor or as counterpart of the local partner. However, their role is ambiguous and not always accepted by the beneficiaries as a trustworthy counterpart, especially in Bangladesh based on past developments. These concerns are relevant to keep in mind while building trust in the AHC/ICC and the involvement of third parties in such grievance mechanisms such as the helpline. The respondents representing trade unions, employer's organization and local partners all said to have benefited from participation in the meeting through enhanced knowledge on the Project itself, through first-time discussion and engagement with workers and factory management, and through voicing their concerns and sharing experiences from the sector.</p> <p>While participating in the stakeholder meetings, the local government has, to our knowledge, not taken any further steps in addressing or supporting reduction of workplace violence against women as a consequence of this Project. It has been suggested in India to co-develop with local government a training manual for labor inspectors on issues also related to harassment and VAW. FWF has planned to take action on this in their future activities under the auspices of new funding of the Ministry of Foreign Affairs of the Netherlands.</p> <p>As becomes clear from interviews with stakeholders, the influence of employer's organizations, trade unions and local government departments over the sector cannot be overlooked, and therefore stakeholder meetings to engage these different actors in discussion regarding sensitive issues they are not necessarily inclined to take on themselves is relevant and important in achieving impact in the long run.</p> <p>Analysis output 2.3: Pilot brands of FWF integrate explicit anti-harassment policy in their monitoring system at their 1st tier suppliers.</p> <p>FWF does encourage brands to integrate such issues in their monitoring system in different ways. First of all, FWF has improved their brand performance check benchmark for brands sourcing from India and Bangladesh. Section 2.6 has been included stating "High risk issues specific to the affiliate's supply chain are identified and addressed by the monitoring system", which includes gender issues in the case of India and Bangladesh. For India it is specified that: "Prevention of workplace violence against women (applicable to participants in WEP in India)". For Bangladesh, the following indicator was added to the benchmark: "requires affiliates</p>
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	<p>to take additional action to address both building and fire safety and the prevention of violence against women”.¹² Furthermore, FWF has emphasized the importance of including VAW issues in due diligence in their annual conference, at specific workshops on gender issues for brands, and through trainings given to local staff of brands in India and Bangladesh.</p> <p>In practice, either the member brand asks FWF to conduct their audits, or the member brand organizes audits themselves. If member brands organize audits through FWF, the issues of VAW and harassment is thus taken into account in the monitoring procedures and will be addressed (if required) in corrective action plans accordingly. If the brand organizes audits themselves, this would require specific adaptations in their monitoring procedures to include VAW and harassment issues.</p> <p>None of the brands interviewed that source from India or Bangladesh have incorporated separately VAW in their official company’s monitoring procedures and/or due diligence, but entrust FWF audit mechanisms to incorporate issues of VAW and harassment in their criteria. From interviews, member brands appreciate the efforts of FWF in these matters, but argue that their companies are either too small or too low in capacity to deal with these issues by themselves. While it is a positive trend to see member brands accepting social criteria to be adopted in factory audits conducted by FWF, it requires some contemplation whether outsourcing audits in such a way allows brands to internalize the relevance and importance of these issues at corporate level.</p>	
<p>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</p>	<p>Output 1.1</p>	<p>The end line report shows that over 80% of workers in both India (p.18) and Bangladesh (p.18) know about the AHC/ICC, and are able to identify members of the committee at their factory.</p> <p>Approximately 70% of respondents in both countries learned of the AHC/ICC through the FWF training, according to the end line, and can describe the responsibilities of the AHC/ICC to a sufficient extent (India p.18-19; Bangladesh p. 19). However, the end line also shows that the majority says never having complained to the AHC/ICC themselves (India p.19; Bangladesh p.21). Especially in Bangladesh, almost all respondents argued they had never complained nor knew anyone that has complained to the AHC. These findings, while surprising, have been confirmed in interviews at factories responding to the selected cases providing more detailed insights into the reasoning why complaints have not been reported, such as: “it does not happen here”; “silly issues are not reported”; “issues are dealt with informally”, etc.</p>
	<p>Output 1.2</p>	<p>The expected number of established AHC/ICC was adjusted in the narrative report In 2013. The target was set to have 20 AHCs functional (FWF Narrative report Jul-Dec 2013; 3.7 Next Step, p19).</p> <p>In India, out of the 8 factories that have signed up for the Program, project officers and trainers argue 5 ICCs are established and functional. The ICCs have reported a total of 46 official complaints were registered with the ICC throughout the whole Program</p>

¹² Based on Brand Performance Check Guide for Affiliates. 3rd Edition.

		<p>implementation period, of which 17 complaints were directly related to VAW.¹³ Most complaints were received in year 3 of the Program. (RAR 2015, p24)</p> <p>In Bangladesh, out of the 44 factories that have signed up for the training, 11 dropped out of the program as these factories' priorities changed towards structural safety issues rather than social issues.¹⁴ Eventually, AHCs have been established and functional in 16 factories by the end of the Program. The AHCs have received and dealt with a total of 17 complaints, of which 11 were directly related to VAW throughout the whole Program implementation period. (RAR 2015, p24)</p>
	Output 1.3	<p>In India, the baseline shows that none of the respondents (94 workers) were aware of the hotline at the time, while the end line shows that at the end of the Project the majority of Indian workers are aware of the FWF hotline (87%). Almost all respondents argue they would use the hotline if any case of harassment would occur. Only 8% of Indian respondents said they had used the hotline before. The hotline in India received 48 complaints throughout the course of the Program, of which 8 calls were related with labor rights and/or VAW issues, and 2 specifically dealt with VAW issues. Most calls received by the helpline were concerned with information requests, checks to see whether the number is functional, and/or other labor issues (RAR 2015, p24-26).</p> <p>The workers' baseline of Bangladesh shows only a handful of respondents knowledgeable of the hotline (p18). Exact percentages have not been provided. The end line for Bangladesh workers shows all (100%) of the respondents know about the FWF hotline and complaint procedure (p.24). As with India, all respondents argue they would use this hotline if they were harassed.</p> <p>At the same time, the majority of respondents argued they had never used the FWF hotline thus far. The hotline in Bangladesh received over 400 calls, 86 VAW relevant complaints, and 66 complaints were admissible and dealt with by FWF, according to the RAR 2015 and project officers' accounts. In Year 2, the handlers dealt with 28 calls regarding VAW, and 53 in year 3. The hotline handler indicated that the most common issues reported are not related to harassment, but on issues related to salary or forced termination and/or information requests. Those complaints that do deal with harassment include references to verbal abuse, forced maternity leave, and wrongful attitude of male supervisors.</p>
	Output 2.1	<p>In India, 88% of workers know about the ICC and 92% was able to identify the names of members of the ICC (End line p.18). A little over half (51%) said no grievance handling mechanism was in place in their</p>

¹³ It is important to note, that the objective of the Program was not necessarily to reduce the number of reported complaints, as the Program intended to support the formal registration of complaints. This might have resulted in an increase of the number of complaints since the start of the Program for each factory, but does not necessarily indicate that the situation worsened.

¹⁴ Result and Activity Report (Cycle 15): Fair Wear Foundation. To the United Nations Trust Fund to End Violence against Women.

		<p>factory (p.21), while 90% of management argued workers are aware of their grievance procedure (end line management, p.21).</p> <p>In Bangladesh, over 90% of workers are aware of the AHC and were able to identify members of the AHC (end line p.18). The majority was also able to confirm that there was a grievance procedure at their factory in the form of either a complaint box or a compliance team.</p> <p>From interviews with factory management, it became clear that some form of persuasion helped the factories in supporting the establishment of the AHCs. This was confirmed by trainers and project officers who stated that it took multiple communications with factories, and sometimes even with brands, to convince them to cooperate with the Project. “But once they were aware of the benefits of the Project, after two trainings usually, they became much more cooperative.” Brands too confirmed in interviews that it required some explanation to the factories what the benefits were to cooperate with the Project. However, none of the brands argued they had to provide additional incentives to the factory in question.</p> <p>One management respondent argues, “We see that many workers come back when they have seen other factories, or when they are confronted with another environment”. And, one respondent argues related to higher production benefits: “Before, workers were very much afraid and scared of losing their job when they were shouted at. Now, they are more aware of what is acceptable, and know of the Anti Harassment Committee. So at the moment, if there is a problem it will be dealt with soon. This means now the work speed has increased actually because of this.”</p> <p>Two brand representatives shared a perspective on benefits for the factory, captured in this quote: “What we see, is a drop in staff turnover. So staff retention is a benefit we hold dear. They are no longer ‘running away from the factories’. This is beneficial because of course we train them, and you want good people to stay with you. Turnover is always a headache.”</p>
	<p>Output 2.2</p>	<p>Throughout the implementation period, four stakeholder meetings were held in Bangalore (totaling 94 participants from unions, government, business associations and NGOs), 1 meeting in Tirupur (total of 25 participants), and 2 stakeholder meetings were held in Bangladesh (total of 291 participants).</p> <p>Trade unions have been actively involved by FWF in the project to provide legal advice and offer assistance in cases that were mostly non-related to harassment. Their involvement as active participants in reducing VAW has been limited, as respondents argued “their focus lies on more technical aspects such as collective bargaining on wages and overtime.” Harassment was perceived by respondents as more individual in nature, and thus less of a responsibility of trade unions. In the case of Bangladesh, trade unions are not always trusted and are perceived “to follow their own self-interest”. One hotline handler argued that the first questions asked when a caller reaches her is: “are you</p>

		<p>from a trade union?”. “If I would say yes, they would not make their claim to me, they argue every time, because they do not trust the union to serve their best interest.”</p> <p>The respondent of the Bangladesh employers association BGMEA was unaware of the organization FWF during the interview, but showed a willingness to cooperate in any further Project that would be organized such as stakeholder meetings. Project officers confirmed that they have been in close contact with other officials at the BGMEA that are aware of FWF and its objectives. The evaluator due to logistical reasons did not approach the Indian employer association.</p> <p>Local governments were not interviewed as part of the evaluation, due to recent changes in staff. However, drawing on interviews with local partners and project officer, the involvement of local government has been a struggle. While they have shown a willingness and interest to cooperate in stakeholder meetings, the actual practice of the responsible bodies, i.e. labor inspectors, is still rampant with corruption. A local partner argues “those who negatively report on factories are begin transferred to different departments. For the work of the local counterparts, this entails having to rebuild relationships with new labor inspectors from scratch”.</p>
	Output 2.3	<p>From interviews with four member brands involved in the Project, all members affirmed that they did not have specific monitoring tool in place dealing with VAW, but referred to FWF audit and corrective action reports as their assurance that these issues are dealt with properly. One member brand said “we do not deal with micro-management because of our limited resources for CSR”.</p> <p>One member brand emphasized their commitment to use the training materials to train other factories outside of the scope of this Project as well, including the training on issues of harassment. However, the brand did confirm that “awareness comes in a process, and harassment will be one of the issues we will be dealing with along the line”.</p>
Conclusions		<p>The Project has been able to reach its (adjusted) targets in terms of number of complaints recorded with the AHC/ICC and hotline, despite not meeting the number of established and functional AHC/ICC across both countries. The results show that the potential of AHC/ICC to enhance the experience of female workers in garment factories, even with a limited number of factories participating. Raising the awareness of the workforce at different levels in the factory, collaborating with different players along the value chain, and establishing functional supportive mechanisms along existing institutional frameworks has shown to be an effective approach to dealing with VAW and harassment issues in the garment industry.</p>

Evaluation criteria	Effectiveness
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Evaluation question 2	<ul style="list-style-type: none"> - To what extent did the project reach the targeted beneficiaries at the project goal and outcome levels? - How many beneficiaries have been reached?
Response to the evaluation question with analysis of key findings by the evaluation team	FWF and partners have been able to reach more than the expected number of 25,500 female garment workers, although in a lower number of factories. The total number of approximately 70,000 primary beneficiaries reached, include however those beneficiaries who received information cards and/or stickers with information on anti-harassment mechanisms.
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	In India, the total number of the primary beneficiaries (namely, female workers at targeted factories) directly reached is just under 8,000. In Bangladesh, the total number of the primary beneficiary group directly reached is approximately 62,000. These numbers include those reached through AHC/ICC trainings, distribution of workers information cards, and stickers shared inside the factory.
Conclusions	The project was able to reach more than the expected beneficiaries, while the level of awareness differs across the board as not all beneficiaries have received the same amount of training and/or information.

Evaluation criteria	Effectiveness
Evaluation question 3	<ul style="list-style-type: none"> - To what extent has this project generated positive changes in the lives of targeted (and untargeted) women and girls in relation to the specified forms of violence addressed by this project? Why? - What are the key changes in the lives of those women and/or girls?
Response to the evaluation question with analysis of key findings by the evaluation team	<p>During interviews in the factories with a functional AHC/ICC, members of the committee and mid-level management have argued they do not experience any form of verbal abuse any longer in the factory. However, the evaluator has reason to believe that the respondents answered positively to these questions because of several reasons: (1) cases of VAW and harassment remain hidden; (2) respondents want to give FWF a positive evaluation because of the relations it has with their sourcing brands; and (3) verbal abuse is not taken seriously as a form of harassment (hence often described as "silly issues"). The end line too shows that there is none to very limited prevalence of all types of abuse (verbal, physical, psychological and sexual) in India (End line report India p.16-17). In Bangladesh, the majority of end line respondents does admit verbal abuse still occurs (i.e. bullying, unacceptable language particularly referring to women's sexuality; Endline Bangladesh p.15-16). The results regarding prevalence of other types of abuse show also some indication that psycho-sexual abuse still occurs in the factories. The difference in end line results can be the result of the representativeness of the survey in terms of the number of respondents interviewed (in India only 74 workers were interviewed, versus 226 workers in Bangladesh; while India does deal with less workers and less factories). The complaints that have come in through the AHC/ICC and hotlines should give an indication that cases of harassment do still occur. In addition, secondary literature and research conducted by local partners show evidence that</p>

	<p>sexual harassment and physical abuse does take place in garment factories in India and Bangladesh, and show that women are not comfortable talking about such occurrences. Therefore, it is our understanding, also confirmed by discussions with local stakeholders that certain stigmas are still in place that withhold workers from sharing such experiences, even if a functional AHC/ICC is in place and awareness has been raised.</p> <p>We believe that changes in the lives of women and girls working in the ready-made garment industry can be found, among others, in the presence of the AHC/ICC as a preventive form of control over employees and thus has influenced the occurrence of those forms of abuse that are more overt and publicly visible. As workers now know that if any misconduct occurs, they will be able to report it and the perpetrators will be punished. However, it is our belief that those forms of abuse that do not happen under the waking eye of the work floor, and thus not experience the same social control, have a greater chance of staying hidden and remain underreported. This power comes forth in part out of the support they receive from the third party involved in the AHC/ICC and FWF, as was confirmed in discussions with AHC/ICC members across different factories.</p> <p>These developments have influenced the lives of especially the women member of the AHC/ICC committees in such a way that they feel more organized, and can offer a more safe and protected workplace to the women workers. This translates into women respondents arguing they would prefer their current factory (with functional AHC) to other factories where harassment is not dealt with in a formal way.</p> <p>For those workers that are members of the AHC/ICC, the key changes include: they now dare to speak up; and, they have more courage to address misconduct by (mid-) management. It is important to note however that AHC/ICC members have received more training, and have more interaction with the local partners involved in the Project. It can therefore be assumed that they feel more empowered by the support of the third party involved, and the official position they are in, in comparison to 'regular' workers at the factory. The suggestion could be made to have rotating AHC/ICC membership or additional engagement of FWF and partners with the general workforce, especially in large factories, to ensure this sense of support and protection is translated beyond the scope of the committee members.</p> <p>An unexpected change is that women who have experienced the trainings now say they not only use the lessons learned at the factory site, but also take the lessons home to their family and community.</p>
<p>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above</p>	<p>Supporting the findings of verbal abuse being reduced in factories are the group interviews and individual interviews conducted at factories by the evaluator in which respondents repeatedly stated that before the AHC/ICC was established cases of shouting and teasing occurred in the factory. After the AHC/ICC respondents argued that such incidences no longer occurred out of fear for reprisals. Especially when a case had occurred where a supervisor or mid-level manager was punished, this instilled fear among the others: "After this one complaint where the supervisor left his job, everyone become much more careful on every floor", "Now the workers will complain and the supervisors know this", "Everyone is scared because they know if they misbehave they will be punished", and "We don't get a single chance to misbehave anymore. Everything is now very disciplined and organized".</p>

