



Evaluation Unit (EVAL)

Evaluation Title Page

- **Project Title:** Social Protection and Gender
- **TC/SYMBOL:** CMB/09/04/SPA
- **Type of Evaluation :** Independent final evaluation
- **Country(ies) :** Cambodia
- **Date of the evaluation:** 3 September – 5 November 2012
- **Evaluation Managers:** Sutida Srinopnikom and Akiko Sakamoto
- **Administrative Office:** CO for Thailand, Cambodia & Lao PDR
- **Technical Backstopping Office:** CO for Thailand, Cambodia & Lao PDR
- **Evaluator(s):** Ms. Hariette K. Mingoen & Mr. Sak Choeun
- **Date project ends:** 6 November 2012
- **Donor:** AECID, US\$ 1,358,693.00
- **Key Words:** Social protection, labour standards, gender equality
- **Evaluation Budget:** US\$ 22,966

Acknowledgement

The evaluation team wishes to extend its appreciation and thanks to all persons who willingly shared information and their perspectives regarding the implementation of the Social Protection and Gender project in Cambodia.

A special thanks is in place to the Manager, the National Coordinator and the finance officer of the project, as well as the ILO Gender Specialist and the evaluation managers in DWT Bangkok, for the overall support and feedback rendered to the evaluation team.

Hariette K. Mingoen
Sak Choeun

Table of Contents

| | |
|--|-----------|
| Abbreviations..... | 3 |
| Executive Summary | 4 |
| Chapter One The Project..... | 7 |
| Chapter Two The Evaluation | 9 |
| Purpose and scope..... | 9 |
| Methodology..... | 9 |
| Limitations..... | 10 |
| Chapter Three Evaluation Findings..... | 11 |
| Relevance and strategic fit..... | 11 |
| Validity of the project design..... | 11 |
| Progress and effectiveness | 13 |
| Gender | 19 |
| Labour Standards | 21 |
| Efficiency..... | 21 |
| Collaboration with other ILO projects | 22 |
| Links with National Social Protection Strategy..... | 22 |
| Involvement of tripartite partners..... | 23 |
| Impact and sustainability..... | 23 |
| Chapter Four Conclusions, Lessons Learned and Recommendations | 25 |
| Conclusions | 25 |
| Lessons Learned..... | 25 |
| Recommendations | 26 |
| | |
| Annexes | |
| Annex 1 Terms of Reference..... | 28 |
| Annex 2 Guiding questions for the evaluation | 37 |
| Annex 3 Program for evaluation meetings and visits..... | 39 |
| Annex 4 Overview of indicators, outputs and completed activities..... | 44 |
| Annex 5 Details of delivery by implementing partners | 55 |
| Annex 6 Notes of Focus Group Discussions | 66 |
| Annex 7 Summary recommendations of mid-term assessment | 74 |

Abbreviations

| | |
|---------|--|
| ACT/EMP | Bureau for Employers' Activities (ILO) |
| ACTRAV | Bureau for Workers' Activities (ILO) |
| AECID | Spanish Agency for Development Cooperation |
| AUSAID | Australian Aid |
| BFC | Better Factories Cambodia |
| CAMFEBA | Cambodian Federation of Employers and Business |
| CARD | Council for Agricultural and Rural Development |
| CARE | Cooperative for Assistance and Relief Everywhere |
| CBCA | Cambodian Business Coalition on AIDS |
| CO | Country Office |
| CTA | Chief Technical Adviser |
| CWPD | Cambodian Women for Peace and Development |
| DWCP | Decent Work Country Program |
| DWT | Decent Work Team |
| EU | European Union |
| FGD | Focus Group Discussion |
| GFI | Garment Factory Infirmary |
| GFW | Garment Factory Worker |
| GMAC | Garment Manufacturers Association of Cambodia |
| GMP | Gender Mainstreaming Project |
| HI | Health Infirmary |
| IEC | Information Education Communication |
| ILO | International Labour Organization |
| IVY | International Volunteers of Yamagata |
| LTFP | Long Term Family Planning |
| MDG-F | Millennium Development Goals Fund |
| MOLVT | Ministry of Labour and Vocational Training |
| MOU | Memorandum of Understanding |
| MOWA | Ministry of Women's Affairs |
| MSIC | Marie Stopes International Cambodia |
| NSPS | National Social Protection Strategy |
| NTTI | National Technical Training Institute |
| OSH | Occupational Safety and Health |
| OUI | Open University Initiative |
| PE | Peer Educator |
| PILS | Pre-Industrial Life Skills |
| PLWH | People living with HIV |
| RHAC | Reproductive Health Association Cambodia |
| RO | Regional Office |
| SHG | Self Help Group |
| SPG | Social Protection and Gender project |
| STD | Sexually Transmitted Diseases |
| TL | Team Leader |
| ToR | Terms of Reference |
| WDC | Women Development Center |
| WE | World Education |
| WEDGE | Women Entrepreneurship and Gender Equality |
| WFP | World Food Programme |

Executive Summary

The Social Protection and Gender Project, further referred to as SPG, is a two years project funded by the Spanish Development Cooperation Agency (AECID). Actual implementation of project activities started in August 2010, although the project was approved for implementation in January 2010. A mid-term assessment conducted in October/November 2011, was followed by an extension of the project with one year. As the project ends on 6 November 2012, the ILO commissioned an independent final evaluation. This took place from 2 September – 5 November 2012 (includes field visit in Cambodia from 3-13 September and reporting process).

SPG was conceptualized in a time when economic and social conditions in Cambodia were seriously affected by the global financial and economic crisis of 2008. It was intended to help in mitigating the effects that were observed among the workers in the garment industry, consisting of predominantly young women from poor rural families.

The project has three objectives: 1) improving the well being and health of women workers and enhancing gender responsive workplace policies; 2) promotion of women's participation in workplace level decision making and 3) creating pre-induction and post- factory employment opportunities.

The project propagates a cycle approach comprising of pre-industry, in-industry and post-industry interventions. Project implementation was commissioned through services contracts with five implementing partners: 1. Marie Stopes International Cambodia (MSIC); 2. Cambodian Business Council on AIDS (CBCA); 3. World Education (WE); 4. Women Development Center, Kampong Chhnang Province; 5. International Volunteers of Yamagata for post-industry interventions.

Purpose of the evaluation

The final evaluation was to:

- determine whether the project achieved the stated objectives
- assess the overall and specific outcomes and impacts of the project in terms of sustained improvements
- draw lessons from the project experience for designing future action towards improving the productivity and well-being of garment factory workers
- Review good practices and models of interventions-in particular on economic and social empowerment of workers- that were documented during the life-cycle of the project and that may be used in other ILO projects with a similar thematic focus
- Address the ILO overall evaluation concerns such as relevance, effectiveness, efficiency and sustainability, as defined in the 2011 ILO Evaluation Guidance materials.

Methodology of the evaluation

The evaluation team prepared guiding questions for all issues that needed to be addressed as per ToR and gathered information through:

- Briefing sessions with responsible specialists in the Decent Work Team, Regional Office and the Country Office for Thailand, Cambodia and Lao PDR in Bangkok.
- Review of project documentation
- Interviews with management and staff of all five SPG implementing partners; key persons involved in government, employers' and workers' organizations; ILO staff in Cambodia, notably the Coordinator of the ILO Joint Project Office, National Project Coordinators of ILO projects that have collaborated with the SPG project, and the CTA of Better Factories Cambodia.

- Visit to 3 garment factories and project sites in Kampong Chhnang, Svay Rieng, Prey Veng, where Focus Group Discussions (FGD) were held with groups, representing garment factory workers; infirmary service providers; beneficiaries of Self Help Groups (SHGs) and beneficiaries and facilitators of the Pre-Industry Life Skills (PILS) training.
- Participation in three workshops which provided useful insights of implementing partners' views regarding: 1. the good practices stories collected by a consultant (5 September); 2. the preliminary observations of final evaluation presented by the evaluation team (12 September); 3. the final review of project implementation and prospects for integration of SPG acquired experience, knowledge and tools in partners' regular work after the end of the project (5 November).

Evaluation findings

Project implementation was plagued with many challenges, mainly related to the short duration of the project versus the ambitious strategies and the broad range of planned outputs and activities. Partners of diverse disciplines had to be invited to come on board. Their engagement with the project did not start at the same time. Each partner focused on the implementation of its own component without a moment of joint reflection on the overall direction, indicators, and expected outputs of the project. Overall, their contributions were of short duration and interventions have been merely piloted, without time for refinement and consolidation.

A number of outputs and activities of the project were implemented in a different form, while some have not been implemented at all, it seems due to lack of time. The end result is that the three objectives have been met in part. The highest level of achievement is observed in objective 1, with notable impact.

- Outputs and indicators related to **health** under objective 1 have been accomplished through the interventions of MSIC on maternal health (MH), sexual and reproductive health (SRH) and family planning (FP); and added to this, the HIV/AIDS awareness raising at the workplace carried out by the Cambodian Business Council on AIDS (CBCA). Outputs related to establishing a practical support and referral system for information on child care, health, education and anti-child labor work have been realized for SRH and FP only. Comparison of pre- and post-intervention surveys conducted by MSIC, shows impact in knowledge and awareness on SRH and FP at the level of the garment workers and the Garment Factory Infirmaries (GFI). Less impact is observed at the level of factory management. Human Resources Managers in factories have by and large cooperated well in facilitating interventions at the workplace, but not to the extent that proposed policies have been adopted to improve the health and well being of garment workers. The second part of the objective, seeking to '**enhance gender responsive workplace policies**' is therefore not attained.
- Objective 2, '**promotion of women's participation in workplace level decision-making**' is also partly achieved. SPG's policy advocacy was strongest towards Trade Unions resulting in the commitment of seven Confederations of trade unions to promote gender equality, non-discrimination, promotion of women's trade union participation and leadership in their rank and file and among constituents. Follow-up support is needed to strengthen the Gender Focal Points that have been appointed to undertake the challenging task. Comparably, advocacy towards employers' organizations (GMAC and CAMFEBA) and towards factories' management/owners was limited. Follow-up advocacy towards government and employers' organizations is also needed to ensure that necessary policy measures are taken at their end, in order to reach the objective of enhancing gender responsive workplace policies and women's participation in workplace level decision-making.

- The same applies for Objective 3, **pre-Induction and post-factory employment opportunities**. Outputs related to pre-industry induction and life-skills awareness raising have been attained through the development of a curriculum for pre-industry life skills training, which was merely piloted in a training of young rural women and garment workers by World Education (WE). Impact is noted through beneficiaries' stories of changing savings and spending practices, as well as in changing eating habits and food hygiene. The project did not reach the stage of conducting the planned trainings in collaboration with other existing training providers.

The outputs that seek to assess potential sectors for post industry livelihood assistance for garment workers, through the formation of Self Help Groups (SHGs) in savings and loans as a start-up for business development, have been partly attained. 60 SHGs were formed. About half of them are reported to function well in savings and loans. Only a small number of groups have started doing business that is still in a developmental stage. Continued support and guidance are needed to make them grow into viable economic options for post garment workers.

Partners appreciate the experience they have gained with the project and at the closing workshop expressed intentions to seek opportunities to continue targeting garment factory workers and to apply the accumulated knowledge, experiences as well as the SPG developed tools in their regular work. These are potential signs of sustainability.

Chapter One. The Project

The Social Protection and Gender (SPG) project was designed in response to the global financial and economic crisis that hit many countries, including Cambodia, severely. Cambodia suffered due to the undiversified nature of its economy, which relies largely on garment exports, tourism and agriculture. The shocks were particularly felt in the export oriented industry, which consists mainly of the garment sector. Many factories had to close down and thousands of workers were laid off. Better Factories Cambodia and ILO DWCP 2008-2010, reveal that in the last quarter of 2008, the impacts of the global economic crisis became apparent, and in 2009, Cambodia's garment exports decreased by 18.9 per cent. Around 23 per cent of factories were closed, with those remaining open operating at only 60–70 per cent capacity. Factory closures led to the lay-off of 75,500 workers, or 21 per cent of the total workforce. The consequences were dramatic, especially for the thousands of women workers, mostly migrants from poor rural areas, who together with their families depended highly on income from the sector.

Workers who kept their jobs were assured of an income, but family responsibilities as well as rising food and fuel prices place a heavy strain on their already meagre income. Workers then tend to spend less on food; do not eat well as they are trying to maximize savings to send home. They also spend less money on health and on children's education, thus pulling them (more) deeply into poverty and social exclusion. A study 'Women and Work in the Garment Industry', carried out by the ILO Better Factories Cambodia and the World Bank in 2006, revealed that fainting and feeling dizzy were the second most common cause of sick leave. This was significantly related to both not eating enough (nutritious) food and being affected by chemicals and cloth debris.