<p>Conclusions</p>	<p>Women workers, especially those who have been elected as AHC/ICC members, experience more friendly working environments in factories that have been part of the Project in part because of the preventive nature of the AHC/ICC and the support given by third party organizations. This preventative nature relates especially to those forms of harassment that are more overt and occur more frequently on the work floor (such as verbal abuse). Those forms of harassment that still face stronger sense of social and/or cultural stigma (such as sexual harassment) remain present in the factories, and will require continued efforts of awareness raising and capacity building of the grievance procedures in the factory to deal with such issues.</p> <p>Especially the attitude of AHC/ICC members at work, and at home, has changed as they feel more organized and enabled to speak their mind when malpractices would occur. It is believed that these changes are in part a consequence of the pressure and/or support given by FWF and the member brand, which emphasizes the relevance of outsider-involvement in the factory.</p>
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<p>Evaluation criteria</p>	<p>Effectiveness</p>
<p>Evaluation question 4</p>	<p>What internal and external factors contributed to the achievement and/or failure of the intended project goal, outcomes and outputs? How?</p>
<p>Response to the evaluation question with analysis of key findings by the evaluation team</p>	<p>Internal factors:</p> <ul style="list-style-type: none"> - In the project development phase, more collaboration and feedback could have been sought with local partners in order to avoid delays and more clarity in project activities further on. - The country representative of Bangladesh had to be replaced. While the process went smoothly in terms of filling human resource capacity, it required some additional adjustment time with factories and local partners that were involved. New trust relations had to be established before the project activities could continue at the same pace. <p>External factors:</p> <ul style="list-style-type: none"> - The adoption of the Anti-Harassment Act in India supported the Project goal a great deal. The project partners in their discussion with member brands and factories could use this as leverage. - The rising attention for proper corporate social responsibility in the garment sector following certain instances, such as Rana Plaza, caused naming and shaming in the media. This has raised awareness and contributed to the efforts that the project partners set out to achieve. However, it also contributed negatively to the Project in such a way that it resulted in factories prioritizing Health and Factory Safety issues above all other social issues, including issues of VAW and anti-harassment.
<p>Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and</p>	<p>Internal factors:</p> <ul style="list-style-type: none"> - From interviews with local partners, it became clear that the local partners struggled with understanding the project design, responsibilities for each local partner, and budget division. "In the proposal writing stage, there was limited

<p>analysis above</p>	<p>consultation with the local partners. We only learned during implementation about the essence of the program what was expected from us. The same goes for the budget, for the local partners it was unclear how this was organized. There was for example no budget allocated for a coordinator of the trainings, only there were budget posts allocated for each training. Also, the expertise for each local partner is different, so it was assumed this would require different tasks. Yet this was not so much taken into account.”</p> <ul style="list-style-type: none"> - FWF also experienced a change in local staff throughout the project. The current country representative argued it required especially some effort to establish working relations with the local partners again, which were dissatisfied with the process to date. “Also, at factories, they knew me already from earlier audits, but had to get used to my new role as coordinator of this program.” <p>External factors:</p> <ul style="list-style-type: none"> - The project coordinator argues “with this project, it is not that there is suddenly “BANG” one moment that brands and companies say: ‘yes, let’s join’. It is a learning curve and it requires taking 2 steps forward, and one step back each time. Having the Act in place allowed an extra leverage to mobilize the brands.” According to the coordinator, without the brand’s involvement, the impact would be limited. “It was very difficult in the beginning to mobilize them. We showed them the benefits and told them we would conduct all the required audits free of charge.” - The employers’ organization in Bangladesh stated that (as mentioned earlier in the context description): “The industry has come to realize that we cannot afford another Rana Plaza. So now we are involved with Accord and Alliance, no factory can escape this any longer. [...] It has also brought a change in mindset. Before, factories just wanted to fulfill compliance for the sake of customer requirements. Now, they have come to realize the importance of caring for their workers, and putting them first.”
<p>Conclusions</p>	<p>Certain external factors enabled the FWF officers to push their agenda forward and benefit from ongoing developments. FWF used these opportunities to their advantage and reacted flexible in their program design to cope with any changes that might follow. However, the priority given to Health and Factory Safety issues required FWF and member brands to be even more persuasive in their appeal to factories to deal with issues of VAW and anti-harassment as well.</p> <p>This flexibility was less visible, or perhaps too visible, in the internal organization of the project at the onset. If FWF had deliberated with the local partners at the time of project development more intensively, activities and local coordination could have experienced fewer struggles in the first project periods. If the Project had faced less internal organizational struggles in terms of staff changes and coordination, this could have contributed to earlier learnings of the staff of subtleties in implicit harassment cases reported through the AHC/ICC or hotlines.</p>

<p>Evaluation criteria</p>	<p>Relevance</p>
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<p>Evaluation question 5 + 6</p>	<ul style="list-style-type: none"> - To what extent was the project strategy and activities implemented relevant in responding to the needs of women and girls? - To what extent do achieved results continue to be relevant to the needs of women and girls?
<p>Response to the evaluation question with analysis of key findings by the evaluation team</p>	<p>The project strategy is designed to both prevent and respond to different forms of violence faced by women and girls in the export-oriented ready-made garment sector.</p> <p>According to the project proposal, prevention is supported by employee and management training; the creation of workplace anti-violence policies with clear rules and consequences for violators; greater empowerment for women through training and the establishment of the anti-harassment committees. Also, European clothing brands commit to eliminating business practices that exacerbate workplace violence and to raise VAW with factories, transforming violence from a social issue into an issue with economic consequences for factory managers.</p> <p>The response is supported by the creation of formal grievance procedures which include aftercare; reporting mechanisms provided by the AHC/ICC; linkages to local NGOs and trade unions which can provide support and counseling when needed; a mechanism to involve FWF and clothing brands if cases are not resolved locally; and linkages to law enforcement for prosecution of major violations.</p> <p>Combining such strategies addresses the reality of violence in export-oriented garment factories, which is a product of a complex set of issues, which have a basis in dynamics at the factory, community and national/international level. Each approach is aimed towards empowering women workers, who are perceived by FWF as their own best advocates. Their empowerment is seen as the best long-term way to eliminate violence. For this, it requires women to be able to define the violence they experience as action with names and legal consequences; having a reporting system in place that they can trust and holds those responsible, including management, accountable.</p> <p>By establishing the AHCs/ICCs as a trusted mechanism at factories, FWF has offered workers the opportunity to deal with any form of harassment issues (and others) they face. Workers have indicated in the baseline that the existing grievance mechanisms are either non-existent (as in the case of India) or not meeting their requirements (as in the case of Bangladesh). Respondents argue that the AHC/ICC offers them a platform to report misconduct.</p> <p>While the project addresses the needs of those involved in participating factories, the spillover effect of the Project to women and girls beyond the scope of the Project is limited. However, some records are present of women emphasizing that they take home the lessons they have learned and try to empower their family and communities.</p> <p>Overall, the needs of women to address forms of violence in the workplace and the needs of women to be empowered in order to deal with such issues have been met through this Project. While not all forms of harassment have been eradicated in the participating factories, the formation of the committees and the increased awareness have given women workers a new sense of power and ownership over their lives, especially for those directly involved in the Project.</p>
<p>Quantitative and/or</p>	<p>The above questions already provide ample evidence of how the project, through</p>

<p>qualitative evidence gathered by the evaluation team to support the response and analysis above</p>	<p>achieving certain results, responds to the needs of women and girls. The project realized informing over 60,000 women of issues of harassment that, based on the end line survey, are now able to define different forms of violence. FWF established 21 AHCs/ICCs that are functional and have a reporting system in place for women to place complaints. These committees are perceived as a preventive mechanism in factories by members of the AHC/ICC and by the factory management. The members of the AHCs/ICCs said the third party present in the committee was extremely helpful in providing (legal) advice and further knowledgeable counseling. The support given by member brands and FWF in cases that women were unable to get through to management, also allowed women to feel they had support and were equal discussion partners that should be reckoned with.</p> <ul style="list-style-type: none"> - Over 60.000 female garment workers have been reached through this Project and the end line shows the majority of women is now aware of different forms of harassment and the AHC, which they argue were unaware of before the trainings provided by FWF. - Women have reported in interviews that they see the AHC/ICC as a preventive mechanism against forms of harassment that they could face in the factory - Women respondents, especially members of the AHC/ICC argue they now feel “more courageous”, “powerful” and “they now dare to speak up” in relation to any forms of harassment they might face. - No quantifiable data is available for the bulk of the workforce.
<p>Conclusions</p>	<p>The project responded to the needs of women and girls, specifically working in the export-oriented garment industry in three cities in India and Bangladesh. The impact of the project outside of the geographic coverage, and selection of factories, remains limited, though this was not directly an objective of the Project.</p>

<p>Evaluation criteria</p>	<p>Sustainability</p>
<p>Evaluation question 7</p>	<p>How are the achieved results, especially the positive changes generated by the project in the lives of women and girls at the project goal level, going to be sustained after this project ends?</p>
<p>Response to the evaluation question with analysis of key findings by the evaluation team</p>	<ul style="list-style-type: none"> - FWF established further funding with international organizations to continue its efforts in India and Bangladesh. - FWF will co-develop a methodology with the ILO Turin Training Centre to formalize the training method of female worker groups in the garment industry. - FWF has co-written a joint publication with IndustriALL in order to share their experience in establishing the AHC with trade unions worldwide. - FWF has adapted its performance check benchmarking system for member brands to include VAW-specific issues. The implication of this requirement is that FWF brands will be rated according to the amount of training on preventing and addressing VAW carried out at their supplier factories. When the project ends, the brands are expected to continue their support for these trainings.
<p>Quantitative and/or qualitative evidence gathered by the</p>	<p>FWF has received a fund to continue the project until March 2016 from the Dutch government. There is also a fund for the next five years from 2016.</p>

evaluation team to support the response and analysis above	<p>FWF has been invited in August 2015 to visit the ILO Turin Training Center to develop the methodology with them.</p> <p>IndustriALL invited FWF to write a chapter on their experiences of establishing AHC/ICCs in order to inform trade unions of the opportunities and challenges that lie ahead.</p> <p>In the Brand Performance Check benchmarking system, FWF had added article 2.6, which refers specifically to issues related to VAW and anti-harassment. Specific sections on India and Bangladesh have been added.</p>
Conclusions	<p>Through these initiatives supporting the sustainability of the Project's results, FWF ensures that the support given to the local partners and the established AHCs/ICCs does not evaporate into thin air after the Project's end. It also ensures that the methodologies developed will get a foothold in large international organizations, such as the ILO, which could provide incentives to carry out the strategies beyond the geographic scope of the current project.</p>

Evaluation criteria	Sustainability
Evaluation question 8	<p>If the project was successful in setting up new policies for private sector employers (both for FWF member brands and for factories), is the policy change likely to be institutionalized and sustained?</p>
Response to the evaluation question with analysis of key findings by the evaluation team	<p>FWF helped develop an accessible version of anti-harassment policy for Indian and Bangladeshi factories. However, the organization foresees that it will take a longer period before the policies will take hold in the organization and will be formally implemented without interference of the brand or FWF.</p>
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	<p>All participating factories at the end of the Project have received the policy and received consecutive training to inform them of the content and the implications for factory conduct.</p>
Conclusions	<p>Without the continued support from FWF and member brands, it is unlikely that factories will institutionalize and sustain the policy and its implementation in practice. More awareness would be required among top-level management and mid-level management of the benefits of the policy.</p>

Evaluation criteria	Impact
Evaluation question 9	<p>What are the unintended consequences (positive and negative) resulting from the project?</p>
Response to the	<p>- Member brands are inclined to replicate the different FWF trainings on Fire &</p>

evaluation question with analysis of key findings by the evaluation team	<p>Building Safety and Anti-Harassment to other countries and with other factories together with other brands sourcing from those countries/factories.</p> <ul style="list-style-type: none"> - The impact of the trainings to the AHC/ICC members reaches beyond the scope of the committee. Committee members have indicated that they can use their learnings in their own household and community, even during the commute back home, to inform other women and girls of their rights and the opportunities they have to exercise their rights.
Quantitative and/or qualitative evidence gathered by the evaluation team to support the response and analysis above	<p>At least one member brand has indicated that it is in discussion with other FWF members and other brands to conduct joined trainings on the aforementioned issues.</p> <p>AHC/ICC members have said that they take the lessons learned to their homes and teach their family about harassment and what their rights are. Members share personal accounts of sisters that are more vocal now against 'naughty boys living next door' and those members telling their sons how to act towards girls and women.</p>
Conclusions	Not applicable

Evaluation criteria	Knowledge Generation
Evaluation question 10	What are the key lessons learned that could be shared with other practitioners on Ending Violence against Women and Girls?
Response to the evaluation question with analysis of key findings by the evaluation team	<ul style="list-style-type: none"> - In the garments sector, it appears that long-established corporate relations are more likely to yield positive reactions to requests for cooperation in such training programs. It is not inconceivable that in other industries and sectors this line of thought would be relevant as well. The more invested the corporate partners are in each other's business (whether in the form of training, portion of company/sourcing, or other) the more likely there is leverage in persuading one or the other. - In the case of the for-profit industry, one type of training that spans a full day might not be appealing or even feasible to arrange for all sectors and for all employees at the specific company. It was suggested that different formats of the training could be developed in order to expand the training lessons to more workers. This could take place in short visuals (multi-media) or short presentations of 5 minutes, but repeated on occasions. This would allow increasing the number of workers that repeatedly receive information on anti-harassment issues, and it also offers an alternative approach to deal with high turn over rates in the industry. - For the for-profit industry, it is essential to show evidence of benefits to i.e. the production levels from improving conditions for women and girl workers. However, often, hard evidence is still lacking because of non-disclosure agreements of factory data or lack of investigatory research conducted. It is therefore the suggestion to build a hard evidence base when involving the private sector on the human and business benefits of addressing VAW and anti-harassment.