In line with the social protection floor concept, the SPG project aims to address these vulnerabilities through improvement of health services at the workplace, life skills training, financial education, and access to productive economic activity. (Source: ILO, Conclusions of the Committee for the Recurrent Discussion on Social Protection, International Labour Conference, 100th Session, 2011, para. 9..... *basic social security that ensure that over the life cycle all in need can afford and have access to essential health care and have income security at least at a nationally defined minimum level. Social protection floor policies should aim at facilitating effective access to essential goods and services, promote productive economic activity and be implemented in close coordination with other policies enhancing employability, reducing informality and precariousness, creating decent jobs and promoting entrepreneurship*). At the same time the project addresses gender concerns at the strategic level to ensure that measures are taken at policy level to enhance gender responsive workplace policies and equality and non-discrimination at work.

The project has been designed for two years, with three objectives: 1) improving the well being and health of women workers and enhancing gender responsive workplace policies; 2) promotion of women's participation in workplace level decision making; and 3) creating pre-induction and post-factory employment opportunities, and the following strategies to reach the ultimate beneficiaries:

- a. the development and delivery of new relevant training material and associated follow up with the garment workers
- b. support to the beneficiaries development of income generating activities by adapting the ILO WEDGE methodologies
- c. increasing women's participation in social dialogue institutions; develop and/or strengthen networks of active women leaders as a way to facilitate peer support and dialogue among these new change agents
- d. advocacy to promote workers' and employers' rights and responsibilities, and in particular access to social protection

- e. promoting ILO international labour standards
- f. research and mapping of current social protection institutions in order to include them in a referral system to be implemented and to strengthen their capacities to deliver good quality health care and social protection packages.
- g. development of advisory services by BFC, whose services will support garment factories work in terms of policy development, solution seeking with respect to promoting workers' health, especially women workers access to health care etc.

Main project stakeholders are the Ministry of Labour and Vocational Training (MOLVT) and the Ministry of Women's Affairs of Cambodia (MOWA); the garment factories; the Garment Manufacturers Association of Cambodia (GMAC); the garment factory workers; trade unions; Better Factories Cambodia (BFC); ILO's global Better Work Program, the Joint Projects Office Cambodia, the Decent Work Team for East and South-East Asia and the Pacific (DWT Bangkok), the Regional Office for Asia and the Pacific (RO Bangkok) and the Country Office for Thailand, Cambodia and Lao PDR (CO Bangkok).

A large part of the project was implemented in partnership with:

1. Marie Stopes International Cambodia (MSIC)
2. Cambodia Business Coalition on AIDS (CBCA)
3. Women Development Center (WDC) in Kampong Chhnang province
4. International Volunteers of Yamagata (IVY) in Svay Rieng Province
5. World Education (WE)

The criteria for selection of these partners included relevant professional experience and expertise in the technical areas of concern, capacity of organization, prior experience working with UN agencies including ILO, financial liability and credibility. SPG reported that the selection followed the rules of the ILO regarding selection of implementing partners, in close consultation with the relevant offices in the ILO and other relevant stakeholders as appropriate. The partnerships were captured in terms of references which include the objectives of the partnerships, expected outcomes and budget estimates. Annex 5 provides details of the implementing partners' profile and the work that they accomplished for the project.

The project collaborated well with other ILO projects, notably the ACTRAV Trade Unions for Social Justice project, the MDG/F Joint Program for Children, Food Security and Nutrition in Cambodia and the ILO/Norway Gender Mainstreaming Project (GMP) coordinated by DWT and RO Bangkok.

Funding for the project has been granted by the Spanish Development Agency (AECID), in the amount of US\$ 1,358,693.00

Implementation started in January 2010. The project that would have ended in 2011 was extended at no extra costs (budget neutral) until 6 November 2012.

A mid-term self assessment, facilitated by a consultant, took place in October/November 2011. The assessment focussed on project implementation by the five implementing partners under immediate objective 1 and 3. Information on the implementation of immediate objective 2 was not included in the analysis, as there was little information available at the time the assessment took place. The assessment involved beneficiaries in focus group discussions (FGDs) with the use of various participatory methods. Findings from FGDs were validated with the implementing partners.

The recommendations of the mid-term assessment are attached as Annex 7. SPG's project management informed the final evaluation that the recommendations were reviewed during a planning meeting with the implementing partners to draw up plans for the extended period. It was said that the recommendations of the mid-term assessment were all accepted and addressed in the plans for 2012.

Chapter Two. The Evaluation

Purpose and scope

As stated in page 3 of the ToR (Annex 1), “ the scope of the evaluation encompasses the Social Protection and Gender project implemented in Cambodia and will include the assessment of all project activities, including the direct action programs and projects by local partners. The evaluation will look at the project as a whole to assess the relevance, effectiveness, efficiency, impact and sustainability of the project outputs and activities in the three major areas of the project, i.e. improving the well-being of garment workers by increasing their access to health services; providing work-life skills and opportunities to workers; and promoting gender responsive workplace policies and practices in the garment sector.

The main purposes of the evaluation, are: a) to determine if the project achieved its stated immediate objectives; b) to assess the overall and specific outcomes and impacts of the project in terms of sustained improvements; c) drawing lessons from the project experience for designing future action towards improving the productivity and well-being of garment factory workers by the key project stakeholders.

The evaluation will also review and assess the good practices, lessons learned and models of interventions- in particular on economic and social empowerment of workers – that were documented during the life cycle of the project, which may be used in other ILO projects with a similar thematic focus.” The ToR also formulated questions and issues to be addressed by the evaluation (pages 4 and 5 of the ToR).

Clients of the evaluation are the Decent Work Team (DWT), the Regional Office (RO) Bangkok, the Country Office (CO) for Thailand, Cambodia and Lao PDR, the Joint Projects Office for Cambodia, Better Factories Cambodia, Better Work Program, Geneva, the SPG project including its implementing partners, the Ministry of Labour and Vocational Training (MOLVT) and the Ministry of Women’s Affairs (MOWA) of Cambodia, and the Trade Union Confederations involved in the project.

The responsible evaluation managers are Ms. Akiko Sakamoto and Ms. Sutida Srinopnikom, DWT Bangkok.

The final evaluation was conducted by Ms. Hariëtte Mingoen, international evaluator/team leader and Mr. Sak Choeun, national evaluator.

The evaluation started with a briefing of the international evaluator in DWT, RO and CO Bangkok, followed by field visits in Cambodia from 3-13 September. The program of visits and meetings, including the persons met in Cambodia, is attached to the report as Annex 3.

Methodology

The evaluation team prepared guiding questions to address the evaluation concerns mentioned in the ToR, as well as other issues it deemed necessary. The questions are attached to the report as Annex 2.

Information was gathered through:

- Briefing sessions with responsible specialists and evaluation managers in DWT, RO Bangkok and CO Bangkok.
- Review of project documentation
- Interviews with one Secretary of State of MOLVT; management and staff of SPG implementing partners; Coordinator of the ILO Joint Projects Office in Cambodia; National Project Coordinators of ILO projects in Cambodia who collaborated with the SPG project, notably the Trade Unions for Social Justice project, the MDG/F Joint Program on Children, Health and Nutrition; the CTA of Better Factories Cambodia; representative of the Garment

Manufacturers Association in Cambodia (GMAC), Gender Focal Points (GFP) of Trade Union Confederations. The evaluation team also had a meeting with the ILO/EU Improving Social Protection and Promoting Employment project, as well as with the Social Protection Program Officer of World Food Program (WFP), who gave an overview of UN social protection initiatives in response to the National Social Protection Strategy (NSPS) of the government of Cambodia.

- Interviews with the Project Manager and National Coordinator of the SPG project.
- Visit to three garment factories and project sites in Kampong Chhnang, Svay Rieng, Prey Veng, where focus group discussions (FGD) were held with groups, representing garment factory workers; infirmity service providers; beneficiaries of Self Help Groups (SHGs) and beneficiaries and facilitators of the Pre-Industrial Life Skills (PILS) training.
- Attendance of three workshops, the first on Identification of Good Practices, conducted by a consultant, which took place on 5 September 2012. The consultant of this workshop collected five beneficiaries' personal stories, related to the interventions of each SPG implementing partner. These beneficiaries' personal stories, expressing the benefits and changes as a result of project interventions were used by the final evaluation team for validation during the FGDs. The team extracted the most striking statements in the stories and presented those to the FGD participants, who were asked to respond with scoring options. Scores were verified by asking the beneficiary to give concrete examples related to his/her personal situation (see Annex 6 for notes on the FGDs).

The second workshop, on 12 September 2012, at the end of the field visit to Cambodia of the final evaluation team was an opportunity to share preliminary observations with the implementing partners. The last workshop, on 5 November 2012, was the closing workshop of the project to bring implementing partners together for a final review. Based on SPG experience, implementing partners discussed partnerships and their further engagement in promoting decent work and rights of women workers in the garment industry. Insights from these workshops are integrated in the evaluation report.

Limitations

Minor complications were encountered, mostly related to time constraints. Each project area was visited for just one day. The distance between the visited villages did not allow the team to spend equal time with each group and persons with whom an appointment was arranged by the implementing partners. In one case, to win time, the implementing partner asked two groups by phone to come together at one site. This may have created a bias as participants' responses may have influenced one another. In another case, we were supposed to meet with mothers of young girls who attended the Pre-Industry Life Skills (PILS) training, but when we reached the site, only two mothers were present. The other mothers left the scene as they waited too long for us to arrive. To ensure that they would be in time the organizing implementing partner requested the mothers to assemble at 11.00 hrs, whereas the meeting with us was scheduled at 13.00 hrs. The two mothers participated in the FGD with the PILS trainees. This may also have created a bias as the girls may not have spoken as freely as they would without the presence of the mothers.

Chapter Three. Evaluation Findings

Relevance and strategic fit

The project has strong social relevance against the backdrop of the global financial and economic crisis of 2008, which impacted severely on Cambodia's economy and government's efforts to alleviate poverty. As described in Chapter One, the crisis impoverished people even deeper. Garment workers, the majority of them poor rural women, were particularly vulnerable. Reason for the ILO to target them in a project that addresses their vulnerabilities through interventions that seek to improve their health and well-being, and to broaden their employment and economic opportunities through life skills and business training. At the same time the project seeks to influence policy makers to enhance gender responsive workplace policies, in accordance with international labour standards and national labour law.

The rationale of the project is in line with the ideas of creating a social protection floor which, in this particular case of garment workers, focuses on increasing the workers' resilience against economic shocks, helping them to adapt to a changing economic and social environment, contributing to improved skills (human capital development) which in turn will improve their well-being and stimulate greater productivity. This rationale is reflected in the analysis of challenges, priorities and outcomes of the then ILO DWCP 2008-2010, specifically the outcomes related to rights at work and social protection. It is also in line with the current ILO DWCP 2011-2015, specifically the outcomes related to industrial relations and rights at work and improving and expanding social protection. These outcomes are integrated in the priorities of the current UNDAF 2011-2015, related to gender equality and the empowerment of women to exercise their rights to full and productive work with decent terms and conditions (priority 3), and to increased inclusion of the poor and vulnerable in a sustainable national social protection system (priority 5).

The project contributes to the outcomes of ILO's global Better Work program and to Better Factories Cambodia.

Although, in the project design there is no reference to the National Social Protection Strategy (NSPS) of the government of Cambodia, SPG's interventions are in line with the identified priorities in the NSPS, especially those related to maternal and child health and nutrition (more on this below).

Validity of the project design

The project that has been designed for the duration of two years shows an overly high ambition and is not realistic in terms of a number of strategies, as well as in the planned outputs and activities. To mention one example, the strategy 'to increase women's participation in social dialogue institutions and to develop and/or strengthen networks of active women leaders as a way to facilitate peer support and dialogue among these new change agents', requires a long process to achieve, even in more developed and more gender aware societies compared to Cambodia. Likewise the outputs and activities related to achieving this strategy, for example activity 2.3.3. 'the creation of a network of young women leaders (employers and workers) for peer support', is commendable but not easy to realise as in Cambodia there is no tradition that employers and workers work together for a common cause, let alone consult each other. This applies also for activity 2.3.4., regarding the 'development of tools for the network of women leaders (such as newsletters, website)'. This requires the network to be established and functioning properly first before a newsletter can be issued or a website can be launched. Two years is far too short to accomplish this.

Where the project was successful is in convincing Trade Union Confederations to establish Gender Focal Points (GFPs). Fourteen GFPs, both women and men, have been appointed in seven main Trade Union Confederations. With the proper follow-up and guidance these focal points could develop into a network. More details are given in the section on Gender below.

The other strategy showing high ambition is, 'research and mapping of current social protection institutions in order to include them in them in a referral system to be implemented and to strengthen their capacities to deliver good quality health care and social protection packages.' The mapping that the project has been able to do, is limited to NGO institutions in health, education and social services, while social protection encompasses much more. Strengthening the capacities of all these institutions is not realistically possible in two years.

A change from the original idea is noted in the organization and management arrangements of the project. In the original idea (PRODOC), SPG would be managed by a staff member who would oversee its implementation. The specialist would be placed under the direct supervision of BFC's Chief Technical Adviser (CTA), who reports to the responsible offices and programs in Bangkok and Geneva. Technical support was also envisioned to come from a pool of technical experts from RO Bangkok, Geneva and BFC's pool of factory advisors (14 according to the PRODOC) who have thematic responsibilities on various issues such as HIV/AIDS, maternity protection, discrimination etc. They would actively support and at the same time learn from the proposed program.

SPG did not come under the direct supervision of BFC. Back in 2010, BFC was moving towards becoming an independent entity for industry monitoring and therefore SPG had to operate as a separate ILO technical cooperation project. SPG was housed in the premises of BFC for a brief period and later moved to the premises of the ILO Joint Projects Office. Project implementation came in the hands of a Project Manager (PM) and a National Project Coordinator (NPC). The previous CTA of BFC (designer of the SPG project) provided technical guidance until his departure. After his departure SPG came under the supervision of the Director of the CO Office for Thailand, Cambodia and Lao PDR. Technical guidance and backstopping was provided by the Gender Specialist in DWT Bangkok.

This change had the effect that there was less synergy with BFC. Through a review of documentation and the interviews with SPG and BFC project management, the evaluation team learned that in the course of project implementation, collaboration between SPG and BFC was limited. This is particularly striking since the project was meant to be the social protection component of BFC. It was planned to function as the fifth component, next to the existing four components (1. compliance monitoring, 2. training, 3. communications and IT, 4. development of sustainable supporting systems) of BFC's work with the objective '*to enhance workers ability to access health and social protection services and to broaden pre- and post garment life skills and economic opportunities*' (Source: PRODOC). Moreover, in official reports SPG is linked to BFC in terms of its contribution to the outcomes of BFC, as also noted in the report of the review of ILO's DWCP 2008-2010. In reality, collaboration was limited to: 1. a four day joint advocacy in January and February 2011 during an Open University event at the National Technical Training Institute (NTTI) that was organized for the training of garment workers on Labour Standards, and 2. the production of the comic book '*Threading the Needle*' on life skills (see below under accomplishments).

It is true that BFC's prime concern is with in-industry and not with pre- and post-industry issues, but even so, there are elements in SPG in-industry interventions, which could have been supported by BFC through advocacy and integration in its compliance monitoring work. One example is the work carried out by MSIC related to ensuring quality standards of factory infirmaries, in terms of facilities and services delivered to garment workers. The project implementation reports of MSIC show, that there is a need to push factories harder for improvement of health services at workplace level that take into account the special needs of women workers. This could have been supported by BFC through advocacy, for example, for the Toolkit '*Healthy Workers Better Factories*' developed by MSIC. The Toolkit provides garment factories guidance and affordable tools to improve health services at workplace level. Another example is the work carried out by CBCA to strengthen HIV/AIDS Committees, which shows that compliance of factories to Ministerial Regulation (*Prakas*)

086 needs close monitoring. In a way, opportunities have been missed to carry the work of SPG forward because of lack of synergies between the two.

Progress and effectiveness

Project implementation has been commissioned to 5 implementing partners:

1. Marie Stopes International Cambodia (MSIC), for health related interventions (objective 1).
2. Cambodia Business Coalition on AIDS (CBCA), for HIV/AIDS and disability related interventions, including interventions to promote of women's participation in HIV/AIDS committees at the workplace (immediate objective 1 and 2).
3. Women Development Center (WDC) in Kampong Chhnang province, for creating post-factory employment opportunities (immediate objective 3).
4. International Volunteers of Yamagata (IVY) in Svay Rieng Province, for creating post-factory employment opportunities (immediate objective 3).
5. World Education (WE), for pre-induction and life-skills awareness raising in Prey Veng and for life skills training to garment factory workers in Phnom Penh (immediate objective 3).

The project collaborated with other ILO projects, notably ILO/ACTRAV Trade Unions for Social Justice project, MDG/F Joint Program for Children, Food Security and Nutrition in Cambodia and the ILO/Norway Gender Mainstreaming Project (GMP) to carry out activities for the fulfillment of immediate objective 1 and 2 and with the ILO/WEDGE project for objective 3.

The project started in January 2010, but the SPG project management team consisting of the international Project Manager (PM) and a national Project Coordinator (NPC) commenced their assignment with the project in August 2010. Prior to their arrival, one staff of BFC worked on the project. Work plans were prepared, the mapping of health service providers was initiated and a start was made with the identification of implementing partners. MSIC was the first contracted partner by the time the project management team arrived. The identification of the other partners was then still in process. The ILO/WEDGE project, which was operational until 31 July 2011, assisted in identifying partners for the implementation of activities that seek to assist pre- and post-garment workers with alternative income generation and employment options.

Partners' engagement with the project was for relative short periods and started at different times. Only MSIC started as early as October 2010 and implemented interventions over a period of 21 months. Other implementing partners had lesser time (details are in Annex 5). Each partner prepared its own proposal and work plan. By the time everybody was on board, partners have not been brought together by the project to jointly reflect on the objectives, the indicators and the planned interventions. Neither was there an opportunity to meet each other. The first time partners came together was on 2 November 2011, when they were invited to validate the conclusions and recommendations of the mid-term self-assessment carried out by an external consultant. The second opportunity was when partners had to prepare plans for 2012, after it became clear that the project would be extended for another year. The third opportunity was on 5 September 2012, when they attended the workshop for the validation of good practices stories collected by a consultant.

Capacity building for implementing partners was limited to participation of MSIC, CBCA and WE, in the informal Social Protection Network, established by the project. NGOs take part in the network which has the objective to mutually share and learn from experiences in working with workers in the garment industry on health, education and social services. The network is described in a separate paragraph below.

Implementing partners took up the challenge although there are elements in the interventions that do not belong to their core-business. Some partners embarked on something new. WDC and IVY for example, did not have the expertise to form SHGs for savings and loans, nor do they have extensive experience in supporting business activities. WDC's core business is to train rural women in vocational skills. IVY has a track record in supporting rural folk, especially rural women in income generation through skills and technical training related to animal husbandry and agriculture. Both

organizations had a link with the ILO/WEDGE project and were trained in ToT on group formation, financial education, and in the use of other WEDGE tools related to supporting women's entrepreneurship. SPG was an opportunity to put the WEDGE knowledge into practice. They were identified with the help of the ILO/WEDGE project to be the implementing partners of SPG. This as well as the fact that, except for CBCA, the implementing partners have never worked with garment factories, was mentioned as a huge challenge.

As described earlier, partners hardly had an opportunity for sharing and learning. The evaluation team observed that some partners could not articulate in what way their own project contributes to the broader concept of the project, which is social protection. With the exception of one implementing partner, no other partners were informed about the NSPS which the government of Cambodia launched in April 2011. This is striking given the social context in which they work.

Each implementing partner had undergone its own process of project implementation with own ways and methods to identify beneficiaries, capturing baselines (if any), deciding on indicators, monitoring and reporting. There has been guidance on the way from SPG project management, but with the different capacity levels of the implementing partners, the process was not as easy, for both partners and SPG.

SPG propagates a cycle approach. It has been quite a challenge to live up to this approach without losing focus. A broad range of partners and interventions had to be introduced to fulfill this approach. Pieces of the puzzle were not ready at the same time and were carried out as separate entities, as if the needs of women in pre-, in- and post-industry are completely different. On the contrary, women in the in-industry phase, while still working, also need the information given in the Pre-Industry Life Skills (PILS) training. Working women may also have intentions to migrate; they also have problems with domestic violence; they also need suggestions how to save money from their earnings. Moreover, they need to be informed and prepared for post-factory economic opportunities while they are still working in the factory, to help them in the transition from a regular income to an income-less situation. The latter was done by WDC and IVY, but to a limited degree and with great difficulties to reach the in-industry workers. WE carried out a pilot in the second year to train factory workers in life skills, with a limited target of 500 workers.

Components of the project were implemented independently of each other. Although there is an overlap in the subjects that the implementing partners are covering, partners have not sat down to discuss approaches or to review contents. To mention an example, nutrition and hygiene are included in the pre- and in-industry training, but the implementing partners responsible for these components do not know if their messages are congruent, nor have they checked if it is necessary to complement each others' information. The same applies to financial education, which is also covered by more than one partner and for HIV/AIDS and Sexual and Reproductive Health (SRH). In the factories where there is no overlap between MSIC and CBCA, interventions on HIV/AIDS are incomplete without SRH messages and this applies vice versa.

Implementation was cut into parts, the first part in 2011 and the second in 2012 after the mid-term assessment. Partners came together after the mid-term assessment in November 2011 for a planning meeting to discuss plans for their outreach in 2012. They then prepared a new proposal. There was a gap of a few months between the end of first year interventions in 2011 and the beginning of the second term in 2012 as partners had to wait for the approval of the proposals and the release of funds.

Some partners were requested by SPG to add issues in their outreach or to shift focus. CBCA for example, was requested to add disabilities in their outreach; MSIC focussed more on strengthening of workplace outreach and activities that directly benefit the garment workers and less on the infirmity service providers. It expanded its outreach with nutrition, hygiene, baby care, including breastfeeding as requested by project management. This is an understandable move of the project

as the scope of immediate objective 1 related to maternal health, entails more than only SRH and FP. However, it should be noted that these issues are not the core business of MSIC and therefore partnerships with others were needed. WE changed focus from pre-industry life skills training of young women in rural areas to life skills training of women garment workers in Phnom Penh. IVY was requested to focus more on forming groups of current factory workers.

Partners had to deal with the generally poor level of education of beneficiaries. Because of the limited duration of the project, partners could not carry out training needs assessments of each group targeted for training, while this is required for the delivery of tailor-made training. All partners faced constraints related to the limited availability of beneficiaries. Current garment factory workers could only come together on Sundays for activities outside the factory. By and large factory level activities could only be carried out during lunch breaks, which is limited. Factory management does not allow more time outside the breaks.

Partners dealing with the formation of SHGs were faced with the legacy of earlier interventions by others which left traces of mistrust (in the villages). Poverty, low levels of education, migration movements and lack of trust, have impact on the viability of SHGs. Linking business groups with markets was mentioned as a huge challenge.

Overall, partners had limited time for in-depth monitoring, as well as for additional activities to meet the need of beneficiaries for more guidance.

Accomplishments

Below is a summary of completed outputs under each objective. It is important to note that the achievements under objective 2, especially those related to gender are also strategically important for enhancing gender responsive workplaces under objective 1. They are not described under objective 1 as the summary follows the log-frame of the PRODOC. The accomplished work on gender under objective 2, is described in more detail in the section on Gender. A description of the work carried out by each implementing partner can be found in Annex 5.

Objective 1: Improving the well being and health of women workers and enhancing gender responsive workplaces

- Interventions by Marie Stopes International Cambodia (MSIC) in the first year, (October 2010- October 2011) in 20 factories in Phnom Penh and Kandal Province. Approximately 14,467 workers have benefitted from improved reproductive health care services and family planning counseling through training of infirmary service providers, refurbishment and upgrades of infirmaries to meet minimum quality standards, commodity supplies, subsidized referrals of GFW to safe clinics; production of IEC materials and support material such as client record books and client cards, referral slips etc. and the introduction of the MSIC Hotline. MSIC developed a self-help *Healthy Workers Better Factories* Toolkit to support strengthening of sexual and reproductive health in the workplace. MSIC trained 496 trained Peer Educators (PE) and team leaders for in-factory outreach among peer workers.
- In the second year (February 2012 – October 2012), MSIC followed up the work with the infirmaries and PE's at factory level. In addition, MSIC delivered training on expressing breast milk in collaboration with the National Maternal Child Health Center, Ministry of Health (MoH). MSIC included maternal protection, breastfeeding, nutrition, and hygiene in the program. The self-help *Healthy Workers, Better Factories* Toolkit to support strengthening of sexual and reproductive health in the workplace, was improved, piloted and printed.
- Workers in 15 of the 20 factories under the MSIC component have been sensitized, through the collaboration between SPG, the Joint UN MDG/F program for Children, Food Security

and Nutrition and MSIC on maternal and child health, hygiene and nutrition, breast milk expression. This was done through the use of audio-visual aids, including radio spots, radio talk shows, radio dramas, and TV spots. The material has been developed under the MDG/F program. MSIC developed audio material of its own to promote services provided at the infirmaries, birth spacing advice and information on the MSIC Hotline.