	<ul style="list-style-type: none"> - Understanding why workers struggle to report on cases of harassment, while evidence shows that harassment does occur in factories, remains a challenge as becomes clear from the Project. Dealing with social and cultural stigmas is not a one-stop-shop and requires continued efforts to understand mindsets and behaviors of the target groups involved. Ensuring that additional attention is given in forms of research activities to understanding the underlying reasons for, in this case, 'reporting fear' of VAW and harassment could allow activities and project design to be even more aligned with the implicit needs of the target group. - The limitation of projects are often that project partners are often restricted in their scope (geographically, budgetary, or differently), meaning that certain decisions need to be made about who and what to include and exclude as project beneficiary. In this case, those complaints received from factories not related to member brands of FWF fell outside the scope of the project. However, meeting the workers of member brand sourcing factories off-site in their worker communities would allow to reach more than only those workers, and have the additional benefit of allowing workers to speak more freely of their experiences as no pressure or oversight from management can be found. - While additional training sessions have been scheduled for the AHC members to ensure they will be able to run the committee effectively and efficiently, it could be suggested to increase the number of training sessions for mid-management as well. Following multiple requests from mid-level managers, as well as AHC members, it became clear that this category at the factory is willing to learn more on 'proper' behavior in the factory though currently have the feeling they do not have sufficient ammunition to deal with it. - Multiple requests came forth to receive some form of certification for the management that would show them they are participating and active in dealing with VAW and anti-harassment trainings. However, realizing this is not common procedure for FWF the suggestions was made to develop an Attendance Certificate. It would help the factory to show to other brands how they are involved, but also includes some "control over the relevance". One brand argues, "if you would show an Attendance Certificate from 4 years ago, the brand will wonder why it is that outdated, which perhaps would only instill doubt rather than trust in the factory's good intentions."
Conclusions	Some innovative lessons and ideas have been developed throughout the project period that could be useful in other sectors and in the continuation of the current project with new funding from the Ministry of Foreign Affairs in the Netherlands.

Evaluation criteria	Knowledge Generation
Evaluation question 11	Are there any promising practices? If yes, what are they and how can these promising practices be replicated in other projects and/or in other countries that have

	similar interventions?
Response to the evaluation question with analysis of key findings by the evaluation team	<ul style="list-style-type: none"> - Establishing AHCs/ICCs in ready-made garment factories in India and Bangladesh has proven to influence working conditions for those involved in terms of its preventative nature of certain forms of harassment, as well as the capability of empowering members of the committees. The basic guidelines and structure of the AHC/ICC are relatively easily adaptable and replicable in different contexts with high prevalence of garment factories, as well as garment workers, which could benefit from such a representative body. - One of the learnings throughout the Project has been finding an appropriate way to discuss with the female workers at factories who are often illiterate, face social biases, and struggle with language barriers. The focus group methodology that was developed by FWF to engage with workers at factories has proven to be a positive methodology to reach this challenging group. has been received with great enthusiasm by the ILO Turin Training Centre and will be developed into a methodology that can be replicated in different settings. This methodology allows workers to express their thoughts and feelings through art work shops, and this allows trainers to deal with common issues such as different levels of education, language barriers, literacy levels and cultural barriers. It is recommended that the methodology is used in future related activities in order to address those workers with differing literacy and language barriers, as well as those who feel pervasive social and cultural stigma concerning the issue of VAW and harassment.
Conclusions	At least two promising practices have been identified that could be useful for other projects to replicate or build further on in a different country and/or setting.

5. Conclusions

The following conclusions follow from answering the evaluation questions:

Evaluation criteria	Conclusions
Overall	<p>The results show that the potential of AHC/ICC to enhance the experience of female workers in garment factories, even with a limited number of factories participating. Raising the awareness of the workforce at different levels in the factory, collaborating with different players along the value chain, and establishing functional supportive mechanisms along existing institutional frameworks has shown to be an effective approach to dealing with VAW and harassment issues in the garment industry.</p> <p>Still, gaining the trust of and confidence from workers, and dealing with social and cultural stigma of gender-based violence clearly requires patience and time. Establishing anti-harassment committees is an effective way of encouraging workers, management and member brands to cooperate with third parties to address sensitive and often hidden issues of harassment. Not only does it contribute to encouraging workers to make official complaints, but also to motivate factories to see the benefits of addressing these issues.</p>

<p>Effectiveness</p>	<ul style="list-style-type: none"> - The Project has been able to reach its (adjusted) targets in terms of number of complaints recorded with the AHC/ICC and hotline, while exceeding the number of established and functional AHC/ICC across both countries (after mid-term adjustments to project goals). - The project was able to reach more than the expected beneficiaries, while the level of awareness differs across the board as not all beneficiaries have received the same amount of training and/or information. - Women workers, especially those who have been elected as AHC/ICC members, experience more friendly working environments in factories that have been part of the Project in part because of the preventive nature of the AHC/ICC and the support given by third party organizations. This preventative nature relates especially to those forms of harassment that are more overt and occur more frequently on the work floor (such as verbal abuse). Those forms of harassment that still face stronger sense of social and/or cultural stigma (such as sexual harassment) remain present in the factories, and will require continued efforts of awareness raising and capacity building of the grievance procedures in the factory to deal with such issues. Especially the attitude of AHC/ICC members at work, and at home, has changed as they feel more organized and enabled to speak their mind when malpractices would occur. It is believed that these changes are in part a consequence of the pressure and/or support given by FWF and the member brand, which emphasizes the relevance of outsider-involvement in the factory. - Certain external factors enabled the FWF officers to push their agenda forward and benefit from ongoing developments. FWF used these opportunities to their advantage and reacted flexible in their program design to cope with any changes that might follow. However, the priority given to Factory Safety issues required FWF and member brands to be even more persuasive in their appeal to factories to deal with issues of VAW and anti-harassment as well. This flexibility was less visible, or perhaps too visible, in the internal organization of the project at the onset. If FWF had deliberated with the local partners at the time of project development more intensively, activities and local coordination could have experienced fewer struggles in the first project periods. If the Project had faced less internal organizational struggles in terms of staff changes and coordination, this could have contributed to earlier learnings of the staff of subtleties in implicit harassment cases reported through the AHC/ICC or hotlines.
<p>Relevance</p>	<p>The project responded to the needs of women and girls, specifically working in the export-oriented garment industry in three cities in India and Bangladesh. The impact of the project outside of the geographic coverage, and selection of factories, remains limited, though this was not directly an objective of the Project.</p>
<p>Sustainability</p>	<ul style="list-style-type: none"> - Through these initiatives supporting the sustainability of the Project's results, FWF ensures that the support given to the local partners and the established AHCs/ICCs does not evaporate into thin air after the Project's end. It also ensures that the methodologies developed will get a foothold in large international organizations, such as the ILO, which could provide incentives to carry out the strategies beyond the geographic scope of the current project. - All participating factories at the end of the Project have received the policy and

	<p>received consecutive training to inform them of the content and the implications for factory conduct.</p>
<p>Impact</p>	<ul style="list-style-type: none"> - Member brands are inclined to replicate the different FWF trainings on Fire & Building Safety and Anti-Harassment to other countries and with other factories together with other brands sourcing from those countries/factories. - The impact of the trainings to the AHC/ICC members reaches beyond the scope of the committee. Committee members have indicated that they can use their learnings in their own household and community, even during the commute back home, to inform other women and girls of their rights and the opportunities they have to exercise their rights.
<p>Knowledge Generation</p>	<ul style="list-style-type: none"> - At least two promising practices have been identified that could be useful for other projects to replicate or build further on in a different country and/or setting. These are related to supporting the establishment of AHC in other factories in order to organize workers to voice their VAW issues; and the focus group methodology that was developed as an alternative method to reach out to women and girls with differing language, literacy and social barriers. - FWF ensures that the support given to the local partners and the established AHCs/ICCs does not evaporate into thin air after the Project's end through seeking follow-up funding. It also ensures that the methodologies developed will get a foothold in large international organizations, such as the ILO, which could provide incentives to carry out the strategies beyond the geographic scope of the current project.

6. Key recommendations

Evaluation criteria	Recommendations	Relevant stakeholders	Suggested timeline
Effectiveness	Develop complementary alternative training materials in order to increase the frequency of interaction with the topic of VAW and anti-harassment, to raise awareness among a bigger portion of the workforce; and to deal with high turn-over rates at factories. These training materials can take the form of multimedia clips of 5 minutes to be shown at different times at the factory, newsletters or short comics to reach out to a diversified workforce with different literacy levels and language skills.	FWF Local partners (incl. trainers) AHC/ICC members	
Relevance	The local partner in India has organized, parallel to and complementary to the trainings, off-site community training. According to them, this face-to-face interaction away from factory premises was essential in gaining the trust from female workers that were distrustful and/or fearful of factory management, and of any external influence such as trade unions. The personal exchange allowed the local partner to not only gain the trust and raise awareness on the project's intentions, but also gather more complaints from both member-affiliated factory workers, as well as non-member affiliated factory workers. Depending on capacity and/or budget requirements, a similar initiative could be adopted to complement on-site training activities and perhaps respond to the realization that harassment remains 'hidden' in many instances.	FWF Local partner Workers' communities	
Efficiency	The focus group methodology that was developed to engage with workers at factories has been received with great enthusiasm by the ILO Turin Training Centre and will be developed into a methodology that can be replicated in	FWF ILO Turin Training Centre	August 2015

	<p>different settings. This methodology allows workers to express their thoughts and feelings through art work shops, and this allows trainers to deal with common issues such as different levels of education, language barriers, literacy levels and cultural barriers. It is recommended that the methodology is used in future related activities in order to address those workers with differing literacy and language barriers, as well as those who feel pervasive social and cultural stigma concerning the issue of VAW and harassment.</p>		
Sustainability	<p>It is recommended to investigate to what extent member brands incorporate and internalize social corporate responsibility criteria, such as reducing VAW and anti-harassment, when relying on FWF auditing services. Such research could lead to understanding what issues member brands have prioritized and/or what factors influence priority setting in corporate social responsibility.</p>		
Impact	<p>While challenging, involving the local government more in the Project in order to have a foothold with the influential labor inspectors, as well as strengthen the bargaining power of FWF in terms of establishing mandatory laws would increase the impact of the Project's results. One suggestion is to follow-up on the Indian local government's interest in developing a joint training manual on harassment issues and fire & safety issues for their Labor Inspectors.</p>	<p>FWF Local partners Local government</p>	
Knowledge generation	<p>It could be interesting to collect different harassment cases that have been dealt with in a collaborative way, and compile these stories to inform other stakeholders (for potential replication) of successful procedures and struggles faced in handling such sensitive issues.</p>	<p>FWF Local partners</p>	

7. Annexes

7.1. Annex 1: Final version of Terms of Reference of the evaluation

7.2. Annex 2: Inception report (including evaluation matrix)

7.3. Annex 3: Beneficiary Data Sheet

7.4. Annex 4: Semi-structured interview questions AHC/ICC members, management, brands

7.5. Annex 5: List of persons and institutions interviewed or consulted and sites visited

7.6. Annex 6: List of supporting documents reviewed

7.7. Annex 7: CVs of evaluator(s)

Annex 1: Final version of the Terms of Reference

Terms of Reference

External evaluation of project “Anti-harassment committee and violence prevention system in export-oriented garment factories”

1. Background and Context

It is estimated that 60% of the millions of women garment workers have experienced some form of violence or harassment at work. In South India and Bangladesh, violence against women at work remains a hidden subject. This project is designed to prevent and respond to forms of workplace violence including verbal and physical abuse, sexual harassment, forced labour, assault and rape.

The project works with actors at all levels to implement a comprehensive strategy to prevent and reduce violence. Indian and Bangladeshi law provides clear guidance on steps which should be taken in factories to address VAW; the project pilots pragmatic strategies to implement the law more effectively. Successful implementation will lead to respect for workers' basic human rights, and the elimination of the wide range of negative consequences caused by VAW.

Name of the project: Anti-harassment committee and violence prevention system in export-oriented garment factories

Funder: The United Nations Trust Fund to End Violence against Women (hereafter UNTF)

Organisations: Fair Wear Foundation (hereafter FWF), in partnership with four implementation partners Cividep India, SAVE India, AWAJ Foundation Bangladesh, AMRF Bangladesh.

Project duration: 3 years

Project start date: 01/10/2011

Project end date: 31/05/2015

Project goal: Women and girls working in targeted export-oriented garment factories in South India and Bangladesh experience a more supportive and satisfying working environment which includes less verbal abuse, psychological abuse, physical abuse and sexual harassment.

Primary beneficiaries: 25,500 female migrant workers

Secondary beneficiaries: private sector employers of 36 factories

The strategies employed in the project are designed to address the multiple causes of workplace violence against women, clearly define the role of each key stakeholder in reducing violence and ensure lasting impacts after the end of the project, and provide a replicable model for other factories and cities.

The project is built around a three-level process for creating capacity to prevent report and remediate workplace violence against women. The core factory-level capacity-building is supported by community and international systems which provide assistance and backup if

factory-level systems are not fully functional.¹⁵ At community level, local trade unions serve as a resource for the anti-harassment committees. Local partners strengthen the functioning of the anti-harassment committees by either giving continuous training or providing a representative to support. FWF via local partners has maintained a workers' complaint helpline systems as a backup in case the factory level committees do not function well. The complaints filed via the helpline are reported to FWF, which might forwards the issues to the relevant international member brands. FWF could use the brands' leverages due to its existing business relationship with factories to address complaints that cannot or are difficult to be solved at local level. At international level, FWF conducts annual brand performance checks of the way member brands manage supply chains and publish the results on FWF website. FWF also works with international stakeholders to promote the project that contributes to eliminating VaW at work.

Key stakeholders of the project are local and international trade unions, NGOs, business associations, local governments.

The total budget for this project is 721,000USD.

The amount funded by UN Trust Fund is 471,000USD.

FWF's own contribution, including human resource and fund from other sources, is 250,000USD.

2. Purpose of the evaluation

This is a mandatory final project evaluation required by the UN Trust Fund to End Violence against Women.

The purpose of the evaluation is:

- To understand the relevance and impact of the programme with regard to the goal.
- To assess the effectiveness of the programme.
- To learn from the lessons and draw recommendations for further implementation the programme to more factories in the coming years.
- To provide strategies, experience and practical guide to other initiatives that work on the VaW at work.

2 Evaluation objectives and scope

2.1 Scope of Evaluation:

- **Timeframe:** this evaluation needs to cover the entire project duration from 1 October 2011 to 31 March 2015.
- **Geographical Coverage:** Three cities and their surrounding: Dhaka (Bangladesh), Tirupur and Bangalore (India)
- **Target groups to be covered:**
This evaluation needs to focus on the target primary beneficiaries - 25,500 female migrant workers and secondary beneficiaries - private sector employers of 36 factories.

¹⁵ See Annex 1: graphic illustrating the results and resources framework of the programme.

2.2 Objectives of Evaluation:

The overall objectives of the evaluation are to:

- a. To evaluate the entire project choosing a number of factories and workers as samples in terms of effectiveness, relevance, efficiency, sustainability and impact, with a strong focus on assessing the results at the outcome and project goals;
- b. To generate key lessons and identify promising practices for learning;
- c. To provide recommendations for extending implementation of the programmes to more factories.

3 Evaluation Questions

The key questions that need to be answered by this evaluation include the following divided into five categories of analysis. The five overall evaluation criteria – relevance, effectiveness, efficiency, sustainability and impact - will be applied for this evaluation.

Evaluation Criteria	Mandatory Evaluation Questions
Effectiveness	<ol style="list-style-type: none"> 1) To what extent were the intended project goal, outcomes and outputs achieved and how? 2) To what extent did the project reach the targeted beneficiaries at the project goal and outcome levels? How many beneficiaries have been reached? 3) To what extent has this project generated positive changes in the lives of targeted (and untargeted) women and girls in relation to the specific forms of violence addressed by this project? Why? What are the key changes in the lives of those women and/or girls? Please describe those changes. 4) What internal and external factors contributed to the achievement and/or failure of the intended project goal, outcomes and outputs? How? 5) The project was successful in setting up new policies for private sector employers (both for FWF member brands and for factories), is the policy change likely to be institutionalised and sustained?
Relevance	<ol style="list-style-type: none"> 1) To what extent was the project strategy and activities implemented relevant in responding to the needs of women and girls? 2) To what extent do achieved results (project goal, outcomes and outputs) continue to be relevant to the needs of women and girls?
Efficiency	<ol style="list-style-type: none"> 1) How efficiently and timely has this project been implemented and managed in accordance with the Project Document?
Sustainability	<ol style="list-style-type: none"> 1) How are the achieved results, especially the positive changes generated by the project in the lives of women and girls at the project goal level, going to be sustained after this project ends?
Impact	<ol style="list-style-type: none"> 1) What are the unintended consequences (positive and negative) resulted from the project?
Knowledge Generation	<ol style="list-style-type: none"> 1) What are the key lessons learned that can be shared with other practitioners on Ending Violence against Women and Girls? 2) Are there any promising practices? If yes, what are they and how can these promising practices be replicated in other projects and/or in other countries that have similar interventions?