- Social Protection Network for Garment Industry, established by SPG in 2010, an informal network of NGOs that meets once every 3 to 4 months. The objective of the Network is to broaden the knowledge of each other's work among the members, to enhance collaborative efforts and to broaden garment workers access to social protection services. MSIC, CBCA and WE are members of the network.
- HIV/AIDS Committees in 5 factories sensitized and strengthened by the Cambodian Business Council on AIDS (CBCA) in the first year (May – December 2011). The participation of women in the Committees has been ensured. An increase from 32% at the start to 61% at the end of the project has been reported. Selected HIV/AIDS Committee members received ToT on HIV/AIDS and their capacity has been further strengthened by a refresher training. They are tasked to carry out outreach activities among co-workers at the workplace. The supported factories have HIV/AIDS related policy in place and under the guidance of CBCA, World AIDS Day events were organized in the factories.
- In the second year (March – June 2012), CBCA added one more factory to the first target of 5 factories, and at the request of SPG added awareness on disabilities in its outreach.
- SPG, in collaboration with the ILO-HIV/AIDS Workplace Education project, supported the TCC/ Ministerial AIDS Committee (MAC) and the Occupational Safety and Health (OSH) Department of MOL for a series of training on HIV/AIDS policies at the workplace in 6 provinces.
- Support also to MOL for organizing Awards Ceremonies to acknowledge factories' efforts and achievements in HIV/AIDS responses at the workplace.
- Supported the OSH Department of MOL to organize an advocacy event on World OSH Day. The support included development of advocacy material.

Objective 2: Promotion of women's participation in workplace level decision making

- Study on Practical Challenges for Maternity Protection in the Cambodian Garment Industry completed. Report is completed and will be published in Khmer and English
- Survey on Women and Gender issues in Trade Unions (TU) in the Cambodian Garment Industry completed. The report with recommendations was discussed with Trade Unions. In collaboration with the ILO/ACTRAV Trade Union for Social Justice project, SPG conducted a series of consultations with TU leading to the appointment of 14 Gender Focal Points in 7 Confederations.
- Adaptation of the training manual Equality and Non-Discrimination at Work to the Cambodian situation including collecting Cambodian case studies. This has been carried out in collaboration with the ILO/Norway Gender Mainstreaming project, and ILO/ACTRAV Trade Unions for Social Justice project, under the supervision of the Gender Specialist in the DWT Bangkok.
- Training in Equality and Non-Discrimination at Work, 23-27 July 2012 as part of ILO/Norway Gender Mainstreaming project coordinated by the Gender Specialist, DWT Bangkok. The training organized for the tripartite constituents was attended by 41 participants (21 women and 20 men) from the Ministry of Labour and Vocational Training, including representatives from the Labour Departments of Svay Rieng and Kampong Speu provinces), the National Employment Agency, the Ministry of Women's Affairs, the Cambodian Federation of Employers & Business Associations (CAMFEBA), the Garment Manufacturers Association in Cambodia (GMAC), as well as the Gender Focal Points of the main Trade Union

Confederations. Participants included also representatives from UN Women and women's and human rights organizations.

- ToT for Gender Focal Points (GFPs) in trade unions, 2-5 October 2012 on Equality and Non-Discrimination at Work.
- Action oriented research on Gender Equality and the Working and Living Conditions of Garment Factory Workers in Cambodia completed. Report is finalized and will be published in Khmer and English.

Objective 3: Pre-Induction and post-factory employment opportunities

- Curriculum for Pre-Industry Life Skills (PILS) training developed, translated in Khmer and printed in English and Khmer. World Education (WE) conducted training for 22 facilitators who were tasked to conduct the PILS training. 528 young women completed the PILS training. 24 women were identified as core facilitators (15) and assistant facilitators (9) and grouped in a Women Leaders Group.
- A program for Workers Life Skills Training has been developed by WE. The program is composed of selected modules of PILS on safe migration, saving and spending, nutrition and health, complemented with the Baby Game and Financial literacy tool of Better Work. The program is piloted for 500 garment workers in Phnom Penh.
- Production of a comic book, with the title *Threading the Needle. A simple life skills guide for garment factory workers moving to the city*. The comic book was produced in English and Khmer with co-funding support from Levi Strauss Foundation, obtained through Better Work.
- The Women Development Center of Kampong Chhnang and International Volunteers of Yamagata, formed 60 Self-Help groups, with membership of post and current garment factory workers. The groups were trained in group formation, financial education, savings, and how to start or improve a business. WEDGE material and technical support of ILO/WEDGE project were provided for this part of the project. The SHGs are mostly engaged in savings and loans; more developed groups also in collective buying and selling.
- SPG commissioned a study on the employability of rural women training participants in Women Development Centers (WDC) of the Ministry of Women's Affairs (MOWA). The objective is to support MOWA with data for the improvement of WDC vocational training functions.

Annex 4 provides an overview of indicators, outputs and completed activities, with information on the deviations from what was originally planned. Overall the project carried out most activities with the exception of a few, which realistically could not be achieved within two years, as stated earlier (see paragraph on relevance and strategic fit). Some activities were carried out in a different form. For example, a catalogue of service providers, which should have been produced in hard copies and on the web, has been implemented by producing two matrices containing the results of a mapping of NGOs active in health, education/training and social services. The matrices have not gone public as envisioned in the project's log-frame, but were shared with members of the SPG informal Social Protection Network and other NGO partners.

SPG Social Protection Network

This is worth elaborating on, as it is an important output of the project. The Social Protection Network is established by SPG with the aim to share and learn from experiences of working in the garment sector. Members of the network are NGOs, including the SPG implementing partners MSIC, CBCA and WE, who are based in Phnom Penh. WDC and IVY do not participate for understandable reasons (geographical distance) but this exclude the two from opportunities to share and learn. During the life of the project, the network met eight times. SPG normally takes the lead in organizing and facilitating the meeting. In some cases other members are taking the initiative depending on the

issue to be discussed. A meeting on health and reproductive health programmes for garment workers for example, was chaired by the Reproductive Health Association of Cambodia at their premises. Various thematic areas were discussed, but mostly focused on health, social services, training and workers' education programs. Sometimes guest speakers were invited to take part and deliver presentations. SPG actively involved other ILO projects to share information. One example of a meeting that resulted in action dealt with the issue of how to reach out to garment workers with information on referral services. SPG then facilitated the participation of the network members in an Open University Initiative (OUI) organised by BFC. The OUI was aimed at training 2,000 garment workers on Labour Law, and using this opportunity, the network members organized an outreach during the lunch break to share and deliver information on education, health (FP, SRH, STD, HIV/AIDS etc.) and financial services.

Attainment of objectives

With the realized outputs, the three objectives of the project have been partially met. The level of achievement of indicators, outputs and activities, is highest in objective 1, and there are signs of impact.

- Outputs and indicators related to **health** under objective 1 have been accomplished through the interventions of MSIC, focused on strengthening access of workers to essential women's health services at factory level, as well as on improving the knowledge and awareness of garment workers on issues related to maternal health (MH), sexual and reproductive health (SRH) and family planning (FP), including where to go for safe abortion and long term family planning services. Strengthening HIV/AIDS Committees to respond to the challenges related to HIV/AIDS and disabilities at the workplace carried out by the Cambodian Business Council on AIDS (CBCA), limited to six factories, is an important addition to the SRH work of MSIC. Comparison of pre- and post-intervention surveys conducted by MSIC, shows increased satisfaction of clients with the services provided by the Garment Factory Infirmaries (GFI); increased knowledge of SRH and FP among workers and increased number of workers that mention the GFI as source of information; increased awareness and use by garment factory workers (GFW) of the MSIC Hotline and the MSIC safe clinics. Less impact is observed at the level of factory management. Building relationships and influencing senior management of factories, mostly the Human Resources Managers, to facilitate interventions at the workplace was essential and necessary. Overall, factory managers have enabled project interventions, some more than others, but not to the extent that they are committed to adopt the proposed policies to improve the health and well being of garment workers. This leads to the conclusion that the second part of the objective, seeking to '**enhance gender responsive workplace policies**' has not been attained. More awareness raising and advocacy, for which the project did not have enough time, might have worked. Other outputs under objective 1, related to establishing a practical support and referral system for information on child care, health, education and anti-child labor work, has been partly realized through the referral path for family planning services introduced by MSIC. The envisioned catalogue of services was not produced. Instead two matrices capturing NGOs that provide health, education and social services were internally used by the informal social protection network.
- Objective 2, '**promotion of women's participation in workplace level decision-making**' has also been partly reached. Policy level interventions under this objective included a number of studies and trainings on inequality and discrimination at work for the tripartite partners and project's stakeholders. SPG's advocacy towards Trade Unions was strongest, resulting in the commitment of seven Confederations of trade unions to promote gender equality, non-discrimination, promotion of women's trade union participation and leadership in their rank and file and among constituents. Comparably, advocacy towards employers' organizations (GMAC and CAMFEB) and towards factories management/owners was limited.

To achieve the objective seeking to enhancing gender responsive workplace policies and improving women's participation in workplace decision making, follow-up support is needed to strengthen the Gender Focal Points that have been appointed to undertake the challenging task. Follow-up advocacy towards government and employers' organizations is also needed to ensure that policy measures are taken at their end.

- The same applies for Objective 3, **pre-Induction and post-factory employment opportunities**. Outputs related to pre-industry induction and life-skills awareness raising have been attained through the development of a curriculum for pre-industry life skills training, which was piloted in a training of young rural women by World Education (WE). Parts of the curriculum were applied in a life skills training program for factory workers, also piloted by WE. Pre- and post training tests show the relevance of the training topics related to safe migration, financial literacy, nutrition and health. Impact is noted through beneficiaries' stories of changing savings and spending practices, as well as in changing eating habits and food hygiene (see also annex 6, reporting on the outcome of the FGDs). Both pilots have given useful insights for the refinement of the curriculum and for improving the organization of the training, the contents and the methodology, which WE intends to use in future training for both rural youth and garment workers. The project did not reach the stage of implementing more training in collaboration with other existing training providers, as envisioned in the log-frame.

The outputs that seek to assess potential sectors for post industry livelihood assistance for garment workers were implemented by commissioning Women Development Center (WDC) and International Volunteers of Yamagata (IVY) to form Self Help Groups (SHGs) for savings and loans with membership of current and post-garment workers. The SHGs could eventually be a funding source for investments in small businesses. WDC and IVY formed 60 in total. About half of them are reported to function well in savings and loans. A small number started businesses (basket making, animal husbandry). These business groups are facing challenges mainly related to product marketing. They are in a developmental stage and cannot yet be presented as viable economic options for post garment workers. Continued support and guidance to the groups are needed after the project.

Gender

Gender which appears prominently in the title of the project has been addressed under objective 2 through research related to the working conditions of women workers in the garment industry and through training and advocacy on equality and non-discrimination at work.

Two major studies have been carried out:

1. Practical Challenges for Maternity Protection in the Cambodian Garment Industry. This study provides insights in Cambodian law and arbitration on maternity protection. It reviews how the law is applied by the factories particularly related to maternity leave and benefits, breastfeeding and childcare arrangements in the workplace. The study provides guidance from international labour standards on maternity protection and a series of practical measures are proposed to government, employers' and workers' organizations to ensure the protection of pregnant women, mothers and small infants in garment and footwear factories. The study has been finalized and will be published in English and Khmer.
2. The action oriented study on Gender Equality and the Working and Living conditions of Garment Workers, reveals poor and challenging living- and working conditions of workers as well as discriminatory practices in recruitment and hiring (contracts), career development, application of provisions for sick leave, maternity leave, and (sexual) harassment. The study intends to increase understanding on gender equality and discrimination in Cambodia's garment industry with a view to improve the economic and social well-being of its mostly female workforce. The study also seeks to serve as information for the development of a

responsible corporate model of garment production. It examines the working and living conditions of garment workers and their perceptions on discrimination and harassment in the workplace in garment factories in the country. The report has been completed and will be published in English and Khmer.

These studies and the activities related to Convention 111, Equality and Non-Discrimination at Work are critical for advocacy and awareness raising regarding the many faces of inequality and discrimination. Under the project, the training manual on Equality and Non-Discrimination at Work in East and South-East Asia was adapted to the Cambodian situation and case studies have been collected for a national training seminar for tripartite constituents and other stakeholders that took place in July 2012. Information derived from the report of the training reveals that extensive discussions emerged around issues related to fixed duration contracts (FDCs), termination of contracts of pregnant women as well as non-renewal of contracts in particular of unionized workers, sick and pregnant women. The Labour Law provision on maternity benefit entitles only workers who have worked for an uninterrupted period of one year and this leads to discrimination against workers who are working on short FDCs of mostly three to six months. Workers' affiliation to unions is also a ground for discrimination both for male and female workers, even if it is prohibited in Cambodian national law.

It is unfortunate that the studies and the activities related to Convention 111, have taken place or have been finalized almost at the end of the project, which is rather late to take action on the recommendations. Especially the latter study contains important and relevant recommendations to all stakeholders. The study could have served as the basis for a more committed involvement of stakeholders (especially from the employers' side). As it is an action oriented study, SPG could also have responded to the recommendations with relevant interventions. The Equality and Non-Discrimination at Work training could have contributed to a better understanding among the implementing partners of the many faces of discrimination, in particular discrimination related to disabilities, HIV/AIDS, issues that have been an important part in the project.