4 Evaluation Methodology

Proposed evaluation design

- Topic, purpose and scope of the evaluation (see previous chapters)
- Evaluation questions (see previous chapters)
- Data to be used:

Available data (collected by local team):

- A comparison report of Brand performance check reports of the 8 brands before and after
- Report of social audit results in project factories
- Baseline reports for workers and management interviews from India and Bangladesh
- Endline reports for workers and management interviews from India and Bangladesh (to be done in January/Feb)
- Art focus group discussion reports (monitoring report)
- Report on production output, absenteeism, voluntary turnover evaluation
- Training reports including AHC meeting reports
- Final report, annual reports and progress reports

Data to be collected:

- Select about 10% of the factory management and workers to be interviewed.
- Interview international brands participated in the project.

Composition of the evaluation team:

Lead evaluator

Quality control consultant

- 1) Data sources
All data above that had been collected by project local team are available for review. Evaluators will collect some data themselves to verify the information.
- 2) Proposed data collection methods and analysis
Desk research using available data, interviews.
- 3) Proposed sampling methods
Random sampling when checking available data.
Workers interviews: snow ball approach.
Management interview: select factories by external evaluator.
- 4) Field visits
Field visit to Bangladesh and India, assisted by FWF country representatives.

5 Evaluation Ethics

The evaluation must be conducted in accordance with the principles outlined in the UN Evaluation Group (UNEG) 'Ethical Guidelines for Evaluation'

<http://www.unevaluation.org/ethicalguidelines>.

It is imperative for the evaluator(s) to:

- Guarantee the safety of respondents and the research team.
- Apply protocols to ensure anonymity and confidentiality of respondents.

- Select and train the research team on ethical issues.
- Provide referrals to local services and sources of support for women that might ask for them.
- Ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and youth.
- Store securely the collected information.

In addition, since FWF works with factories and international brands, the evaluators should make sure:

- To keep names of workers, factories and brands confidential
- To communicate with FWF before interviewing factory management, so that the brands are informed.

The evaluator(s) must consult with the relevant documents as relevant prior to development and finalization of data collection methods and instruments. The key documents include (but not limited to) the following:

- World Health Organization (2003). *Putting Women First: Ethical and Safety Recommendations for Research on Domestic Violence Against Women*. www.who.int/gender/documents/violence/who_fch_gwh_01.1/en/index.html
- Jewkes, R., E. Dartnall and Y. Sikweyiya (2012). *Ethical and Safety Recommendations for Research on the Perpetration of Sexual Violence*. Sexual Violence Research Initiative. Pretoria, South Africa, Medical Research Council. Available from www.svri.org/EthicalRecommendations.pdf
- Researching violence against women: A practical guide for researchers and activists
November 2005
http://www.path.org/publications/files/GBV_rvaw_complete.pdf
- World Health Organization (WHO), 'Ethical and safety recommendations for researching documenting and monitoring sexual violence in emergencies' 2007, http://www.who.int/gender/documents/OMS_Ethics&Safety10Aug07.pdf

6 Key deliverables of evaluators and timeframe

	Deliverables	Description of Expected Deliverables	Timeline of each deliverable (date/month/year)
1	Evaluation inception report (language of report: English)	The inception report provides the grantee organization and the evaluators with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset. An inception report must be prepared by the evaluators <u>before</u> going into the technical mission and full data collection stage. It must detail the evaluators' understanding of what is being evaluated and why, showing how	31/Mar/2015

		<p>each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection/analysis procedures.</p> <p>The inception report must include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product.</p> <p>The structure must be in line with the suggested structure of the annex of TOR.</p>	
2	Draft evaluation report (language of report: English)	<p>Evaluators must submit draft report for review and comments by all parties involved. The report needs to meet the minimum requirements specified in the annex of TOR.</p> <p>The grantee and key stakeholders in the evaluation must review the draft evaluation report to ensure that the evaluation meets the required quality criteria.</p>	15/07/2015
3	Final evaluation report (language of report: English)	<p>Relevant comments from key stakeholders must be well integrated in the final version, and the final report must meet the minimum requirements specified in the annex of TOR.</p> <p>The final report must be disseminated widely to the relevant stakeholders and the general public.</p>	31/07/2015

7 Evaluation team composition and required competencies

7.1 Evaluation Team Composition and Roles and Responsibilities

The Evaluation Team will be consisting of two international consultant(s): the lead evaluator and a quality control consultant.

Lead Evaluator: will be responsible for undertaking the evaluation from start to finish and for managing the evaluation team under the supervision of evaluation task manager from the grantee organization, for the data collection and analysis, as well as report drafting and finalisation in English.

Quality control consultant: will be responsible for giving feedback, analysing data, taking part in the field trip. The consultant should have a specific focus on gender based violence and is experienced with UN system evaluation methodologies and requirements.

8.2 Required Competencies

Lead evaluator:

- Evaluation experience at least 5 year in conducting external evaluations, with mixed-methods evaluation skills and having flexibility in using non-traditional and innovative evaluation methods
- Expertise in corporate social responsibility, gender and human-rights based approaches to evaluation and issues of violence against women and girls
- Specific evaluation experiences in the areas of ending violence against women and girls
- Experience in collecting and analysing quantitative and qualitative data
- In-depth knowledge of gender equality and women's empowerment
- A strong commitment to delivering timely and high-quality results, i.e. credible evaluation and its report that can be used
- A strong team leadership and management track record, as well as interpersonal and communication skills to help ensure that the evaluation is understood and used.
- Good communication skills and ability to communicate with various stakeholders and to express concisely and clearly ideas and concepts
- Regional/Country experience and knowledge: in-depth knowledge of country Bangladesh or India is required.
- Language proficiency: fluency in English is mandatory; good command of local language Bangla or Tamil is desirable.

Quality control consultant:

- Evaluation experience at least 5 year in conducting external evaluations of programmes, especially UN funded projects.
- Expertise in gender and human-rights based approaches to evaluation and issues of violence against women and girls
- Specific evaluation experiences in the areas of ending violence against women and girls
- Experience in collecting and analysing quantitative and qualitative data
- In-depth knowledge of gender equality and women's empowerment
- Good communication skills and ability to communicate with various stakeholders and to express concisely and clearly ideas and concepts
- Regional/Country experience and knowledge: in-depth knowledge of country Bangladesh or India is required.
- Language proficiency: fluency in English is mandatory; good command of local language Bangla or Tamil is desirable.

8 Management Arrangement of the evaluation

Name of Group	Role and responsibilities	Actual name of staff responsible
Evaluation Team	External evaluators/consultants to conduct an external evaluation based on the contractual agreement and the Terms of Reference, and under the day-to-day supervision of the Evaluation Task Manager.	External evaluators
Evaluation Task Manager	Someone from the grantee organization, such as project manager and/or M&E	Task manager (evaluation manager)

	<p>officer to manage the entire evaluation process under the overall guidance of the senior management, to:</p> <ul style="list-style-type: none"> • lead the development and finalization of the evaluation TOR in consultation with key stakeholders and the senior management; • manage the recruitment of the external evaluators; • lead the collection of the key documents and data to be share with the evaluators at the beginning of the inception stage; • liaise and coordinate with the evaluation team, the reference group, the commissioning organization and the advisory group throughout the process to ensure effective communication and collaboration; • provide administrative and substantive technical support to the evaluation team and work closely with the evaluation team throughout the evaluation; • lead the dissemination of the report and follow-up activities after finalization of the report 	<p>is Ms. Juliette Li, FWF international verification coordinator, until 19 Feb 2015.</p> <p>From 19 Feb 2015 onwards, Task manager will be Ms. Suhasini Singh, FWF country representative India, under supervision of Ms. Margreet Vrieling, head of verification, FWF.</p>
Commissioning Organization	<p>Senior management of the organization who commissions the evaluation (grantee) – responsible for: 1) allocating adequate human and financial resources for the evaluation; 2) guiding the evaluation manager; 3) preparing responses to the recommendations generated by the evaluation.</p>	<p>Senior Management: Ms. Margreet Vrieling, head of verification, FWF.</p>
Reference Group	<p>Include primary and secondary beneficiaries, partners and stakeholders of the project who provide necessary information to the evaluation team and to reviews the draft report for quality assurance</p>	<p><i>Reference Group:</i> Primary beneficiaries: female migrant workers</p> <p>Secondary beneficiaries: private sector employers</p> <p>Main stakeholders: FWF brands, Local unions, NGOs, business associations</p>
Advisory Group	<p>Must include a focal point from the UN Women Regional Office and the UN Trust Fund Portfolio Manager to review and comment on <u>the draft TOR and the draft report</u> for quality assurance and provide</p>	<p>UN Women focal point in the India Multi-Country Office; Ms. Alice Ruxton, Portfolio Manager and Ms.</p>

	technical support if needed.	Gemma Wood, Monitoring and Evaluation Specialist, UN Trust Fund to End Violence against Women
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9 Timeline of the entire evaluation process

Stage of Evaluation	Key Task	Responsible	Number of working days required	Timeframe (dd/mm/yyyy - dd/mm/yyyy)
Preparation stage	Prepare and finalize the TOR with key stakeholders	Commissioning organization and evaluation task manager	20	By 5 February 2014.
	Compiling key documents and existing data		5	By 19 Feb 2015
	Recruitment of external evaluator(s)		5	By 19 Feb 2015
Inception stage	Briefings of evaluators to orient the evaluators	evaluation task manager	3	By 19 Feb 2015
	Desk review of key documents	Evaluation Team	1	1 Mar 2015
	Finalizing the evaluation design and methods	Evaluation Team	2	15 Mar 2015
	Preparing an inception report	Evaluation Team	2	31 Mar 2015
	Review Inception Report and provide feedback	Evaluation Task Manager, Reference Group and Advisory Group	3	By 10 Apr 2015
	Submitting final version of inception report	Evaluation Team	1	15 Apr 2015
Data collection and analysis stage	Desk research	Evaluation Team	4	Mar-Apr 2015
	In-country technical mission for data collection (visits to the field, interviews, questionnaires, etc.)	Evaluation Team	12	April-May, Questions and trip need to be prepared earlier
Synthesis and reporting stage	Analysis and interpretation of findings	Evaluation Team	2	May 2015
	Preparing a draft report	Evaluation Team	1	15 June 2015
	Review of the draft report with key	Evaluation Task Manager,	5days	25 June 2015

	stakeholders for quality assurance	Reference Group, Commissioning Organization Senior Management, and Advisory Group		
	Consolidate comments from all the groups and submit the consolidated comments to evaluation team	Evaluation Task Manger	2	30 June 2015
	Submission of the draft report to the UN Trust Fund	Evaluation Task Manager	2	10 July 2015
	Incorporating comments and revising the evaluation report	Evaluation Team	2	22 July 2015
	Final evaluation report submitted to the UN Trust Fund	Evaluation Task Manager	10	31 July 2015
Dissemination and follow-up	Publishing and distributing the final report	commissioning organization led by evaluation manager	5	August 2015
	Prepare management responses to the key recommendations of the report	Senior Management of commissioning organization	5	August 2015
	Organize learning events (to discuss key findings and recommendations, use the finding for planning of following year, etc)	commissioning organization		December 2015

10 Budget

The total budget for this evaluation for external evaluators is 21,600 USD. This includes:

- Evaluators fee: 12,700 USD
- Travel and lodging in India and Bangladesh: 7000 USD
- Hiring local translators: 1,900 USD

11 Annexes

1) Key stakeholders and partners to be consulted

India:

- Factory owners and management
- Business association: if possible
- Anti-harassment committee members
- Workers hired by the project factories
- Partner organisations: Civedep and SAVE
- Other NGOs and trade unions in the area and other stakeholders

Bangladesh:

- Factory owners and management)
- Business association: BGMEA
- Anti-harassment committee members
- Workers hired by the project factories
- Partner organisations: AWAJ, AMRF, Karmojibi Nari
- Other NGOs and unions

Europe:

- Discussion with FWF member brands participating in the programme

Sites to be visited:

- India: Tirupur
- Bangladesh: Dhaka

2) Documents to be consulted

- Relevant national strategy documents (based on summaries provided by FWF based on FWF mid-term reports)
India: Anti-harassment act (ICC act)
Bangladesh: high court verdict, workers participation committee regulations
FWF: policy on anti-harassment at work
- Strategic and other planning documents (e.g. project documents)
RRF – Resources and result framework
Project proposal
- Baseline data of the project (i.e. Results Monitoring Plan and Baseline Report)
A comparison report of Brand performance check reports of the 8 brands before and after
A comparison report of audit results in project factories

Baseline reports for workers and management interviews from India and Bangladesh
Endline reports for workers and management interviews from India and Bangladesh

Art focus group discussion reports (monitoring report)

Report on production output, absenteeism, voluntary turnover evaluation
- Monitoring plans, indicators and summary of monitoring data
RRF (see above)
- Progress and annual reports of the project
Available

3) Required structure for the inception report

- Purpose of the external evaluation

- Methodology
- External evaluation team, capacity and task division
- Indications, data collection
- Budget
- Time frame

4) **Required structure for the evaluation report**

- Purpose of the external evaluation
- Methodology
- External evaluation team, capacity and task division
- Activities of the evaluation, field trips etc.
- Data analysis
- Case studies (if realistic)
- Conclusions
- Recommendations

Annex 2: Inception Report

Inception Report

External Evaluation

Anti-harassment committee and violence prevention system in export-oriented garment factories

Daniëlle de Winter

3 April 2015

Table of Content

1. Background and context of project
2. Purpose of evaluation
3. Methodology
 - 3.1 Evaluation matrix
 - 3.2 Description of case selection
 - 3.3 Research methods
 - 3.4 Data sources
 - 3.5 Method of analysis
 - 3.6 Limits to evaluation
4. External evaluation team
5. Ethical considerations
6. Workplan and deliverables

Annex A: Overview goals, outcomes, and outputs

Annex B: CVs of evaluation team

Annex C: Terms of Reference Final Evaluation

1. Background and context of project

The overall goal of the project “*Anti-harassment committee and violence prevention system in export-oriented garment factories*” is “women and girls working in targeted export-oriented garment factories in South India and Bangladesh experience a more supportive and satisfying working environment which includes less verbal abuse, psychological abuse, physical abuse and sexual harassment”.¹⁶ The project partners set out to develop a functional violence prevention and reduction system, which can be replicated in other factories, countries and even industries. The project aimed to achieve this through strengthening the capacity of actors - at factory, community and (inter-)national level - to reduce violence against women in garment factories.

2. Purpose of Evaluation

The Terms of Reference¹⁷ for the external evaluation of the project mentions three purposes:

- (1) to understand the relevance and impact of program
- (2) to assess the effectiveness of the program, and
- (3) to learn from lessons and formulate recommendations for replication

These purposes will be achieved by using two research methods: document study and case studies. The entire project will be evaluated in terms of effectiveness, relevance, sustainability and impact. The evaluation will not focus on efficient use of allocated budget or other financial considerations. The evaluation will also generate key lessons and identify promising practices for learning from these case studies. If conceivable, findings following this evaluation should provide recommendations for extending the project's implementation to more factories.