SPG, collaborated well with the ILO/ACTRAV Trade Unions for Social Justice project. They have been particularly active in undertaking the studies and in advocating gender equality in trade unions (see accomplishments under objective 2). The collaboration between the projects continued with the organization of a training (2-5 October 2012) of trainers on gender equality for trade union GFPs, with the objective to promote gender equality and more specifically to capacitate trade union gender leaders to:

- promote and raise awareness on gender equality at the workplace and in unions.
- strengthen their gender promotion skills in union organizing, training women leaders, negotiating, handling grievances, advocacy and lobbying.
- reach out to new union members in formal and informal employment.

The 22 participants included the 14 GFPs of the seven trade union confederations and representatives from three trade union federations and three organizations supporting the union movement.

Interesting to note is that the issues which were identified in the training on Equality and Non-Discrimination at Work conducted for the tripartite constituents in July 2012, are also the issues identified by the GFPs as priorities for trade union action: dismissal and non-renewal of the fixed duration contracts (FDC) during pregnancy, maternity leave and benefits, sexual harassment and disrespectful treatment at work, violence against women, unequal wages for men and women, lack of employment security (FDC), lack of representation and voice, OSH, hygiene, safety on roads, lack of acknowledgement of women's role in the workplace.

Action plans formulated during the training will form the basis for further cooperation between the ILO and TU Confederations on gender equality training and advocacy.

Follow-up of the work after the project ends, is fortunately ensured as the work on gender, coordinated by the Gender Specialist in DWT Bangkok, encompasses more than what was carried out under the umbrella of SPG. One important development related to Convention 111, which is also of relevance to the garment sector, is the Code of Practice for Employers, including an accompanying Guide, which are currently under consideration of CAMFEBA. Follow-up is ensured by the ongoing ILO/Norway Gender Mainstreaming Project (GMP) under the ILO/Norway partnership agreement that supports gender-specific measures in projects aimed at strengthening employers' and workers' organizations. The studies on Gender Equality and Discrimination in the Cambodian Trade Unions and on Gender Equality and the Working and Living conditions of Garment Workers, provide an important knowledge base for the projects that are strengthened on gender under the GMP project, namely the ACT/EMP Strengthening Employers' Organizations for Effective Social Dialogue and Promotion of Gender Equality project and the ACTRAV Trade Unions for Social Justice project. Both projects worked together with SPG in adapting the Convention 111 Equality and Non-Discrimination at Work training manual to the Cambodian situation.

Labour standards

The articulation of international labour standards and Cambodian labour law is prominent in all studies and documentation of the project, since the project deals with compliance to standards related to improvement of the working environment and conditions at work, maternity protection, equality and non-discrimination at work.

Maternity protection was covered in the MSIC project and in the study on Practical Challenges for Maternity Protection in the Cambodian Garment Industry, both guide and propose practical measures to government, employers' and workers' organizations based on international labour standards on maternity protection.

Convention 111 was covered by adapting the training manual on Equality and Non-Discrimination at Work to the Cambodian situation. A national training seminar was held for participants at policy decision making level (July 2012), followed by a training of trainers from trade unions (October 2012).

Efficiency

The project did not have budgetary constraints. Total approved budget was US\$ 1,358,693.00. At the end of 2011, the expenditure level was at US\$ 637,820.00. Funds available for 2012 amounted to US\$ 720,168.00. Figures received on 24 October 2012, shows a total expenditure of US\$ 645,385 for project personnel, including missions; subcontracts US\$ 299,225; training US\$ 202,422 and equipment US\$ 15,641.

As already indicated, partners started at different times, most of them in 2011. This explains the low expenditure levels in 2010, which made it possible to extend the project into 2012. The transition from 2011 into 2012 did not go smoothly. As stated earlier, there was a gap between the interventions ending in 2011 and those that were planned for 2012. The gap is ascribed to the internal regulations of the ILO for approval and release of budgets. Some partners indicated that the gap was unfortunate. It affected project delivery, follow up and the relations with the targeted factories/beneficiaries.

Implementing partners were also tasked to do something different, like in the case of WE. WE did not continue with the PILS training in Prey Veng. Instead WE prepared a proposal for conducting life-skills training for garment factory workers in Phnom Penh for a short period from June to October 2012, which they do not run themselves, but with the help of a sister NGO. CBCA was asked to add disabilities in their work to strengthen HIV/AIDS Committees.

The question which arises here is, would it not have been better to use the funds for 2012 to consolidate the activities that were carried out in 2011 and to do what was needed towards achieving sustainability?

Collaboration with other ILO projects

As described earlier SPG collaborated intensively with the ILO/ACTRAV Trade Unions for Social Justice project, the MDG/F Joint Program for Children, Food Security and Nutrition, both implemented in Cambodia, and the ILO HIV/AIDS Worker Education project. In addition, SPG worked closely with the ILO/Norway Gender Mainstreaming project, coordinated by the Gender Specialist DWT Bangkok, to implement the outputs related to objective 2. There was support from the global Better Work program coordinated from Geneva in the form of training material (e.g. the Baby Game) and financial support (through Better Work from the Levi Strauss Foundation) for the printing of the comic book 'Threading the Needle'.

There was less synergy with Better Factories Cambodia as already described under the paragraph regarding the validity of design. There have been no synergies between SPG and the ILO/EU Improving Social protection and Employment Promotion project, but there were plans to have a meeting to explain NSPS and the ILO/EU project to the SPG implementing partners. This idea comes a bit late for SPG partners, nevertheless it will be very useful for them as these partners will in one way or the other be connected with UN and donor initiatives related to the implementation of NSPS. There were also thoughts to link the SPG Social Protection Network to the ILO/EU project. The National Programme Officer of the ILO/EU expressed the intention to look into the possibility of connecting the network with the Inter-Ministerial Working Group on Social Protection chaired by the Council for Agricultural and Rural Development (CARD). NGOs are also participating in the working group (more below on links with NSPS).

Links with National Social Protection Strategy

SPG's interventions are in line with the risks areas and priorities identified in the National Social Protection Strategy for the Poor and Vulnerable, launched by the government of Cambodia in April 2011. Of specific relevance is the risk area Maternal and Child Health and Nutrition, for the following reasons as stated in the strategy:

- Infant mortality and under-five mortality decreased in Cambodia but there are still regional variations that need to be addressed.
- Despite a considerable drop from 837 in 2006 to 341 per 100.000 live births in 2009, maternal mortality is still unacceptably high.
- Supply of maternal and child nutrition services remains limited and of poor quality.
- Coverage of the services is not universal.
- Other demand side factors, such as eating, feeding and care practices are not adequately addressed.

The most vulnerable according to NSPS are:

- girls and women at reproductive age
- pregnant women
- small children (age 0-5)

Garment factory workers constitute one segment of the population of girls and women in the reproductive age who are identified as a risk category. Therefore, although at the time of its conception SPG was not directly linked to NSPS, it can be said that SPG's interventions related to improving the health of women workers, are highly relevant for the achievement of the objectives of NSPS.

Another area where a connection between SPG and the NSPS can be seen is in the area of creating safety nets. In rural areas people rely mostly on informal safety nets, such as

- assistance from family
- exchange of labor
- share cropping
- sharing equipment
- borrowing money at little or no interest

However, the most poor and most vulnerable are not in the position to reciprocate and tend to fall off these informal safety nets. The SPG interventions related to the formation of savings groups, training in financial literacy, how to start a business, are of help in creating safety nets for the poor. The very poor groups may not come further than to save for emergencies and for very small loans, but the relatively better off groups that have reached the stage of doing business and are able to save larger amounts of money have potential to invest in insurance schemes. It may well be worth studying how the members of the well functioning savings groups can be connected to the Community Based Health Insurance (CBHI) initiative. The SHGs could even function as windows for information on CBHI and the One People's Service which is being piloted by the ILO/EU project.

Involvement of tripartite partners

Government was very much involved in the project's activities, in particular MOLVT, through its OSH Department and its Technical Coordinating Committee on HIV/AIDS at national level, MOWA at national level, at the provincial level through WDC Kampong Chhnang and the Offices of the Department of Education at provincial and district level through the PILS related work carried out by WE.

Trade Union participation was particularly active although they have not been directly involved in the interventions at factory level.

Involvement from Employers' side was limited. Intended collaboration between SPG and GMAC, by matching the trainees who completed PILS with factories (job placement) with the help of GMAC, did not materialise. On second thought GMAC did not consider this a good idea, for reasons that the Association is not an employment agency. GMAC is supportive of the project. The Association is indirectly involved in CBCA's work on HIV/AIDS through its membership and financial support to the Asia Pacific Business Council on AIDS. GMAC participated in the training on Equality and Non-Discrimination at Work, organized by SPG in July 2012.

Impact and sustainability

As stated earlier, signs of impact are particularly related to the interventions on SRH and FP carried out by MSIC, measured through pre- and post intervention baselines. WE also reported workers' changing behavior on the basis of pre- and post training test. The FGDs conducted by the final evaluation team also show signs of impact at beneficiaries' level (Annex 6). Half of the SHGs are reported to function well in savings and loans and lastly, there is strong commitment, expressed repeatedly by seven Confederations of Trade Unions to enhance women's leadership in trade unions and to promote gender equality.

The state of the outputs at the end of the project is such that no hard statements can be made about sustainability. At most, the evaluation team can talk about opportunities for follow-up and continuation of SPG's work, based on intentions expressed by implementing partners. Of MSIC, CBCA and WE can be said that their institutions' core business and track record offer potential opportunities to continue what they have done under SPG. However, realization of intentions depends highly on funding which is cited as a constraining factor (see Annex 5).

Prospects for sustainability are as follows:

- A. Implementing partners value the acquired knowledge and experience gained through their engagement with SPG and have **expressed intentions** to integrate the work done under SPG in their regular work.
- MSIC valued the opportunity through SPG to work with garment factory workers. They wish to continue targeting garment factory workers, as these workers represent an important segment of the population needing SRH and FP services. The 20 piloted factories under SPG, the infirmity providers and peer trainers are able to provide services and information to factory workers. MSIC will continue distribution of information, education and communication materials as part of its regular work. MSIC can also continue supplying family planning commodities and pregnancy tests to the factories. The *'Healthy Workers, Better Factories'* toolkit can also be disseminated for use in other factories.
 - CBCA will continue engaging private companies to take workplace action on AIDS as part of the organization's objective and (funding) relationship with the Asia Pacific Business Coalition on AIDS. CBCA cooperates closely with the HIV/AIDS Tripartite Coordination Committee (TCC) of the MOLVT. Its other partners include GMAC, regional networks, NGOs and the ILO. It seeks to guarantee funding for its continued work from private businesses and from international donors.
 - WE will continue using the PILS curriculum in regular training programs for rural youth (WE), more specifically post-literacy life skills training courses and awareness raising workshops on health, hygiene, safe migration, sexual abuse and exploitation with both in-school and out-of-school youth. WE intends to seek opportunities to apply the curriculum in other projects targeting garment workers.
 - WDC will continue working in Kampong Chhnang to strengthen the current SHGs, specifically monthly monitoring and guiding of SHGs' operations, establishment of business groups, finding markets to products, sharing information, and upgrading the skills of the SHGs in meeting market demands. The WDC mentioned that funding is a problem, but intends to cooperate with commune and village leaders and to seek financial support from relevant NGOs.
 - IVY will continue linking the formed business groups to markets and strengthen the factory workers' saving groups through cooperation with local agro products cooperatives and the provincial department of agriculture. Funding is also a problem for IVY. Strengthening of the savings groups will therefore depend on support from, among others, the Volunteer Saving Fund (Japan).
- B. **Trade Union Confederations'** expressed commitment to:
- continue promoting gender equality and women's leadership, fight sexual harassment, address discrimination against pregnant workers, and promote HIV/AIDS workplace measures. They seek partnerships with the MOLVT and the employers' representatives, and cooperation with NGOs such as the CBCA, MSIC, CARE and the Reproductive Health Association of Cambodia (RHAC). In addition, they will continue cooperation with the ILO Trade Unions for Social Justice project. There are concrete opportunities to give this a proper follow-up by the ILO through the ILO/Norway Gender Mainstreaming project, under the ILO/Norway partnership agreement that supports gender-specific measures in projects aimed at strengthening employers' and workers' organizations.
- C. **ILO/EU Social Protection and Promoting Employment project's** intention to follow-up on the SPG Social Protection Network and to introduce it for participation in the NSPS consultative structure coordinated by CARD.