3. Methodology

Certain guiding questions (see 3.1 Evaluation Matrix) have been provided by Fair Wear Foundation in the Terms of Reference in order to develop the final evaluation based on a selection of case studies of factories across 3 project areas. While official project reports should offer insights into certain quantifiable indicators of effectiveness, the case studies will offer more detailed insight into lessons learned and supportive arguments for opportunities and challenges the program faced.

In answering these questions, the evaluator will be guided by the suggested outcome indicators as offered in the RRF of January 2013. The evaluation matrix offers an overview of evaluation questions, indicators and data sources that will be used throughout the evaluation.

¹⁶ See Annex C: Terms of Reference Final Evaluation

¹⁷ idem

3.1 Evaluation matrix

Evaluation criteria	Evaluation Questions	Indicators (as per original proposal)	Data source & data collection method (depending on availability)
	12) To what extent were the intended project goal, outcomes, and outputs achieved and how?*	Logframe matrix reference to proxy and secondary indicators (i.e. # of cases reported to AHC and # of cases handled by AHC)	Semi-structured interviews (3 levels), policy document analysis (annual reports, baseline studies, factory monitoring reports)
	13) To what extent did the project reach the targeted beneficiaries at the project goal and outcome levels? How many beneficiaries have been reached?	<ul style="list-style-type: none"> - number of cases reported to AHCs and hotlines - number of cases handled by AHCs and hotlines - opinion of factory workers on VAW 	Policy document analysis (annual and mid-term reports), baseline studies, AHC monitor reports) Number of workers information cards and stickers distributed
Effectiveness	14) To what extent has this project generated positive changes in the lives of targeted (and untargeted) women and girls in relation to the specific forms of violence addressed by this project? Why? What are the key changes in the lives of those women and/or girls?	<ul style="list-style-type: none"> - perspective of women and girls at the workplace before and after the program - perspective of factory management before and after the program - proxy indicators to measure job satisfaction 	Semi-structured interviews (3 levels) and baseline and endline reports
	15) What internal and external factors contributed to the achievement and/or failure of the intended project goal, outcomes and outputs? How?	Logframe matrix & perspective of program stakeholders	Policy document analysis (relevant context analysis of VAW regulatory changes in India and Bangladesh) and semi-structured interviews
Relevance	1) To what extent was the project strategy and activities implemented relevant in responding to the needs of women and girls?	<ul style="list-style-type: none"> - Workers' job satisfaction - Workers' perspective at the workplace after the program 	Baseline and endline reports; semi-structured interviews; quarterly follow-up interview reports
	2) To what extent do achieved results continue to be relevant to the needs of women and girls?	<ul style="list-style-type: none"> - level of self-sustaining capacity of AHC - perspective of factory management - perspective community level stakeholders - member brands include AHC support in monitoring system 	Baseline and endline reports; semi-structured interviews; context analysis; quarterly follow-up interview reports (where available) Semi-structured interviews
Sustainability	1) How are the achieved results, especially the positive changes generated by the project in the lives of women and girls at the project goal level, going to be sustained after this project ends?	<ul style="list-style-type: none"> - level of self-sustaining capacity of AHC - perspective of factory management - perspective community level stakeholders - member brands include AHC support in monitoring system 	Semi-structured interviews; factory monitoring reports
	2) If the project was successful in setting up new policies for private sector employers (both for FWF member brands and for factories), is the policy change likely to be institutionalized and sustained?	<ul style="list-style-type: none"> - factory management experience with the policy and procedure - violence prevention policy is established in coordination with anti-harassment committees and communicated to employees. - pilot brands integration of AH policy in their monitoring system 	Semi-structured interviews
Impact	What are the unintended consequences (positive and negative) resulting from the project?	Perspectives FWF project officers after the program in relation to logframe matrix	Semi-structured interviews
Knowledge generation	1) What are the key lessons learned that could be shared with other practitioners on Ending Violence against Women and Girls?	Perspectives along the value chain after the program	Policy document analysis, semi-structured interviews
	2) Are there any promising practices? If yes, what are they and how can these promising practices be replicated in other projects		Policy document analysis, semi-structured interviews

	and/or in other countries that have similar interventions?		
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*see Annex A for an overview of goals, outcomes and outputs

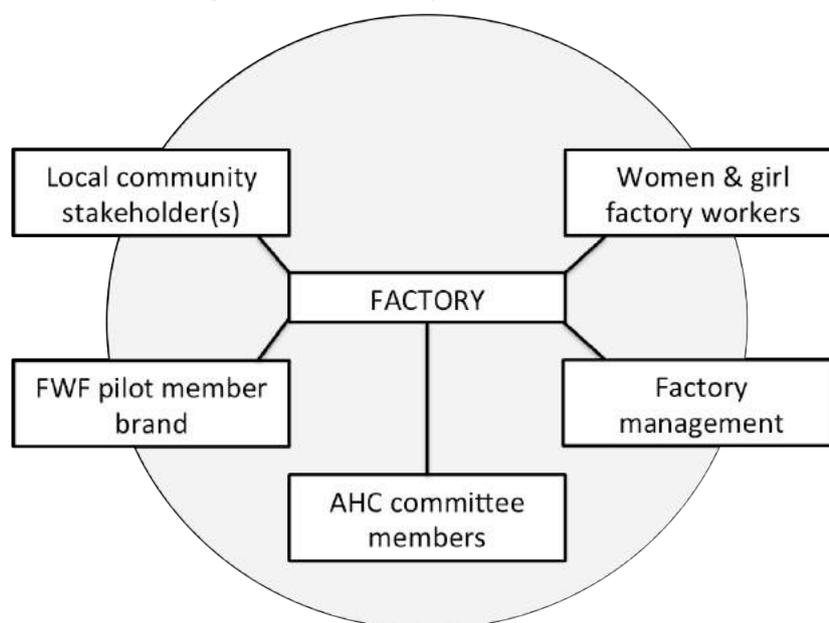
3.2 Description of case selection

For the purpose of this evaluation, a selection of a total of 4 factories will be made in the project areas of Tirupur and Bangalore (India) and Dhaka (Bangladesh) that will function as case studies. The respective country program officers will help make the final selection of the cases based on the proposed criteria below and their experience with the factories (units of analysis). Each factory is linked to a pilot member brand, and FWF has indicated it requires clearance from the respective parties before the case is selected.

The cases are selected based on purposive sampling technique, to ensure they are strategically chosen and are relevant to the research questions that are being posed. Partly due to budget restrictions, the evaluation will focus on a limited number of cases, which poses certain challenges for generalizations of findings. However, supported by program related policy documents the case studies will offer the opportunity to suggest contributing and constraining factors in relation to the evaluation criteria (effectiveness, relevance, sustainability, impact, knowledge generation).

Each selected case has as central unit of analysis a factory participating in the program. Each factory has a similar compilation of program beneficiaries and stakeholders that will be part of the evaluation. These stakeholders are represented in Figure 1 below.

Figure 1: Unit of Analysis & Stakeholders*



** the focus lies here with women & girl factory workers as these have been defined as target beneficiaries. However, within each case study efforts will be made to address male factory workers where appropriate and relevant.*

Certain criteria will be taken into account while making the selection of cases that are relevant to the evaluation. Below an overview of general criteria are presented.

General criteria:

- Involvement in program
- AHC established
- Factory management willingness
- FWF pilot brand member willingness
- Baseline/endline

In our selection process, we seek to identify cases that can be exemplary of the intentions of the project, though with different time paths and growth trajectories. For three cases, we seek a unit of analysis (factory) that is still part of the program, has an active AHC, with a factory management willing to cooperate and which is supported by FWF pilot brand. This will help to identify contributing and constraining factors to the establishment of a functional violence and protection system. The process, which these three factories have gone through before meeting these criteria, and the different levels of engagement, should reflect general dynamics that country representatives of FWF have identified.

Based on preliminary discussions with all country project officers at FWF headquarters, certain factors were identified that were linked to lower or higher level of engagement at the level of factory management, pilot brand member or to the capacity of the AHC. The cases should try to reflect this difference in low, medium, to high level of engagement of factory management, as this is seen as a decisive factor in levels of attainment.

Table 1: Active and passive case criteria

	CASE ACTIVE		CASE PASSIVE
Involvement in program	Active	Involvement in program	Passive
Establishment of AHC	Active	Establishment of AHC	Active (at the time of participation)
Factory management willingness	Supportive	Factory management willingness	Supportive /Reluctant (at the time of participation)
FWF pilot brand member willingness	Supportive	FWF pilot brand member willingness	Supportive (at the time of participation)

For the fourth case, we seek a case that has withdrawn from the project but has experienced a functional AHC and support from the brand member when it actively participated in the program. Factory management should now have an interest in participating in the evaluation,

as would the affiliated pilot brand member. This case will allow anecdotal evidence on the process that lead to the withdrawal of a factory from participating in the program. Such evidence could feed the lessons learned in the report, relevant for future replication of the program in different factories, localities and/or countries.

Note: our preference would go out to a more balanced case selection in which two cases that are still active and two cases that are now passive in the program would be selected. However, we realize the challenges in selecting two factories that are no longer actively participating in the program to cooperate in the evaluation, and have based our case selection on realistic opportunity and practicability.

3.3 Research methods

For the purpose of the case studies that will offer insights for the final evaluation, a combination of research methods will be used. Each evaluation question is addressed by one or a combination of methods suggested below.

3.3.1 Policy document analysis

Available policy documents will be used in order to frame the context of the program and register any evolution or relevant changes to the context throughout the implementation of the program. This includes context relevant documents, project relevant documents (such as baseline and endline) and progress reports. Furthermore, policy documents of the program and relevant stakeholders will be studied, including additional information retrieved from stakeholders and following field visits. These primary sources will offer more in-depth insights regarding the different evaluation criteria. These findings will be supported by data following from the semi-structured interviews, included in the case studies.

3.3.2 Semi-structured interviews

For the purpose of this evaluation, the evaluator will conduct multiple semi-structured interviews with different stakeholders along the value chain relevant to the selected cases, as well as representing to a certain extent the complexity and intricacies of the program.¹⁸ This means that a sound case selection will be an essential component of the evaluation if it to be demonstrative for the program across factories. The evaluator is expected to undertake fieldwork in the three project areas, in order to conduct the required interviews.¹⁹

For each case the following respondents will be involved:

- AHC members
- Factory management

¹⁸ The suggested number in the Terms of Reference (p4) of 10% of the factory management and workers cannot be realized within the framework of the evaluation. We have chosen for a limited sample of 4 cases and respective respondents as presented in this inception report to demonstrate level of effectiveness.

¹⁹ Given evaluation budget restrictions, we will deviate from the ToR and the quality control consultant will not go the field.

- Local stakeholders (business association, trade unions)
- Local partner organization(s)
- FWF country representative
- Affiliated pilot FWF member brand

If time permits, visits to worker communities will be included at program sites in order to include their direct perspectives. However, it is the belief that the Anti Harassment Committee is a representative body of the workers, and therefore would be able to offer sufficient insights into the perspectives of the workers on progress made. Therefore this evaluation will deviate from the proposed sampling method as presented in the ToR of a snow ball approach to conduct workers interviews. Furthermore, local consultants have already conducted baseline and end line surveys, which should provide sufficient data to grasp perspectives and changes at the level of the workers' communities.

Also, FWF project staff at the FWF headquarters will be interviewed in order to gain supportive arguments and understandings to policy document analysis that should be previously conducted.

3.4 Data sources

The evaluation will be based on the collection of primary and secondary data. Primary data sources will concern interview respondents and additional factory policy documentation if made available during field visit. Secondary data sources have been stipulated in the Terms of Reference and are presented once more below:

- **Relevant national strategy documents** (based on summaries provided by FWF based on FWF mid-term reports). For India this constitutes the Anti-harassment act (ICC act) and for Bangladesh this refers to the high court verdict on workers participation committee regulations. For FWF this constitutes the FWF policy on anti-harassment at work.
- **Strategic and other planning documents** (e.g. project document). This refers to the RRF (2013) and the project proposal.
- **Baseline data reports**. This includes: results monitoring plan; baseline reports from India and Bangladesh; comparison report of brand performance check of the 8 brands before and after; comparison report of audit results in project factories; art focus group discussion reports.
- **Endline data reports**. Although not explicitly mentioned in the ToR, final endline results will be consulted (is yet to be finalized at the time of writing)
- **Monitoring plans, indicators & summary of monitoring data** (is yet to be determined by FWF project officer)
- **Progress and annual project reports**

3.5 Method of analysis

A form of process-tracing of a causal chain of events will take place so that more robust statements can be made about whether the program can be said to have made a difference (and if so, how). It involves understanding how certain activities have been received, accepted and implemented by the case holders and target groups; and what internal and external factors have been influential in this process. This will be reflected in relation to an assessment of the *logical framework* underlying the program and how the initiative affects change by developing key outcomes that will lead to long-term outcomes. This approach goes hand in hand with an organizational assessment, which examines the dynamics of the program and sees how these dynamics hindered or supported project success.

Together, it will allow demonstrating the level of effectiveness of the program, providing answers to questions about what appeared to work for whom and under what circumstances, and determines which factors supported or hindered the outcomes. Generalizability of the findings remains limited however, as factories in different regions and adhesive to different laws and regulations should not be assumed to have similar dynamics. But it is plausible that in this case selection statements about causality taken from the study are valid and demonstrable for the program.

3.6 Limits to evaluation

To date no case selection has been made, and will only expected to be made by beginning of April. As the input from the local representatives is crucial in establishing contact and approval with the brands and factories is required, the evaluation is therefore adhesive to a risk of subjectivity. However, based on the criteria provided and critical reflection of the suggested case selection by the evaluation team will balance out any potential deviations.

In addition, part of the research will take place in the project areas in India and Bangladesh. At the time of writing, the situation in Bangladesh is volatile and is unstable. The go-ahead of the field visit will therefore only be determined close to the evaluator's departure, and based on an estimation of safety and effectiveness of the evaluator on the ground. If it would be decided that the evaluator should not travel to the respective regions, an alternative plan in cooperation with local counterparts will need to be developed.

Furthermore, the evaluation team will be working in the understanding that support will be given by FWF headquarters and local project officers throughout the entire duration of the project when required and throughout the field visit period.

4. External evaluation team

See Annex B for resumes of the evaluation team.

5. Ethical considerations

The evaluation will be conducted in accordance with the principles outlined in the UN Evaluation Group (UNEG) 'Ethical Guidelines for Evaluation'. The evaluation team will:

- Guarantee the safety of respondents and the research team
- Apply protocols to ensure anonymity and confidentiality of respondents
- Select the research team on ethical issues
- Provide referrals to local services and sources of support for women that might ask for them
- Ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and youth
- Store securely the collected information.

In addition, since FWF works with factories and international brands, the evaluators will make sure:

- To keep names of workers, factories and brands confidential
- To communicate with FWF before interviewing factory management, so that brands can be informed

The evaluator also has consulted the suggested documents on data collection methods and instruments as suggested in the Terms of Reference.