Chapter Four Conclusions, lessons learned and recommendations

Conclusions

- Project rationale is highly relevant, but a number of strategies, outputs and activities have been found to be too ambitious given the short duration of the project.
- Project implementation was plagued with many challenges mostly related to the high ambitions, the multitude of interventions versus the short project period.
- The industry cycle approach, divided in a pre-industry, in-industry and post-industry stage, logically involves a broad range of interventions and a diversity of partners, with different background and levels of capacity. To ensure coherence in the project and to stay focussed was a challenge for project management.
- Partners did not start at the same time and have not been brought together to jointly reflect on the objectives, direction, indicators and interventions. Such a meeting could have taken place during the first quarter of 2011, which would not have been too late.
- Overall, interventions have been merely piloted and there was no time for refinement and consolidation. MSIC is the only partner who could implement a program of over 21 months. Other partners had lesser time. The implementing partners did their very best to implement their part of the project for which they should be commended.
- The studies, development of material and trainings, intended for influencing policy makers under immediate objective 2, have been undertaken at a later stage of project implementation. Ideally these should have been more at the forefront, to serve as a base for informed interventions agreed to by all stakeholders. This is critical for committing stakeholders' involvement, as well as for enhancing the understanding of gender equality and the many faces of discrimination at work.
- The activities of the project that are strategically important need to be properly followed up by the ILO to ensure that the momentum gained is not lost. This applies specifically to the work with the Gender Focal Points in the Trade Unions. Fortunately follow-up opportunities exist through projects coordinated by the Gender Specialist in DWT Bangkok.
- The project collaborated well with other ILO projects, such as the ACTRAV Trade Unions for Social Justice project, HIV/AIDS Workplace Education project, ILO/Norway Gender Mainstreaming project, as well as the MDG/F Joint Program for Children, Food Security and Nutrition in Cambodia. The project collaborated less with Better Factories Cambodia (BFC), although it has been conceptualized as the social component of the latter. This is very unfortunate as opportunities have been missed to connect elements of SPG's in-industry interventions to BFC's advocacy work and mandate of compliance monitoring.
- Although the project is on social protection there was virtually no collaboration with the ILO/EU Improving Social Protection and Promoting Employment project, which is implemented as a response to the National Social Protection Strategy (NSPS) of the government of Cambodia. Despite SPG not being directly linked to the NSPS, its objectives are in line with the NSPS. The ILO/EU project is looking into possibilities to connect the outputs of SPG (such as the SPG Social Protection Network) with the NSPS structure.
- Despite the challenges, there are signs of impact and partners see opportunities to continue their engagement with the issues they have been working on in the project.

Lessons learned

- When designing a project of short duration it is important to be cautious and not plan overly ambitious strategies, outputs and activities.
- In a project with multiple implementing partners, it is critical to bring partners together, preferably at the beginning of the project, to ensure that the objectives of the project are

understood by all, to discuss the direction of the project, agree on indicators and ensure that activities are coherent and aligned.

- Sharing and learning as well as capacity building of partners should be an integral part of project implementation.
- When starting project implementation it is wise to review which strategy is the most critical to achieve the best outcomes. In the case of this project it is felt that the interventions on Equality and Non-Discrimination at Work, including the action oriented study on Gender Equality and Working and Living Conditions of Garment Factory Workers in Cambodia should have been more at the forefront, followed by interventions as action oriented responses. This would have resulted in a stronger involvement of government, employers and workers than has been seen in the project.
- Commitment doesn't come easy from factory owners and factory management who are generally not interested in the well being of women workers, but only in timely delivery of quality orders. It would have been wise to have made arrangements with the factories about their share in responsibility, for instance, in investing in better factory infirmaries and in the supply of commodities. Arrangements should also have been agreed on allowing time to workers to attend training. This could have been done in some sort of cost-sharing arrangement with gradual phasing out of the subsidy. Arrangements should also have been agreed with factory management, regarding the funding of the activities of the HIV/AIDS Committees, since the Committees are mandatory by Ministerial regulation.
- Given the pilot nature of the project and the limitations that have been encountered, it would have been wiser to have used 2012 for consolidation of interventions and for actions to ensure sustainability rather than starting new interventions.

Recommendations

1. Ensure within six months after the project, that the MSIC Toolkit **Healthy Workers Better Factories**, be validated, published by BFC and disseminated to the management of factories; that BFC, possibly in collaboration with MISC, advocates for implementation of the Toolkit and monitoring of implementation is integrated in BFC's advocacy and compliance monitoring work **<BFC and MSIC >**
2. Ensure as part of the advocacy for implementation of **Healthy Workers Better Factories** that factories continue the audio broadcasting of messages on SRH, FP, safe services, MSIC Hotline, maternal health, nutrition and breastfeeding at factory level **<to MDG/F project and BFC>**
3. Ensure that the work of HIV/AIDS Committees is supported by factory management and that strengthening of HIV/AIDS Committees be continued through advocacy by ILO HIV/AIDS Workplace Education project, possibly in collaboration with CBCA **< to ILO HIV/AIDS Workplace Education project and CBCA>**
4. Ensure before closure of the project that the studies carried out under the project are published, and arrange that they are properly followed up by collaborating ILO projects/programs involved in recommendation 5 and 6 below **< to SPG, ILO Joint Projects Office, ILO CO for Thailand, Cambodia and Lao PDR and Gender Specialist DWT Bangkok >**
5. Ensure that the activities related to the strengthening of Gender Focal Points in Trade Unions (TU), be followed up and consolidated within six months after the end of project, specifically through the ILO/Norway Gender Mainstreaming Project, the

ACTRAV Trade Union Justice for Work project. The momentum gained with the TU should not be lost and needs to be capitalized < **to ILO CO for Thailand, Cambodia and Lao PDR, Gender Specialist and Workers Activities Specialist in DWT Bangkok**

6. Ensure follow-up within six month after the project ends, of the training related to Convention 111, Equality and Non-Discrimination at Work, involving the tripartite constituents, through the ILO/Norway Gender Mainstreaming project and the ACT/EMP Strengthening Employers' Organizations for Effective Social Dialogue and Promotion of Gender Equality project < **Gender Specialist DWT Bangkok, ILO Joint Projects Office Cambodia**>
7. Ensure that the intended meeting to introduce NSPS and the ILO/EU Social Protection project to the SPG implementing partners takes place within three months after the closing of the project. The objective is to create a better understanding of social protection and how it is taking shape in Cambodia, in view of the plans to introduce the SPG Social Protection Network for participation in the CARD Inter-Ministerial Working Group on Social Protection. <**ILO Joint Projects Office Cambodia and ILO/EU Social Protection and Promoting Employment project**>.
8. Ensure that the SPG Social Protection Network is introduced to the Consultative Inter-ministerial Working Group of NSPS coordinated by CARD if possible during the next meeting of the Working Group < **ILO Joint Projects Office Cambodia and ILO/EU Social Protection and Promoting Employment Project**>.
9. Consider continuation of the SPG Social Protection Network by linking the network to the ILO/EU Improving Social Protection and Promoting Employment project, so that SPG's networking efforts are not wasted and the network be put to use for the objectives of the ILO/EU project < **SPG and ILO/EU Social Protection and Promoting Employment project**>
10. Consider to arrange with WE to conduct a few more PILS trials within six months as part of their own training and education program for youth, with a view to refine and consolidate the PILS curriculum as an ILO/WE tool. If feasible and possible, consider using rest project funds for this purpose < **SPG, WE and AECID**>
11. Ensure printing more copies and dissemination of the comic book **Threading the Needle** among rural youth receiving training in PILS < **ILO Better Work and WE**>

Final evaluation of ILO Social Protection and Gender project

Annex 1 Terms of Reference

Summary of SPG project profile:

| | |
|---------------------------------------|--|
| Evaluation Title: | Final Evaluation of ILO Social Protection and Gender (SPG) project |
| ILO TC/SYMBOL: | CMB/09/04M/SPA |
| Type of Evaluation : | Independent |
| Country(ies) : | Cambodia |
| Date of the evaluation: | 3 September – 16 October 2012 |
| Name of consultant(s): | Ms. Hariëtte Karsinem Mingoen |
| Administrative Office: | ILO Regional Office for Asia and the Pacific |
| Technical Backstopping Office: | ILO Country Office for Thailand, Cambodia and Lao PDR |
| Date project ends: | 6 November 2012 |
| Donor: country and budget US\$ | The Spanish Development Cooperation Agency AECID, Cambodia, Euro 918,000 |
| Evaluation Manager: | Ms. Akiko Sakamoto/ Ms. Sutida Srinopnikom |
| Evaluation Budget | |
| Key Words: | |

1. Project background

The Cambodian garment sector has become a key pillar of the economy and a major contributor to export earning and employment. Since 2001, Better Factories Cambodia (BFC), an innovative programme improves working conditions in garment factories participating in global supply chains through a combination of monitoring, remediation and training. Monitoring and reporting checks compliance with the core international labour standards and national law, and uses the results to help factories improve working conditions and productivity.

Within Cambodia, the garment industry constitutes 83 per cent of the Cambodian export revenues. Around 288 export-oriented garment factories employ some 330,000 workers – of which approximately 93 per cent are rural women migrant between 15 and 35 years old (2010 ILO BFC data). These women are typically income earners as opposed to heads of households and financially support on average three other family members (Dasgupta and Williams, 2009). Some estimates suggest that the garment industry supports as many as one in every 10 Cambodians through indirect employment creation and remittance flow.

In response to the challenging economic situation after the global financial crisis as well as the food and the fuel price crisis in Cambodia – in which, among formal employees, garment workers were affected the most by each of the shocks – the ILO Better Factories Cambodia (BFC) Program launched a special pilot project in 2010 to promote social protection and gender equality in the garment industry within the context of the BFC program's overall objectives. The ILO Social Protection and Gender (SPG) Project, funded by the Spanish Development Agency AECID, has a three-pronged strategy aimed at improving the productivity and well-being of garment workers by increasing their access to health services; providing work-life skills and economic opportunities to workers; and promoting gender responsive workplace policies and practices in the garment sector. The main means of action include research, training and the design and piloting new measures and services to inform and promote better policies and business practices, and women's empowerment.

Some key achievements of the project to date:

As a result of the project implementation, 14,467 workers benefited from improved reproductive health care services and family planning counseling provided at factory clinics; 909 workers were referred by factory health providers to referral clinics for safe abortion and long term family planning services; 502 team leaders benefited from factory-based trainings on maternity protection and HIV; and some 24,500 workers benefited from health promotion campaigns organized in collaboration with factory management, factory health providers and workplace committees.

In order to respond to industry requests for qualified workers, a new training on Pre-Industry Life Skills (PILS) was designed and launched to prepare new garment workers for work in the industry and city life; 520 young people from rural areas received training on jobs in the garment industry, and responsibilities and rights at work and in life, and they were referred to the Cambodian Garment Manufacturers Association for potential job replacement. In addition, 1,822 women (current and post factory workers) were trained on women's entrepreneurship and received support in setting up 62 saving and self-help groups.

Two in-depth gender analyses were called for. A study on women and gender equality in trade unions in the garment industry and a study on discrimination in the workplace were conducted to help Government, factory management, employers and trade unions design and implement policies and workplace measures to protect discrimination against women and promote gender equality in the factories. As a follow-up to the first study, 14 (seven male and seven female) trade union members were appointed by the key trade union federations and confederations as "Gender Focal Points" to work with the ILO Trade Union for Social Justice and the SPG projects to address women's concerns and mainstream gender equality in trade union policies and structures. As a follow up of the discrimination research a national training seminar on equality and non-discrimination at work in Cambodia was organized in collaboration with the ILO Bangkok. The training seminar was attended by 41 participants representing national and provincial level government officials, employers' organizations, unions and civil society organizations as well as ILO and UN Women.

A midterm evaluation was conducted in October 2011 by independent consultant. The process was considered as an annual review, and was done in a form of self-evaluation to reflect upon how well the project interventions are progressing towards achieving its objectives. The self-evaluation process included individual review meetings with each implementing partners, focus group discussions with target groups in the project target areas, and a one day stakeholder's workshop where the findings of the self-evaluation were presented to all relevant and key project stakeholders. This allowed the key findings and recommendations to be shared with the project partners and receive their feedback and comments.

The evaluation report concluded that the implementing partners tried their best to implement the project within their limitations; the progresses made as planned and the outcomes are emerging but not yet well established; potential good practices for scale up in the future, after refinements, are evident in the implementation of activities by Marie Stopes and Cambodia Business Coalition on AIDS towards the improvement of health services at the garment factories, as well as activities by World Education in the pre-industry life skills efforts. It also mentioned that in general, the original SPG project design was found to be ambitious for the partners and stakeholders to implement within their available time and resources and that the industry life cycle approach was found to be interesting and ideal but it had a broad coverage that made it impractical to achieve by different stakeholders without losing focus. The evaluation report includes recommendations in specific areas of work for further action.

As the project closes on 6 November 2012, a final evaluation will be conducted. This evaluation will be managed by an independent evaluation manager from the ILO and shall be conducted by evaluation team consists of two evaluators: international independent evaluator and national external evaluator. ILO ROAP evaluation officer will oversee the evaluation process and ensure quality of the evaluation report.