6. Workplan and deliverables

	Deliverables	Description of Expected Activities and/or Deliverables	Timeline of each deliverable (date/month/year)
1	Evaluation inception report (language of report: English)	The inception report provides the grantee organization and the evaluators with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.	31/Mar/2015 (internal review) 15/04/2015 (final version)
2	Data collection & analysis stage	Desk research In-country technical mission for data collection (visits to the field, interviews)	April - May 2015
3	Synthesis and reporting	Interviews at FWF HQ Analysis and interpretation of findings	June 2015
4	Draft evaluation report (language of report: English)	Evaluators must submit draft report for review and comments by all parties involved. The report needs to meet the minimum requirements specified in the annex of TOR.	15/06/2015 (internal review) 10/07/2015 (submission of draft)

		The grantee and key stakeholders in the evaluation must review the draft evaluation report to ensure that the evaluation meets the required quality criteria.	report to UN trust fund)
5	Final evaluation report (language of report: English)	Relevant comments from key stakeholders must be well integrated in the final version, and the final report must meet the minimum requirements specified in the annex of TOR. The final report must be disseminated widely to the relevant stakeholders and the general public.	31/07/2015 (submission to UN Trust fund)

Annex A: Overview goals, outcomes and outputs

Overall goal: to reduce violence against women in export-oriented garment factories in India and Bangladesh.

Overall outcome: strengthened capacity of all actors to reduce violence against women in garment factories

Outcome 1: **Capacity to reduce violence against women strengthened at factory level**

Output 1.1: Workers have better awareness of women's rights, applicable laws, and anti-harassment committees

Output 1.2: Anti-harassment committees (AHCs) are established, functional and sustainable

Output 1.3: Factory management implements formal violence prevention policy and grievance procedures to address VAW

Output 1.4: Clear incentives for employee and management participation will be known and will reinforce commitment to violence reduction

Outcome 2: **Capacity to reduce violence against women strengthened at community level**

Output 2.1: Key stakeholders participate in reducing VAW in factories

Output 2.2: Local government supports reduction of workplace violence against women

Output 2.3: External complaint hotlines are available for all workers as a backup to anti-harassment committees, or as an alternate where committees are not functional

Outcome 3: **Capacity to reduce violence against women strengthened at national and international level**

Output 3.1: FWF member companies include VAW issues their due diligence and actively work to reduce VAW in supply chains

Output 3.2: National, regional and international organisations will support efforts to reduce VAW

Output 3.3: A robust methodology for replicating the program's successes will be published and shared with other countries and industries

Annex 3: Beneficiary Data Sheet

Beneficiary group	The number of beneficiaries reached	
	At the project goal level	At the outcome level
Female domestic workers		
Female migrant workers		
Female political activists/human rights defenders		
Female sex workers		
Female refugees/internally displaced/asylum seekers		
Indigenous women/from ethnic groups		
Lesbian, bisexual, transgender		
Women and girls in general		
Women/girls with disabilities		
Women/girls living with HIV and AIDS		
Women/girls survivors of violence		
Women prisoners		70,000
Others (female garment workers)	Expected: 20,000	India: 8,000 Bangladesh: 62,000
Primary Beneficiary Total		
Civil society organizations (including NGOs)	Number of institutions reached Number of individuals reached	NA NA
Community-based groups/members	Number of groups reached Number of individuals reached	NA NA
Educational professionals (i.e. teachers, educators)	Number of institutions reached	NA
Faith-based organizations	Number of individuals reached	NA
General public/community at large		NA
		410

Government officials (i.e. decision makers, policy implementers)	NA	
Health professionals	NA	
Journalists/Media	NA	
Legal officers (i.e. lawyers, prosecutors, judges)	NA	
Men and/or boys	NA	
Parliamentarians	NA	
Private sector employers	NA	
Social/welfare workers	NA	
Uniformed personnel (i.e. police, military, peace-keeping officers)	NA	
Others (specify)	NA	
Secondary Beneficiary Total	NA	30 factories

Annex 4: Semi structured interview questions AHC/ICC members, management, stakeholders, member brands

Guiding questions

Semi-structured interviews: Anti-Harassment Committee

- Can you describe the role & responsibilities of the AHC?
- How is the Committee appointed?
- Who are the members? (what function in the factory / sex/ outside involvement?)
- What is your opinion of the AHC's work? Does it contribute to addressing problems at the factory level?
- How do you deal with reports of the AHC? Explain step-by-step.
- What are the most common issues reported?
- How do you interact with the workers?
- How do you interact with the management?
- How do you interact with local unions / organizations?
- Would you like to see any changes or what would you do differently?
- What are you most proud of since the establishment of the AHC?
- Where do you see the future of the AHC?

Guiding questions

Semi-structured interviews: Factory management

Factory policy changes

- What are the benefits for your factory to reduce violence against women? Do you know of any benefits? What are the negative sides to it?
- Do you implement a formal violence prevention policy to address Violence Against Women in the factory? Is it written down somewhere in official document?
- Why and how was this formal policy developed (in cooperation with AHC)? Have you shared this with workers?
- Do you have grievance procedures in place to address Violence Against Women in the factory?
- Have there been any changes that have influenced your management of the factory in recent years? Think of political changes, new management, laws, business-related changes.
- Why did you cooperate with Brand X on this program? How did they inform you of the AHC requirement?

Factory changes in practice

- Have you had contact with Brand X on the issue of Violence Against Women? Has their monitoring of your work changed since the involvement of Fair Wear Foundation?
- Do you talk about the issue with other managers/supervisors? What do you talk about?
- Do you talk with other organizations or institutions (labor unions / employee associations / local government officials) that are involved on a regular basis in addressing violence against women? How does this involvement work?

Anti Harassment Committee

- Is there an Anti Harassment Committee established? How is the Committee appointed?
- What is your opinion of the AHC's work? Does it contribute to addressing problems at the factory level?
- What is the benefit of ICC in your factory?
- What are the Constraints you are facing due to ICC in your factory?
- How do you interact with the AHC?
- How do you deal with reports of the AHC?
- Would you like to see any changes or see things work differently?
- What are you most proud since the establishment of the AHC?
- What challenges do you still face?

Guiding Questions

Semi-structured interviews: local stakeholders (adapted per stakeholder)

- **Issues**
 - What are the most common issues reported in relation to violence against women in garment factories?
 - What are the benefits for a factory to reduce violence against women?
 - What have been the key changes in the lives of women because of the program?

- **Roundtable meetings**
 - What's the use of roundtable meeting for you(r) (organization)? What did you take out of the meetings and put into practice?
 - Who attended the meetings? How often?
 - Did you experience the roundtable meeting as functional? If so, in what way?

- **Trainings:**
 - Do you offer assistance to the work of the local partner and/or FWF?

- **Local stakeholders:**
 - Do you cooperate with local government?

- **Factory involvement**
 - Do you talk about the issue with factory managers? What is discussed?
 - How does FWF support this?
 - Have you talked with clothing brands directly?

- **External factors**
 - Have there been any changes that have influenced VAW issues: political changes, laws, business-related changes since the start of the program?

- **Anti Harassment Committee**
 - What is your opinion of AHC's work? Does it contribute to problems at the factory level?
 - Would you like to see any changes in the workings of the AHC or see things work differently?
 - Do you believe the AHC as something that will become institutionalized and part of the factory itself in the future after FWF is gone?

- **Key lessons? / Promising practices?**

Guiding questions

Semi-structured interviews: member brand

General

- Why do you cooperate with FWF on this matter?

Factory relations

- How are your relations with the factory involved?
- Are you satisfied with the performance of the factory in terms of respecting the rights of workers?
- How did you approach the factory to participate in the Anti Harassment program of FWF?
- Why do you think it is important for the factory to participate?
- What is the added value of having a functional AHC?
- Have you received any complaints since the establishment of the AHC via FWF staff or the factory directly related to VAW or harassment issues?
 - o If so, what complaint? How did the complaint reach you? How did you deal with this to solve the issue at hand? Was it successful? Why/why not?
- Do you see any benefits for your brand in cooperating with FWF on the AHC program?

Brand capacity

- Were you aware that workers faced issues such as VAW and forms of sexual harassment in the garment sector before the FWF program? How were you made aware of this?
- Have you incorporated Violence Against Women issues in your monitoring system and/or due diligence? In what way? Did you have VAW included in your due diligence before the FWF program?
- How do you (further) actively support reducing VAW in the clothing supply chains?
- Do you provide incentives to factories to cooperate on this program? What would such incentives be? (What is in it for them?)
- Have you requested cooperation from all factories you source from in Bangladesh and India? Have they all complied with your request?
 - o If so, why do you think they complied?
 - o If not, what reasons were given for non-compliance? Did this in any way affect your relation with the factory?
- Will you continue supporting the AHC program after the active support from FWF would come to an end?
 - o If so, why? And how?
 - o If not, why not?
- Do you cooperate with other organizations or institutions on this matter?

Relations with FWF

- How do you perceive your relation with FWF? In general, and specific to this program?
- Would you like to make any suggestions/remarks to FWF or in general regarding the program?

Annex 5: List of persons and institutions interviewed or consulted and sites visited

	CODE	Organization	Format	Function	Type	Country	Date
1		SAVE	Individual	Executive Director	local partner	India, Tirupur	06-05-15
2		SAVE	Individual	Trainer	local partner	India, Tirupur	06-05-15
3		SAVE	Individual	Community and Factory worker organizer & Trainer	local partner	India, Tirupur	06-05-15
4		SAVE	Individual	Community and Factory worker organizer & Trainer	local partner	India, Tirupur	06-05-15
5		SAVE	Individual	Trainer	local partner	India, Tirupur	06-05-15
6		CITU	Individual	CITU leader	labor union	India, Coimbatore	07-05-15
7	I.1.		Individual	Management	factory	India, Coimbatore	07-05-15
8	I.1.		group interview	Onlookers / supervisors	factory	India, Coimbatore	07-05-15
9	I.1.		Individual	management	factory	India, Coimbatore	07-05-15
10	I.1.		group interview	ICC members	factory	India, Coimbatore	07-05-15
11	I.2.		Individual	management	factory	India, Tirupur	08-05-15
12	I.2.		group interview	supervisors (1 male / 1 female)	factory	India, Tirupur	08-05-15
13	I.2.		group interview	ICC members (4 female)	factory	India, Tirupur	08-05-15
14	I.3.		group interview	ICC members	factory	India, Tirupur (off-site)	08-05-15
15		CIVIDEP	Individual	former trainer	local partner	India, Bengaluru	09-05-15
16		Awaj Foundation	group interview	Project coordinators	local partner	Bangladesh, Dhaka	12-05-15
17		Awaj Foundation	group interview	Trainers	local partner	Bangladesh, Dhaka	12-05-15
18		Awaj Foundation	Individual	hotline complaint handler	local partner	Bangladesh, Dhaka	12-05-15
19		independent FWF consultant	Individual	hotline complaint handler	local partner	Bangladesh, Dhaka	12-05-15
20		BAWF	Individual	Labor Union leader	local stakeholder	Bangladesh, Dhaka	13-05-15
21		BGMEA	Individual	Vice President + Labour officer	local stakeholder	Bangladesh, Dhaka	13-05-15
22	B.2.		Individual	management	factory	Bangladesh, Dhaka	14-05-15

23	B.2.		group interview	supervisors	factory	Bangladesh, Dhaka	14-05-15
24	B.2.		group interview	AHC members	factory	Bangladesh, Dhaka	14-05-15
25	B.4.		group interview	management	factory	Bangladesh, Dhaka	14-05-15
26	B.1.		Individual	management	factory	Bangladesh, Dhaka	16-05-15
27	B.1.		group interview	supervisors	factory	Bangladesh, Dhaka	16-05-15
28	B.1.		group interview	AHC members	factory	Bangladesh, Dhaka	16-05-15
29	B.3.		group interview	management	factory	Bangladesh, Dhaka	17-05-15
30	B.3.		group interview	supervisors	factory	Bangladesh, Dhaka	17-05-15
31	B.3.		group interview	AHC members	factory	Bangladesh, Dhaka	17-05-15
32	BR.1	Stanley & Stella	Individual		brand	Amsterdam, the Netherlands	16-06-15
33	BR.2	Takko	Individual		brand	Amsterdam, the Netherlands	12-06-15
34	BR.3	Continental Clothing	Individual		brand	Amsterdam, the Netherlands	02-06-15
35	BR.4	Nudie Jeans	Individual		brand	Amsterdam, the Netherlands	03-06-15
36		FWF Foundation	Individual	Country representative Bangladesh	lead partner	Amsterdam, the Netherlands	28-05-15
37		FWF Foundation	Individual	Country representative India	lead partner	Amsterdam, the Netherlands	28-05-15
38		FWF Foundation	Individual	Program coordinator	lead partner	Amsterdam, the Netherlands	23-06-15

Annex 6: List of supporting documents reviewed

Policy documents

- India: Anti-harassment act (ICC act)
- CIVIDEP (2010) Sexual Harassment: an insight into the Indian Garment Industry
- Bangladesh: BGMEA Summary of Bangladesh High Court's ruling on anti-harassment committees
- FWF: policy on anti-harassment at work
- FWF Code of Labour Practices
- Gender Policy statement
- FWF Definition of Gender Based Violence and Sexual Harassment
- Worker interview guidelines and sample checklist
- Complaints reporting and hotline procedure
- Minutes of roundtable meetings India
- FWF Brand Performance Check Guide for Affiliates, 3rd Edition
- FWF final training modules

Strategic and other planning documents (e.g. project documents)

- Original project proposal
- (adapted) RRF – Resources and result framework
- Logframe
- Final Terms of Reference
- Inception Report
- Baseline reports for workers and management interviews from India and Bangladesh
- End line reports for workers and management interviews from India and Bangladesh
- Monitoring plans, indicators and summary of monitoring data
- Progress and annual reports of the project (incl. narratives and RAR's)
- Audit reports for each unit of analysis
- Corrective action plans for each unit of analysis

Annex 7: CVs of evaluator(s)

Evaluator: Daniëlle de Winter

Solebaystraat 99-1
1055ZP Amsterdam
the Netherlands
+31(0)641313175
danielle@dbmresearch.com
Born: Heemskerk, 8 september 1984
Nationality: Dutch
Sex: Female

Daniëlle de Winter (MSc.)

Education

Graduate School of Social Sciences (formerly ISHSS)

Masters of Science: Conflict Resolution and Governance

Cum Laude

2008-2009

Universiteit van Amsterdam

Bachelor of Science: Cultural Anthropology and non-western Sociology

2004-2007

Hogeschool voor Journalistiek

Propedeutic in Journalism

2002-2004

Algemeen Secundair Onderwijs

Highschool diploma, Antwerp, Belgium

1996-2002

Languages

Dutch	- Mother tongue
English	- Excellent reading and writing
French	- Sufficient reading and writing

Research Skills

- Structured and semi-structured interviewing
- Participant observation
- Survey design and execution
- Policy document analysis
- **Field research**

Experience

11.2014 IOB, Ministry of Foreign Affairs, the Netherlands

01.2015 **Evaluator**

In collaboration with Universiteit van Amsterdam, I conducted an evaluation for the Inspectie Ontwikkelingssamenwerking en Beleidsevaluatie (IOB) of the Ministry of Foreign Affairs in the Netherlands. The study focused on the effectiveness of Policy Influencing, Lobby and Advocacy (PILA) activities of civil society organizations on the topic of corporate social responsibility. Three case studies (labor conditions in textile industry, IT Electronics and Coalmining) were selected and analysed through process-tracing techniques. Methods included: secondary literature study, policy document analysis and primary data collection through semi-structured interviews.

01.2015 WellMade, Fair Wear Foundation, the Netherlands

04.2015 **Evaluator**

For the EC-funded project of WellMade, I was appointed as mid-term evaluator to conduct the mid-term evaluation of the three-year project on awareness raising and competency development of employees of European clothing companies and procurement officers. The activities consist of organizing focus group discussions, policy document analysis and report writing.

04.2014 The Broker, the Netherlands

09.2014 **Knowledge Manager**

As knowledge manager, I have coordinated the process of connecting policy-makers, academic researchers and practitioners in their ambition to create, share and bridge worlds of knowledge within the fifth knowledge platform initiated by the Ministry of Foreign Affairs. Together with a team of three other knowledge managers, my activities consisted of the development of a web-platform, conducting a stakeholder mapping in Ghana, drafting policy recommendations and contributing to strategy development processes in the thematic areas of Productive Employment, Social Protection and Strategic Actors for Inclusive Development.

09.2013 Ministry of Foreign Affairs, the Netherlands

01.2014 **Research consultant**

For the Ministry of Foreign Affairs a research team of four consultants was commissioned to investigate the Remittance Market in the Netherlands in order to fuel the debate for the Minister with relevant stakeholders. My research activities consisted of conducting +20 semi-structured interviews, facilitating focus group discussions, secondary literature study and final report writing. Eventually the project results and recommendations will be officially presented to the Dutch Central Bank and the Ministry of Foreign Affairs.

06.2013 WellMade, Fair Wear Foundation, the Netherlands
11.2013 **Evaluator**

For the EC-funded project of WellMade, I was appointed as evaluator to develop and conduct the evaluation for a three-year project on awareness raising and competency development of employees of European clothing companies and procurement officials. The plan and implementation consists of baseline studies, organizing focus group discussions, data analysis and report writing.

2012 DBMresearch, the Netherlands
2013 **Consultancy services**

In 2012 I launched my own consultancy business, DBMresearch, in order to offer my services to a wide variety of actors working in the field of development cooperation. My core competencies offered are research services to align theory and practice in development efforts. Three thematic areas have dominated my short-term consultancy experience: migration and development; gender; and conflict transformation. Short-term assignments included research reports, evaluations, project development, project proposal writing, pre-proposal research and writing of annual reports.

03.2011 Particuliere Samenwerkingsorganisatie (PSO), the Netherlands
12.2012 **Knowledge manager**

For a period of 1,5 years, I was appointed Knowledge Manager of two Thematic Learning Programmes in the field of Migration & Development. The purpose of the project was to strengthen knowledge building and exchange among development organizations. My core activities included creating innovative workshop formats (8 in total) for knowledge exchange, supporting research activities of participating organizations, facilitating knowledge-sharing experiences, monitoring progress and organizing a final conference.

01.2012 Modus Operandi, France
12.2012 **e-Learning course developer**

In a period of one year I was asked to redesign and write course content for a three-week online course on conflict transformation named "Transforming Civil Conflict". Simultaneously I drafted a marketing document for a new course on "Transforming Resource Conflicts". My activities included developing course content, develop and present theoretical models on conflict transformation, seek inspiring case studies for (non-violent) conflict transformation, and presenting course content in an interactive online platform. The course launched in March 2013 and was translated and launched in French in October 2013.

12.2010 Oxfam Novib, the Netherlands

12.2013 **Research consultant & Project Manager**

In cooperation with The Network University and BASUG, I was appointed research consultant for a two-year development project on 'Remittances for Community Development'. The project consisted of investigating innovative approaches to development including a gender focus and fostering transnational relationships. Some of my key responsibilities were undertaking qualitative research, presenting research results and policy documents, undertaking two field visits to Bangladesh, and facilitating stakeholders meetings in Bangladesh.

10.2010 SPAN Consultants, the Netherlands

Junior evaluator

Study of the Dutch MDG3 Fund, a 70 million Euro fund for EU and southern civil society organisations aiming at boosting the effort to achieve the third Millennium Development Goal on Gender. Midterm inventory of activities and results achieved through document study, online questionnaire and interviews.

05.2010 SPAN Consultants, the Netherlands

12.2010 **Project manager**

For an international consultancy firm I was appointed project manager for projects commissioned by the European Commission, the World Bank and UNDP. The job function has allowed me to learn of the core activities of these institutions (and others) and understand their organizational proceedings. My core duties were acquisition of new projects, develop project proposals, coordinate consultants, control budget and meeting reporting requirements.

01.2010 Municipality City of Amsterdam, the Netherlands

04.2010 **Policy Advisor Social Conflict**

I was appointed Policy Advisor for the City of Amsterdam to develop policy recommendations and advice the city council on matters of social conflict at the level of the municipality. Thematic areas of interest were problematic youths and gang violence, domestic violence, and drug related incidences. Some of my core activities were to organize and preside stakeholder meetings at city level, organize town association meetings, develop policy recommendations for city council and guard sound policy implementation. After re-organization of the local government of Amsterdam, my temporary contract was terminated.

Quality control consultant: Rinda Bosker

Rinda Bosker

Email: bosker@rjbosker.nl

Mobile: +31 6 11 35 87 69

- | | | | |
|--------------------------|-------------------|------------------------|------------------------|
| 1. Family name: | BOSKER | 4. Nationality: | Dutch |
| 2. First names: | Rinda | 5. Residence: | the Netherlands |
| 3. Date of birth: | 26.10.1958 | 6. Education: | |

Institution [Date from - Date to]	Degree(s) or Diploma(s) obtained:
1976-1977, State University of Utrecht, The Netherlands	Classical Languages (Latin, Classical Greek)
1977-1985, State University of Leiden, The Netherlands	MA French Language and Literature
1983-1985, State University of Leiden, The Netherlands	Public Information Science
1986-1987, SRM	NIMA Marketing A
1988, SRM	NIMA Marketing B
1988-1989, SRM	Public Relations
1989, SVB	Company journalism
1995, Nuffic	International marketing of education
1996-1997, TwijnstraGudde	General Management and project management
2000, VSO	Training 'Working with Communities' and Project Cycle Management
2010 April-July, diploma course ISS (Institute for Social Studies), Erasmus University Rotterdam, The Netherlands	Governance, Democracy and Public policy, - topic of Research paper: analysis of the role of civil society in the EIDHR program for the enhancement of Human Rights and Democracy in third countries.

7. Language skills: Indicate competence on a scale of 1 to 5 (5 - excellent; 1 - basic)

Language	Speaking	Reading	Writing
Dutch	mother tongue	mother tongue	mother tongue
English	5	5	5
French	5	5	5
German	4	4	3
Spanish	3	4	3

8. Membership of professional bodies:

1993-1997: Reclamekring Midden Nederland (Dutch Advertising Society), Vice-president of the Board

2000-2003: COS North Holland (Centre for International Cooperation Education), Member of the Board

2000- present: Logeion (National Government Communication Association)

9. Other skills: Computer literacy: Word, Excel, PowerPoint, fully conversant with Project Cycle Management and Logical Framework, Theory of Change.

10. Years of professional experience: 27

11. Present position: Senior expert in International Development Cooperation, with focus on gender, democracy and governance, project/programme evaluation, government communication, (independent consultant)

12. Years in current position: 15

13. Key qualifications relevant to the assignment:

Professional focus: 27 years of professional experience in evaluation and communication, of which 15 years in international development cooperation.

Areas of activity: evaluations and formulations of projects/ programmes and communication strategy development and capacity building in all sectors.

Experience in sectors: government communication and media, gender, education, governance and democracy, health, internal affairs (police), public finance and taxation, public diplomacy, judicial reform, agriculture, micro credit and income generating programs.

UN experience:

- *UNDP – Ethiopia:* Development of communication strategy for the Democratic Institutions Programme (DIP), a five-year, multi-donor program administered by UNDP
- *UNDP / World Bank Kenya:* Technical assistance to develop an internal and external communication strategy for the Public Service Reform and Development Secretariat of the Government of Kenya.
- *UNICEF - Rwanda:* Design of a community participation and awareness strategy for women empowerment and the increase of girls' enrolment and retention in basic education.

Gender experience:

- *Blijf Groep (Netherlands):* Pre-study on highly educated **female victims** of domestic violence.
- *Dutch Ministry of Foreign Affairs:* Study of the Dutch MDG3 Grants Fund to achieve the third Millennium Development Goal on **Gender**.
- *European Commission:* Evaluation of EC program including community participation to enhance **girls education** – Egypt
- *HIVOS:* Final Programme Evaluation NSA Capacity Building Programme – 30 countries including East Africa, including case study of NGO focused on **women's rights**
- *Dutch Ministry of Foreign Affairs:* Assessment of financing structure of six Academic Institutions for International Education and Research in the Netherlands; analysis of their substantial contribution to the Dutch Development Cooperation Policy, including **Gender** as one of the four policy focal points.
- *Dutch Ministry of Foreign Affairs:* Technical assistance (Inception phase) to the University of Cairo, to establish a **Gender Studies and Research Centre** at the university.
- *Dutch Ministry of Foreign Affairs:* Bulgaria Ministry of Social Affairs- Technical assistance through training to increase the administrative capacity of national, regional and local authorities and court in the field of **gender equality**.
- *European Commission:* Jordan - Formulation of the Programme on Support to Democratic Governance, Component 3: "Support Non-State-Actors to act as an effective drive for good governance and accountability", including a **gender** result ("**enhanced participation of women in social and political life**").

Evaluation experience:

- *European Commission:* Evaluation of IPA Information and Communication activities
- *IMC Worldwide:* Evaluation of the DFID funded programme "Making All Voices Count, A Grand Challenge for Development", focussing on the use of New Technologies for enhanced governance and civic participation.
- *Dutch Ministry of Foreign Affairs:* Study into the contribution of Dutch NGOs to changes of Southern civil society organisations in Ethiopia, Benin and South Sudan.
- *Dutch Ministry of Foreign Affairs:* Assessment of financing structure of six Academic Institutions for International Education and Research in the Netherlands; analysis of their substantial contribution to the Dutch Development Cooperation Policy, including Gender as one of the four policy focal points.
- *Dutch Ministry of Foreign Affairs:* Study of the Dutch MDG3 Grants Fund to achieve the third Millennium Development Goal on Gender.
- *Dutch Ministry of Foreign Affairs:* Final Evaluation of consular policy of the Dutch Ministry of Foreign Affairs.

- *HIVOS*: Final Programme Evaluation NSA Capacity Building Programme – 30 countries including East Africa, including case study of NGO focused on women’s rights
- *HIVOS*: Final Program Evaluation Civil Society Projects and capacity building in 6 African countries.
- *European Commission*: Evaluation of DG Development Communication activities in the EC and ACP countries - two framework contracts and a total of 5 evaluation actions.
- *European Commission*: Evaluation of EC program including community participation to enhance girls education – Egypt
- *European Commission*: Formulation of the Programme on Support to Democratic Governance, Component 3: "Support Non-State-Actors to act as an effective drive for good governance and accountability", including a gender result ("enhanced participation of women in social and political life").
- *European Commission*: Formulation of third phase of the EC Project Initiative for Civic Education in Malawi (9th EDF).
- *European Commission*: Mapping of civil society and formulation of NGO capacity building programs (9th EDF) in six countries in the East Caribbean
- *European Commission*: Identification and formulation of part of the Action Program for Judicial Reform of the Supreme Court of the Philippines
- *Dutch Ministry of Internal Affairs*: Identification and formulation of the Communication Component of the Education Reform Program in the Netherlands Antilles
- Qualitative and quantitative research within various communication assignments

14. Specific experience in developing countries and (former) candidate EU member states:

Albania, Bangladesh, Benin, Bosnia-Herzegovina, Bulgaria, Burundi, China, Croatia, Cyprus, East Caribbean, Egypt, Estonia, Ethiopia, Fiji, FYRM, Guyana, Hungary, Jordan, Kazakhstan, Kenya, Kosovo, Kyrgyzstan, Latvia, Lebanon, Liberia, Lithuania, Malawi, Montenegro, Morocco, Mozambique, Netherlands Antilles, Philippines, Poland, Romania, Rwanda, Senegal, Serbia, Slovenia, Sudan, South-Sudan, South Africa, Syria, Trinidad & Tobago, Turkey, Uganda.

15. Professional experience:

Date from - Date to	Location	Company	Position	Description
01-11/2015	Brussels, Albania, Bosnia & Herzegovina, Croatia, FYRM, Kosovo, Montenegro, Serbia, Turkey	AETS	Communication expert/ evaluation expert	Evaluation of IPA Information and Communication activities. Activities: desk and field research, quantitative research, synthesis and reporting, training of EU Delegation staff in the respective candidate countries on communication strategy and monitoring.
03-12/2014-	Netherlands	NGO Blijf Groep	Researcher	Research into the profile of higher educated female victims of domestic violence and recommendations for improvement of assistance. Literature study, stakeholder interviews, reporting
09-2013/09-2017	UK / Netherlands	IMC Worldwide 64-68 London Road Redhill, Surrey, RH1 1LG C. Renshaw; catherine.renshaw@imcwo rldwide.com Tel: +44 (0)1737 231400	Evaluation expert	DFID Global Evaluation Framework. Evaluation of the DFID fund programme for civil society organisations "Making All Voices Count, A Grand Challenge for Development", focussing on the use of New Technologies for enhanced governance and civic participation.
03/08-2013	Ethiopia, Benin, South Sudan	Netherlands Ministry of Foreign Affairs policy and operations evaluation department (IOB), Mr. F. Blankenberg floris.blankenberg@minbu za.nl; + 31 70-348 64 98	Team leader	Study into the contribution of Dutch NGOs (MFS II alliances) to changes of Southern civil society organisations in Ethiopia, Benin and South Sudan. Activities: desk and field research, case studies and reporting in cooperation with three local experts.
2001-2012		SPAN Consultants	Senior consultant	Projects described below:
2009-2013	China / Anhui	Netherlands Ministry of Foreign Affairs Under contract of: Philips Healthcare Habraken, Martien m.habraken@philips.com Tel: + 31 40 27 89074	Team leader and senior communication expert	Technical assistance for awareness raising and communication on early detection of neurovascular and cardiovascular diseases in Anhui province. Activities: Qualitative and quantitative research (survey), communication strategy development and implementation, training of hospital staff and first line health care providers.

2012	Egypt	Netherlands Ministry of Foreign Affairs; NUFFIC, Ms. A. De Ruiter; tel. +31 70 42 60 373; aderuiter@nuffic.nl	Team coordinator / gender expert	Technical assistance (Inception phase) to the University of Cairo, to establish a Gender Studies and Research Centre at the university.
09-11/2011	Netherlands	Netherlands Ministry of Foreign Affairs, Department of Social Development; Ms. M. Vogels, mieke.vogels@minbuza.nl ; + 31 70 3484365	Senior evaluation expert	Assessment of financing structure of six Institutions for International Education and Research in the Netherlands; analysis of their substantial contribution to the Dutch Development Cooperation Policy, including Gender as one of the four thematic focal points. The six institutions are: African Study Centre; Institute of Social Studies (Erasmus University Rotterdam); Institute for Housing and Urban Development Studies (Erasmus University Rotterdam); Faculty of Geo-Information Science and Earth Observation (Twente University); Maastricht School of Management; Institute for Water Education (IHE-UNESCO).
2007-2011	China / Hebei	Netherlands Ministry of Foreign Affairs Under contract of: Philips Healthcare Habraken, Martien m.habraken@philips.com Tel: + 31 40 27 89074	Team leader and senior communication expert	Technical assistance for awareness raising and communication on early detection of cancer and cardiovascular diseases in Hebei province. Activities: Qualitative and quantitative research (survey), communication strategy development and implementation, training of hospital staff and first line health care providers.
03/2011 – 05/2011	Jordan	European Commission EU Delegation to Jordan Ms. Patricia Pennetier, Programme Manager Human Rights and Democracy	Senior formulation expert	Formulation of the Programme on Support to Democratic Governance, Component 3: "Support Non-State-Actors to act as an effective drive for good governance and accountability", including a gender result ("enhanced participation of women in social and political life"). The assignment includes an in-country analysis of civil society's needs in terms of training, advocacy and institutional/administrative capacity building. This analysis is conducted in liaison and coordination with other donors (EU MS, USAID, UNDP). According to the implementation modality as indicated in the Action Fiche, the Technical and Administrative Provisions and the Financing Agreement, the Guidelines of the Call for proposals to NSAs and the Terms of reference of the Service Contract for the project are drafted.
10/2010	Netherlands	Netherlands Ministry of Foreign Affairs; Department of Social Development; Ms. I van de Pol, ineke-vande.pol@minbuza.nl;	Team leader / Senior evaluation expert	Study of the Dutch MDG3 Fund, a 70 million Euro fund for EU and southern civil society organisations aiming at boosting the effort to achieve the third Millennium Development Goal on Gender. Midterm inventory of activities and results achieved through document study, online questionnaire and interviews.