2. Scope and purpose of the evaluation

In line with the ILO's evaluation strategy for technical projects (communication from ILO's Evaluation unit of 17 May 2011) and as stated in the project document, midterm and final evaluations will have to be conducted to: a) document the achievements of the project for accountability; b) provide input to the development and adjustments of specific strategies and approaches (recommendations) for increased effectiveness and continuous learning; c) contribute to the knowledge base about what works and what does not work (lessons learnt and output); and d) contribute to further planning within the organization and for other similar projects.

The scope of the evaluation will encompass the Social Protection and Gender project implemented in Cambodia and will include the assessment of all the project activities including the implementation of direct action programs and projects by local partners. Number of factories to be visited shall be identified in consultation with the project staff. The evaluation will look at the project as a whole to assess the relevance, effectiveness, efficiency, impact and sustainability of the project outputs and activities in the three major areas of the project, i.e. improving the well-being of garment workers by increasing their access to health services; providing work-life skills and economic opportunities to workers; and promoting gender responsive workplace policies and practices in the garment sector.

The main purposes of the evaluation are: a) to determine if the project achieved its stated immediate objectives; and b) to assess the overall and specific outcomes and impacts of the project in terms of sustained improvements and c) drawing lessons from the project experience for designing future action towards improving the productivity and well-being of garment factory workers by the key project stakeholders.

The evaluation will also review and assess the good practices, lessons learned and models of interventions – in particular on economic and social empowerment of workers – that were documented during the life cycle of the project and that may be used in other ILO projects with a similar thematic focus. It will serve as an important information base and learning tool for key stakeholders and decision makers regarding any policy decisions for future activities on improving better work and productivity in labour intensive manufacturing industries.

The evaluation will comply with the UN evaluation norms and standard and ethical safeguard will be adhered to.

3. Aspects to be addressed

The evaluation will address the overall ILO evaluation concerns such as relevance, effectiveness, efficiency and sustainability as defined in the 2011 ILO Evaluation Guidance materials. In line with the ILO results-based framework approach for identifying results at global, strategic and project level, this evaluation will focus on identifying and analyzing results through addressing key questions related to the evaluation concerns and the achievements of the Immediate Objectives of the project using data and information from the logical framework indicators.

The following are the broad aspects that are identified at this point for the evaluation in relation to the stated evaluation concerns and immediate objectives of the project. Other aspects can be added as they may be identified by the ILO evaluation team and or an evaluation manager in consultation with each other.

Three immediate objectives (IO) were to be achieved under this project:

1. Improving the well-being and health of women workers and enhancing gender responsive workplace policies.
2. Promotion of women's participation in workplace level decision making.
3. Pre-induction and post-factory employment opportunities.

Issues to address:

- Have three IOs been achieved according to schedule? To what extent?
- In which areas under three IOs did the project have the greatest achievements? Why is this?

- In which areas did the project have least achievements under three IOs? What have been the constraining factors and why?
- Were the objectives and outcomes of the health related projects relevant and realistic to the situation on the ground? Did they need to be adapted?
- Is the focus of the health related projects appropriate and was there a rationale?
- Have the strategies and approaches of direct actions and education/training programs IO1 and IO3 demonstrated successes?
- How effective and realistic were different strategies used for delivering direct action programs and education trainings to different target groups (workers, employers, unions, factories)?
- Was the interventions logic coherent and realistic? Was there a need for adjustments, if so what needed to be adjusted?
- Can the project approach used under IO1 and IO3 be replicated by national partners or other actors such as factories? What would support their replication and scaling up?
- At what extent the capacity of government officials, employers and trade unions to address gender equality and non-discrimination at work is enhanced?
- What elements of the project activities implemented under three IOs can be indicated as a “good practice”? What are the lessons learnt?

In addition to the above specific questions, the final evaluation will address cross-cutting questions to assess the overall ILO evaluation concerns such as the project relevance, effectiveness, efficiency and sustainability.

Relevance and strategic fit

- Are the needs identified at the outset of the project still relevant? Have there been any modifications to the original approach based on implementation experiences? What is the relevance of the strategies and approaches developed by the project? Have these strategies and approaches been appropriate and effective?
- To what extent the project contribute to the DWCP Cambodia?

Validity of the project design

- How logical was the project design? And whether it’s still valid?
- To what extent the linkages with the BFC have been capitalized in the design?
- If there is any recommendation in the midterm review, has the project responded to those recommendations in regard to the project design?

Progress and Effectiveness

- To what extent the project has achieved all its targets and goals? If not, why?
- To what extent have partnerships been created and how effective are they in contributing to reaching the objectives of the project?
- Which are the specific interventions of direct action program and projects implemented by local partners and other activities of the program? Have these interventions been efficient and effective?
- How and to what extent have stakeholders (particularly the ILO constituents) been involved in project implementation?
- To what extent the project has responded to the midterm evaluation’s recommendations.
- How effectively has the project built necessary capacity of local partners?
- How effective is the project in communicating stories and disseminating knowledge internally and externally?
- In what way has gender been considered in the design and execution of the project? Are these strategies effective in promoting gender equality in the garment sector? Which are the effects of the gender approach?
- What were the synergies between the SPG and the Better Factories Cambodia?

- What opportunities can be created by SPG being part of Better Factories Cambodia or Better Work?
- What are the relation of the project with other ILO projects and programs? How effective was it? What are the relations between the project and the decent work country program in Cambodia?

Efficiency

- Have resources (funds, human resources, time expertise etc) been allocated strategically to achieve outcomes?
- Have resources been used efficiently? Have activities supporting the strategy been cost-effective? Do results justify costs?
- Have project funds and activities been delivered in a timely manner?
- Were management and monitoring arrangements for the project adequate?

Effectiveness of the organization arrangement

- Did the project receive adequate technical and administrative support from the ILO regional and country offices in Bangkok especially from relevant DW specialists?
- Has the project made strategic use of other ILO projects, products and initiatives to increase its effectiveness and impact?

Impact and sustainability

- How far is the project making a contribution to broader long-term development impact?
- Are project results, achievements and benefits likely to be durable? Are results anchored in national institutions and can the partners maintain them financially at the end of the project?
- Once external funding ends, will national institutions and implementing partners be likely to continue the project or carry forward the results?
- How effective and realistic is the sustainability strategy of the project?

4. Expected outputs

The evaluation team is responsible to deliver the following outputs during and at the end of the evaluation.

- Inception report to be prepared following the desk review and initial consultations with the project.
- Preliminary findings to be presented at the stakeholders' consultation workshop. Draft and final Project Evaluation Report that has to follow the ILO Evaluation Checklist 5 guidelines on preparing the evaluation report. The draft report will be shared with ILO and key stakeholders for comment.

1. Title page
2. Table of contents and list
3. List of Acronyms
4. Executive summary – conforms to the template of the evaluation summary
5. Body of the report
 - a. Project background
 - b. Evaluation background
 - c. Methodology
 - d. Main findings (relevant to the purposes and scope of the evaluation and include all evaluation criteria; all data is sex-disaggregated, where feasible; external factors that affected the project should be identified)
6. Conclusions
 - a. Conclusions
 - b. Lessons learnt

- c. Good practices
- d. Recommendations (including immediate actions to be taken, potential for a second phase following the guidelines e.g. be numbered in the report and ideally not more than 12; be formulated in a clear and concise manner etc.)

7. Appendices

- Annexes (including TORs, evaluator's itinerary, persons interviewed, the list of documents reviewed, etc.). A final report will take into consideration comments from all stakeholders. Evaluation summary- in standard ILO format
- Project scoring matrix - to be submitted to ILO Evaluation Unit.

The final report should not exceed 35 pages, excluding annexes. Main findings, recommendations and lessons learnt from the project will be listed.

The report should also include specific recommendations solidly based on the evaluator's analysis and, if appropriate, addressed specifically to the organization and institution responsible for implementing it. The report should also include a specific section on lessons learnt from this project that could be replicated or should be avoided in the future. ILO will review the quality of the report based on its adherence to the Checklist 6 Rating for Quality of evaluation. Therefore the quality report checklist should be taken into consideration when preparing the report. The guidelines indicate that the review recommendations should be (1) actionable and time-bound with clear indication of whom the recommendation is addressed to; and (2) written in two or three sentences of concise text (though elaboration may be made in more detail to supplement the recommendations' statement).

5. Evaluation methodology

a. Evaluation process

The evaluation will be done in a participatory way. It will consist of interviews and discussions with the project staff, implementing partners, local authorities, and target groups, including workers, unions and factories, as time permits.

The process will be in the following stages:

Desk review: This will involve the analysis of:

- the project related documents to assess whether or not the resources are being used effectively to reach the stated targets,
- the selection criteria and the process of identifying the implementing partners and target groups,
- the design and effectiveness of direct action programs and projects including education and training programs,
- the determination and documentation of good practices.

Stakeholders' workshop: A stakeholders' workshop will be convened primarily to:

- facilitate interaction between and among the project staff, implementing partners, project beneficiaries and other stakeholders,
- generate responses from the participants on key aspects such as on the design and relevance of the project and the effectiveness and efficiency of the project implementation vis-à-vis the project objectives and targets,
- validate initial findings based on the desk review and further identify key lessons learned,
- solicit recommendations to improve future project design, approaches and strategies.

The stakeholders' workshop will be participated by the project staff, implementing partners, project beneficiaries and other key stakeholders. The evaluator will present the preliminary findings and recommendations at the workshop.

Preparation of the evaluation report:

The evaluators will draft the report on the basis of the findings and result of the desk review, assessment and the stakeholders' workshop. Initial draft report shall be reviewed as per ILO

guidelines on quality report checklist. The checklists are attached to the Terms of Reference as annex 1. The final report shall be sent to ILO evaluation manager.

b. Time frame

The total duration of the evaluation process including submission of the evaluation report would be approximately fifteen (15) working days from 10 to 28 September, 2012, with the whole process completed and outputs submitted on or before 28 September, 2012. The stakeholders’ workshop is scheduled to take place on 26 September, 2012 in Phnom Penh.

c. Key documents to be reviewed

The following key documents will be relevant and shall be made available to the external collaborator by the project team:

- Project document
- Technical Progress Reports
- Direct action programs and project documents, including terms of references
- Technical progress reports submitted by implementing partners
- Midterm evaluation report
- Key project outputs such as researches and studies, toolkits and manuals, good practices and lessons learnt reports, books and publications.

6. Management Arrangement, Workplan and resources

Role of evaluation manager

The evaluation will be managed by Ms. Akiko Sakamoto with support by Ms. Sutida Srinopnikom whom the evaluation team will report to. The evaluation manager will be responsible for finalizing the TOR and the selection of the evaluator(s). ROAP evaluation officer will approve the final TOR and the selection of the consultant, and oversee the evaluation process and the report.

Role of the project team

The project team will handle all contractual arrangements and will provide logistic and other assistance to the evaluator throughout the evaluation period. The project team needs to ensure that all relevant documentation is up to date and easily accessible by the evaluator. The project will prepare a more detailed evaluation mission agenda in consultation with the evaluation manager. The resources available for this evaluation are for:

- Professional fees for the independent evaluators (international and national evaluators)
- Costs for the conduct of a stakeholders’ workshop

The SPG project team in Phnom Penh will provide administrative and logistical support to the evaluation team and ensure that the evaluation team has access to all relevant documents prior to the evaluation mission.

7. Draft work plan and time frame

| Task | Responsible person | Time frame /2012/ |
|--|------------------------------------|------------------------------|
| Preparation of the TOR | SPG project manager | 20 July |
| Sharing the TOR with all concerned for comments/inputs | SPG | 20-31 July |
| Finalization of the TOR | SPG ILO ROAP evaluation officer | 9 August |

| Task | Responsible person | Time frame /2012/ |
|--|---|---------------------------------|
| | DW specialist | |
| Selection of independent evaluators and finalization of the selection process | ROAP evaluation manager | August |
| Draft itinerary/schedule for the evaluation and the list of key stakeholders to be interviewed | Independent evaluators ROAP evaluation manager SPG DW specialist | August |
| Excol contract based on the TOR prepared/signed | SPG ILO CO Bangkok | August |
| Briefing to independent evaluator on ILO evaluation policy | ROAP evaluation manager | 31 August |
| Evaluation Mission | Independent evaluators | 2-13 September |
| Submitting inception report | Independent evaluators | first week of September |
| Submitting preliminary findings | Independent evaluators | first week of September |
| Stakeholders consultation workshop | Independent evaluators | 13 September |
| Drafting a final evaluation report | Independent evaluators | 26 September |
| Comments made by ILO and stakeholders to the draft final report | ILO Stakeholders | September/first week of October |
| Consolidation of comments into final evaluation report | Independent evaluators | October |
| Finalization of the report and submission to ILO | Independent evaluators | October |
| Preparing and submitting an Evaluation Summary and Project scoring matrix | Independent evaluators | Second week of October |
| Follow up on recommendations | ILO | |

8. Qualifications and Responsibilities of the evaluation team

The evaluation team will consist of two evaluators: international independent evaluator and national external evaluator. Qualifications required for the evaluators:

- Demonstrated knowledge and experience in the design, management and evaluation of development projects.
- Relevant background in social and/or economic development and gender equality promotion.
- Experience in the UN system and in the evaluations of the UN system or similar international development experience in consulting projects involving multiple stakeholders.
- Social protection and gender equality expertise, experience in the areas of labour standards compliance and/or corporate responsibility in labour intensive manufacturing industry, and right-based approaches in a normative framework.
- Relevant regional experience, prior working experience in Cambodia for international evaluator; and knowledge on Labour Law and national laws and legislations for national evaluator.
- Experience in the area of capacity building and training.
- Fluency in English is imperative.