08/2010-02/2011	Sudan	European Commission EU Delegation to Sudan, Mr. Claus Heiberg, Head of Political Section	Team leader and senior communication expert	Development of a communication and visibility strategic plan (public diplomacy) for the EU Delegation in Sudan. Activities: inception report; qualitative research -desk study; field visit including interviews and focus groups with governmental and non-governmental stakeholders and media; strategy development; presentation and engagement workshop with EU member state ambassadors; media workshop.
08-09/2010	Ethiopia	UNDP David Omozafoh Programme manager +251 115515177 ext 34092 Fax: +251 115514599 David.Omuzafoh@undp.org	Senior communication expert	The Democratic Institutions Programme (DIP) is a five-year, multi-donor program administered by UNDP. The purpose of the DIP is to support the development of key democratic organizations that together play a role in strengthening institutional frameworks of democratic governance in Ethiopia: Ethiopian Human Rights Commission; Ethiopian Institute of the Ombudsman, Federal Ethics and Anti- corruption Commission; House of People's Representatives, House of Federation, Office of the Federal Auditor General, National Electoral Board of Ethiopia. Activities: qualitative research, development of a comprehensive communication strategy and action plan on the basis of a situation analysis using stakeholder interviews, incl. other donors, focus groups and desk study.
02-08/2010-	The Netherlands	Ministry of Foreign Affairs, policy and operations evaluation department Under contract of: Aarts • De Jong • Wilms • Goudriaan Public Economics BV tel+31(0)70 311 48 55 e-mail: a.ruijgrok@ape.nl	Senior evaluation expert	Final Evaluation of the consular policy of the Dutch Ministry of Foreign Affairs. Particular attention to the areas of government information, management of expectations and media relations. Activities: desk study, interviews, questionnaires, reporting.
05/2009-02/2010	Netherlands, East Africa, Central Asia	HIVOS, Dutch NGO / Co- financing organisation Karel Chambille kchambille@hivos.nl T + 31(0)70 376 55 00	Team leader and senior evaluation expert	Final Programme evaluation of Dutch NGO: €35 million 4 year NSA capacity building programme "ICT&Media for Development" in 30 countries in the South. Position: team leader of a team of 4 experts; senior consultant media and government communication. Research methods: Logical Framework reconstruction, desk research, interviews, case studies, online survey. Field visit / case studies of NGO work in Kazakhstan, Kyrgyzstan, Kenya and Uganda (on women's rights).

07-10/2009	Kenya, Uganda	HIVOS Nairobi, Issmael Nnafi	Team leader en senior evaluation expert	Final Programme evaluation of the public-private STAR programme, providing projects and training to 50 NGOs in the area of HIV AIDS in Kenya, Tanzania, Uganda, Mozambique, Malawi and Namibia to use modern ICT tools for awareness raising and disease management. Research methods: Logical Framework reconstruction, desk research, interviews and field visits.
11/2008-4/2009	Burundi	DFID / SIDA Under contract of PANOS: Domitille Duplat-Saunier domitille.duplat-saunier@panosparis.org	Senior government communication expert	AMES Project: training of spokespersons of public institutions in communication strategies and techniques and media relations; development of manual; methodology and procedures for development of press conferences.
04-08/2008	Rwanda	World Bank HABIMANA Augustin Director General of Communication & Outreach C/O Rwanda Parliament Mob: + 250 788404924	Senior government communication expert	Technical assistance to develop a communication strategy for the Rwanda Parliament including a gender perspective and capacity building for the Parliament's communication department. Activities: Qualitative research exploring increase of participation of Civil Society; policy and stakeholder analysis including media and NSAs; communication and media strategy development; training of communication staff.
11/2007	Syria	European Commission SPAN Consultants finance@span.nl	Senior government communication expert	Development of a communication strategy for the Upgrading Higher Education in Syria (UHES) Project. Qualitative research, policy and stakeholder analysis, communication strategy development.
10/2007	Kenya	UNDP / World Bank Mary Njoroge Office of the president T: +254 2 227411	Senior government communication expert	Technical assistance to develop an internal and external communication strategy for the Public Service Reform and Development Secretariat of the Government of Kenya. Activities: Qualitative research, policy and stakeholder analysis including NSAs, communication strategy development, validation workshop.
02/2006-02-2008	Bulgaria	Netherlands Ministry of Foreign Affairs /EVD Passamani, Micaela passamani@evd.nl +31(70) 778 88 88 SPAN Consultants finance@span.nl	Senior government communication expert	Technical assistance through training to increase the administrative capacity of national, regional and local authorities and court in the field of gender equality. Activities: policy analysis, consultations with stakeholders including NSAs, analysis of communication management capacity and training needs, staff training on communication and public awareness; development of public awareness strategy and a communication handbook.

<p>2005-2009</p>	<p>EU Member States / ACP countries</p>	<p>European Commission (DG dev unit A5 Information and communication) J. Goedertier Jacques.Goedertier@ec.europa.eu</p>	<p>Senior evaluation expert</p>	<p>"Evaluation of DG Development Awareness raising and Information activities and development of communication strategy" - senior consultant on a five year Framework Contract (Lot 2). Completed assignments: Evaluating the communication policy on the EDF and Cotonou Agreement in EC Delegations in ACP states (Kenya, Mozambique, Liberia, Guyana, Trinidad & Tobago, Fiji).</p>
<p>12/2006</p>	<p>Romania</p>	<p>European Commission / PHARE Under contract of ROI: Marc vd Muyzenberg m.vandenmuyzenberg@roi-opl.nl</p>	<p>Senior government communication expert</p>	<p>Senior Communication Consultant on the PHARE twinning project "De-centralisation and de-concentration process led by the central administration". Consultations with local governments, national and local NSAs; strategy development.</p>
<p>06-2006</p>	<p>Rwanda</p>	<p>World Bank Peter Malinga (HIDA) Cell: (250) 08304908 pmalinga@hida.org.rw</p>	<p>Senior communication expert</p>	<p>Information, Education and Communication strategy for the Human Resource and Institutional Capacity Development Agency (HIDA). Activities: stakeholder mapping, media analysis, information, education and communication strategy and action plan</p>
<p>7/2005-12/2005</p>	<p>East Caribbean</p>	<p>European Commission Under contract of B&S Europe: ANA VILAR avilar@bseurope.com</p>	<p>Team leader and senior formulation expert Non State Actors; mapping study and formulation.</p>	<p>"Non State Actor Advisory Panels and NSA capacity building programmes in the East Caribbean." Mapping study of civil society in six countries in the East Caribbean, with the aim of establishing NSA Advisory Panels to the EC Delegation. Formulation of capacity building programs (9th EDF). Activities: qualitative research – methodology design, implementation (desk research, interviews, focus groups discussions), reporting. PIF, Financing proposal, TAP, including related documents (ToRs, Grant Administration Process, Procurement and Grant Awarding Procedures, Cost Estimate, Logical Framework).</p>
<p>2001-2005</p>	<p>EU Member States / ACP countries</p>	<p>European Commission, DG DEV unit A5 Information and communication. J. Goedertier Jacques.Goedertier@ec.europa.eu</p>	<p>Team leader and senior evaluation expert</p>	<p>Team leader and senior consultant on a five year Framework Contract (Lot 6) for evaluation of "DG Development Awareness raising and Information activities". Assignment amongst others: Evaluation of publications and press contacts in Member States and three ACP countries (South Africa, Senegal and Barbados); evaluation of information capacity on the EDF and the Cotonou agreement in governments of candidate EU member states; evaluation of DG Dev information on the EDF and Cotonou Agreement.</p>

<p>2004/2005</p>	<p>Malawi</p>	<p>European Commission Under contract of B&S Europe : ANA VILAR avilar@bseurope.com</p>	<p>Senior expert Identification & Formulation</p>	<p>Formulation of third phase of the EC Project Initiative for Civic Education in Malawi (9th EDF). Desk research, interviews, analysis of current situation, project formulation, including gender mainstreaming. PIF, Financing proposal, TAP, including related documents (TORs, Grant Administration Process, Procurement and Grant Awarding Procedures, Cost Estimate, Logical Framework)</p>
<p>11/12-2004</p>	<p>Rwanda</p>	<p>UNICEF UNICEF Rwanda Martijn Engels Tel: + 250 578717 /18 /19 ext 1604 (office) mengels@unicef.org</p>	<p>Senior expert communication and community participation</p>	<p>Design of a community participation and awareness strategy for women empowerment and the increase of girls' enrolment and retention in basic education. Desk research, interviews, development of an awareness raising strategy.</p>
<p>10/2004-01/2005</p>	<p>Egypt</p>	<p>European Commission SPAN Consultants finance@span.nl</p>	<p>Team leader and senior evaluation expert</p>	<p>Evaluation of community participation component and its results for increased girls education of the Education Enhancement Programme. Expert and team leader of a team of five consultants. Activities: development of methodology according to project cycle management and logical framework approach; desk and field research; reporting.</p>
<p>03/07-2004</p>	<p>Lebanon</p>	<p>European Commission SPAN Consultants finance@span.nl</p>	<p>Senior government communication expert</p>	<p>Development of a Communication and Public Education strategy to support major reform programmes by the Ministry of Finance; social survey, strategy development and implementation, media relations and training of communication staff.</p>
<p>2002-2007</p>	<p>Turkey</p>	<p>European Commission SPAN Consultants finance@span.nl</p>	<p>Senior government communication expert</p>	<p>Ministry of National Education: Support to Turkey's Basic Education Programme in 12 rural provinces and 5 urban provinces with focus on enhanced participation of girls. Analysis of current communication activities; baseline survey; capacity building; support in development of communication strategies at various levels, stakeholder engagement including NSAs, development of communication materials.</p>
<p>2003-2004</p>	<p>Bulgaria</p>	<p>Netherlands Ministry of Foreign Affairs / EVD Chris Baare baare@evd.nl +31(70) 778 88 88</p>	<p>Senior government communication expert</p>	<p>Technical assistance to the Ministry of the Interior. Main activities: Desk research, interviews, policy / stakeholder analysis, analysis of communication management capacity, communication survey, development of a strategy for decentralised communication about European integration and adoption of the <i>acquis communautaire</i> in the field of Home affairs, more specifically the police.</p>

12/2002-1/2003	Philippines	European Commission Under contract of B&S Europe: ANA VILAR avilar@bseurope.com	Team leader and senior expert identification & formulation	Identification and formulation mission to support the Action Programme for Judicial Reform of the Supreme Court of the Philippines. Component: Access to Justice for the Poor (gender mainstreamed). Desk research, interviews, policy / stakeholder analysis including NSAs, project formulation. PIF, Financing proposal, TAP, including related documents (ToRs, Logical Framework, Credit Fund form, gender assessment form).
03-2002	Romania	European Commission Under contract of B&S Europe: ANA VILAR avilar@bseurope.com	Senior communication expert	National Institute of Magistrates and Training Center for Clerks: Responsible for the development of Public Relations policy and training of Presidents of Appeal Courts.
10/11-2002	Afghanistan	European Commission Under contract of Baltic Media Centre Fond SIMON DREWSEN HOLMBERG Tel.+ 45 70 20 20 02	Senior expert project cycle management	Training for senior management of the Ministry of Information of Afghanistan in EC project cycle management and logical framework approach, development of resource mobilization strategy, negotiations.
2001-2004	Latvia	WB Ernesto Cuandra (World Bank) T + 1 202 47 3 5311	Senior government communication expert	The Education Improvement Programme. Desk research, interviews, policy / stakeholder analysis, analysis of communication management capacity, communication survey. Development of an all round internal and external communication strategy and establishment of a Communication Department. Advice on strategy implementation; TV productions, print materials, stakeholder events, media relations.
07and 10-2001	China	WB Luis Mascarenhas (World Bank) T + 1 202 45 1536	Senior government communication expert	Agriculture reform project in the province of Jiangxi. Analysis of institutional setting / stakeholder analysis / field visits at the various layers of government in the Province of Jiangxi; Communication Strategy and Beneficiary Participation Plan, capacity building.
08-2001	Netherlands Antilles	Netherlands Ministry of Interior P.R. de Rooy minooc@gov.an SPAN Consultants finance@span.nl	Senior expert identification & formulation	Project to support development of education sector programmes (primary, vocational education and intuitional strengthening). Identification and formulation of the communication component of the project. Desk research, interviews, policy / stakeholder analysis. Assessment of institutional communication capacity and activities, development of internal and external communication strategy and the design of a programme for its implementation.

02-12/ 2000	Bangladesh	NGO Creed NGO Saptadanga Under contract of VSO info@vso.nl Tel: (+31) (0)30 23 20 600	Institutional and communication adviser	NGOs working on poverty alleviation in rural areas, with programmes in Non-formal Education, Water and Sanitation, Arsenic mitigation and Micro credit; promotion of Women's Economical Empowerment Field research, advise on monitoring and evaluation methodology for a Rural Micro-credit programme. Training in project design and planning according to integrated project cycle management and log-frame approach. <ul style="list-style-type: none"> • Communication Policy development. Development and implementation of communication campaigns, internal, external and corporate communication, coordination of production of communication means and publications, co-operation with NGO's, press information services, communication research. • Participatory projects, Community work projects, international cooperation, organisation of events. • Institutional development, human resources and financial management, project management and consultancy.
1996 – 2000	The Netherlands	Municipality of Amsterdam General telephone: +31 20 624 1111 info@shp.amsterdam.nl Current director R. van Ark rark@bda.amsterdam.nl	Director of Communication and Public Information	<ul style="list-style-type: none"> • Communication Policy development. Development and implementation of communication campaigns, internal, external and corporate communication, coordination of production of communication means and publications, co-operation with NGO's, press information services, communication research. • Participatory projects, Community work projects, international cooperation, organisation of events. • Institutional development, human resources and financial management, project management and consultancy.
06/1999	The Netherlands / Morocco	Municipality of Amsterdam / Municipality of Casablanca info@shp.amsterdam.nl General telephone: +31 20 624 1111	Communication adviser	Development cooperation project Morocco – Casablanca (city link): water and sanitation; student exchange Casablanca – Amsterdam.
1989 – 1996	The Netherlands	Polytechnic Institute of the Arts	Director of Communication and Marketing	Institute for higher education. Institutional development, general management, Marketing and Communication management. Policy development in the field of corporate communication, internal and external communication and marketing; student recruitment, market research. Implementation: coordination and project management.
1987 – 1989	The Netherlands	Foundation Beeldrecht	Commercial staff member	Copyright Institute. Marketing and communication.
1986 – 1987	The Netherlands	Netherlands Theater Institute	Project manager	The institute deals with the national and international promotion of Dutch theatre and dance, documentation, etc. Responsible for acquisition, assessment of cultural management training initiatives, editor of television programme on arts and culture.