- Experience in facilitating workshops and experience in conducting in-depth interviews and discussions is important.

Management responsibilities of an international independent evaluator:

- Perform as a team leader
- Manage the evaluation process in accordance with the ILO evaluation policy.
- Prepare and submit to ILO evaluation manager a short inception report following the desk reviews and initial consultations with the project
- Facilitate stakeholders consultation workshop to present preliminary findings of the evaluation
- Draft and finalize a full evaluation report
- Prepare an Evaluation Summary using ILO standard template and submit to ILO evaluation manager
- Prepare a Project scoring matrix and submit to ILO Evaluation Unit.
- Liaise closely with and report to ILO evaluation manager.

Responsibilities of a national external evaluator:

- Perform as evaluation team member
- Facilitate discussions with Cambodian counterparts
- Translate outcomes of groups discussions from Khmer into English
- Draft text on the Cambodian context into the relevant sections of the evaluation reports as agreed with the team leader.
- Report to the team leader

Annex

- 1) ILO evaluation checklist 5: Preparing the evaluation report
- 2) ILO evaluation checklist 6: Rating the quality of evaluation report

Annex 2 Guiding Questions for the evaluation

Review of process

- Actual start of the project and first steps in project implementation
- Selection of partners
- Selection of project areas/factories
- Concept of Social Protection explained to partners before they were requested to design a proposal?
- Cross-fertilization between implementing partners?
- Relations and involvement of ILO's tripartite constituents
- Linkages and synergies with other ILO projects.
- Synergies with BFC

Project design and strategy

- Is there anything in the design that has proven to be problematic, irrelevant or not feasible for implementation
- First year and second year implementation. Explain gap in time and difference in focus.
- Which recommendations of the mid-term evaluation were accepted and followed-up and which were not? Explain why not?
- What were the lessons learned from year one that have been integrated in the ongoing phase
- Any factors (except for financial) that influenced decisions on what and what not to do in the project.

Effectiveness

- Any baselines collected at the start of project? What type of information was collected?
- Any needs assessments towards capacity building of partners?
- Review all monitoring tools, indicators to assess progress, outcome, impact during the life of the project?
- The same with regard to the outcomes in gender equality promotion?
- Has the project been able to carry out all activities as planned?
- In which areas have there been the least achievements?
- What have been the major constraints and why?
- What are considered major achievements?
- Documentation of good practices? What are the criteria to determine good practices?

Sustainability

- Review all interventions which have been started since the first year: what is still ongoing, what is closed but continued by implementing partners or other ILO projects, what is closed but discontinued?
- Review all interventions on sustainability when the project ceases operations: what will be sustained, what is likely to be sustained and what will not be sustained?

- What is still needed before the closure of the project to sustain the interventions and what can and will the project do in the remaining months?
- Is there a phasing-out scenario discussed with implementing partners?
- Any impact of the project at policy level, regulatory and any other actions taken by implementing partners to support, improve, take over their part in SPG?

Relevance

- How did the project ensure that interventions were demand driven?

Efficiency

- How cost effective were the project activities
- Synergies and cost-sharing with other ILO projects?
- Financial contributions/funding of interventions by the implementing partners?
- Co-funding of project activities by third parties? (other UN-agencies, NGOs)
- Activities carried out at the request of other parties?

Impact

- What have been the lessons learned so far?
- How did the project shared lessons learned with implementing partners and others and what did it do to ensure that lessons are integrated at the policy level?
(other questions on impact are integrated in previous questions)

Project management and communication

- Review relations, communication and support from ILO PO, DWT, RO, CO Bangkok, ILO Geneva if any?
- Synergies with other ILO projects. Is there a structured forum for exchange and cross-fertilization of experiences?
- Any constraints in office support?
- Any constraints in the relations and communication with implementing partners.

Annex 3.

Final evaluation of the ILO Social Protection and Gender (SPG) Project for the Cambodian garment workers
PROGRAMME FOR EVALUATION MEETINGS AND FIELD VISITS

3-13 September 2012, Cambodia

Evaluation members:

Mrs. Hariette Mingoen, Team leader and International evaluator

Mr. Chouen Sak, Team member and National evaluator

| Time | Activity | Venue | People to meet | Remark | Confirmed |
|-----------------------|---|---|--|--|-----------|
| Monday, 3 Sept | | | | | |
| 08.00-08.30 | Meeting with SPG Project staff | Phnom Penh Center, Building F, 2nd floor, Sothearos Blvd, Phnom Penh, Fax: 023221536 | Mrs. Undraa Suren, Project manager Mrs. Pheary Nou, Project coordinator | -Introduction -Respond to any concerns the evaluation team has with regard to the evaluation process, schedule and field visits -Hand over hard copies of tools/materials. | confirmed |
| 09.00-12.00 | Meeting with Cambodia Business Coalition on AIDS (CBCA) | CBCA office House AB01Eo, Street 265, Sangkat Teuk Laark III, Khan Tuol Kork, Phnom Penh, Kingdom of Cambodia. | Mr. Chun Bora, Executive director 016 666 412 012 909 968 | CBCA is an implementing agency of projects on 1. Reducing HIV/AIDS vulnerabilities among garment factory workers (May-Dec 2011); 2. Opportunity For All: HIV/AIDS and disability programme in the workplace (March-Oct 2012) No of target factories - 6 | confirmed |
| Lunch | | | | | |

| | | | | | |
|--------------------------|--|--|---|--|-----------|
| 14.00-17.00 | Meeting with Marie Stopes International (MSI) Marie Stopes International Cambodia | MSI office # 9, street 476, Sangkat Toul Tompong I, Khan Chamkar Mon, Phnom Penh, Kingdom of Cambodia. 855 23 994 082/083 | Mrs. Stefanie Wallach, Country director Mrs. Melissa Cockroft, Technical support manager | MSI is an implementing agency of a project “Partnership with garment factories to strengthen access to essential women’s health services” (Oct 2010-Oct 2012) No of target factories - 20 | confirmed |
| Tuesday, 4 Sept | | | | | |
| 07.30-12.30 | Visits to partnership factories | 3 factories: 1. JIT 2. The One 3. Global 012 339 046 017 540 560 | Beneficiaries of MSI and CBCA projects | Factories (preferably those factories where both MSI and CBCA interventions implemented) to be selected by the implementing agencies | confirmed |
| Lunch | | | | | |
| 14.00-15.30 | Meeting with trade unions | ILO Joint Project Office Phnom Penh Center, Building F, 2nd floor, Sothearos Blvd, Phnom Penh, | Key trade union representatives and trade union gender focal points | 1. Ms. Heng Chenda 2. Mr. May Sopheaktra 3. Ms. Tep Kim Vannary 4. Ms. Nhim Phalla 5. Ms. Morm Nhim 6. Mr. Din Sam Art 7. Ms. Huo Chin Ly | confirmed |
| 15.45-17.00 | Meeting with ILO ACTRAV Social Justice for Workers Project | ILO Joint Project Office Phnom Penh Center, Building F, 2nd floor, Sothearos Blvd, Phnom Penh, | Mr. Serey Vathanak, Project Coordinator 012 941 679 | SPG in close collaboration with the ACTRAV project is implementing a Gender Mainstreaming Project (GMP) supported by ILO ROAP Bangkok. | confirmed |
| Wednesday, 5 Sept | | | | | |
| 08.30-12.00 | SPG Project partners workshop to validate emerging good practices | Phnom Penh Hotel Phnom Penh Hotel 53, Monivong Boulevard, Sangkat Srah Chok, Phnom Penh, Cambodia. Tel: 023 991 868. | ILO external consultant and SPG partners | International consultant has been working on identification and documentation of good practices emerging from the implementation of SPG projects and lessons learnt. | confirmed |
| Lunch | | | | | |
| 14.00-15.30 | Meeting with Department of Occupational Safety and Health of the | MoLVT No. 3, Confederation de la | H.E. Dr. Huy Han Song, MAC and TCC 012 552 448 | | Confirmed |

| | | | | | |
|-------------------------|--|---|---|---|-----------|
| | Ministry of Labour and Vocational Training (MoLVT) and Ministerial Committee (MAC) | Russie (St. 110), 12156 Phnom Penh. Tel 023 884 375 | | | |
| 16.00-17.00 | Meeting with Garment Manufacturers Association of Cambodia (GMAC) | GMAC office No. 175 Jawahar Nehru Blvd (Street 215) Phnom Penh, Kingdom of Cambodia Tel: (855) 23-301 181 | Mr. Kaing Monika, Business development manager 012 602 222 | | confirmed |
| Thursday, 6 Sept | | | | | |
| 07.00 | Travel to Kampong Chhnang province | | | Travel time is between 2.30 hrs by driving | |
| 9.30-11.00 | Meeting with Women Development Center (WDC) | WDC office, Osandan Village, Toeuk Hot Commune, Rolea Paer District, Kampong Chhnang Province 077 594 693 | Mrs. Men En, Director 012 957 743 | WDC is an implementing agency of a project “Strengthening post-garment employment livelihoods for rural women” in Kampong Chhnang. (Feb-Aug 2011, Apr-July 2012) | Confirmed |
| Lunch | | | | | |
| 13.00-16.00 | Field visits to meet the project beneficiaries | Kampong Chhnang province | Project beneficiaries | Self-Help Groups and saving groups shall be selected by WDC | Confirmed |
| 16.00-18.00 | Travel back to PP | | | | |
| Friday, 7 Sept | | | | | |
| 07.30 | Travel to Svay Rieng province | | | Travel time is between 2.30 to 3 hrs by driving | Confirmed |
| 10.30-12.00 | Meeting with International Volunteer of Yamagata (IVY) | IVY office in Svay Rieng province Meplerng village, Svay Rieng commune, Svay Rieng district, Svay Rieng Province, Cambodia TEL : 044 945 966 | Mr. Man Mach, Project Coordinator 092 80 55 80 | IVY is an implementing agency of a project “Strengthening post-garment employment livelihoods for rural women” in Svay Rieng. (Feb-Dec 2011, Feb-Oct 2012) | Confirmed |
| Lunch | | | | | |

| | | | | | |
|-------------------------|--|--|---|---|-----------|
| 13.30-17.00 | Field visits to meet the project beneficiaries | Svay Rieng province | Project beneficiaries | Self-Help Groups and saving groups shall be selected by IVY | Confirmed |
| Saturday, 8 Sept | | | | | |
| 07.30 | Travel to Prey Veng province | | | Travel time is between 1.30 to 2 hrs by driving | |
| 10.00-12.00 | Meeting with World Education (WE) | WE office in Prey Veng province #195 B, Village 4, Sangkat Kampong Lav, Prey Veng town, 097 456 2586 | Ms. Sok Kim Sroeung Programme coordinator 017 758 976 | WE is an implementing agency of a project "Pre-Industry Life Skills" in Prey Veng. (Jan-Dec 2011) | Confirmed |
| Lunch | | | | | |
| 13.30-17.00 | Field visits to meet the project beneficiaries | Prey Veng province | Project beneficiaries | Prey Veng WE staff is responsible for selecting the beneficiaries for discussion | Confirmed |
| Sunday, 9 Sept | | | | | |
| | Travel to Phnom Penh | | | Travel time is between 2 to 2.30 hrs by driving | |
| Monday, 10 Sept | | | | | |
| 08.30-10.00 | Meeting with World Education (WE) | WE office in Phnom Penh #20 Street 222 Boeung Raing, Khan Daun Penh, Phnom Penh, Cambodia Tel: 855-23-216 854 | Mr. Dara Kim, Country director 078 555 060 Mr. Kong Sambathrorth, Project Coordinator 012 472 409 | WE is an implementing agency of a project "Workers life skills programme" (June-Oct 2012) | Confirmed |
| 10.30-12.00 | Meetings with SPG project staff | ILO Joint Project Office Phnom Penh Center, Building F, 2nd floor, Sothearos Blvd, Phnom Penh | Undraa Suren, Project manager Pheary Nou, National project coordinator | | |
| Lunch | | | | | |
| 13.30-15.00 | Meeting with MDG-F Joint Programme on Children, Health and Nutrition | ILO Joint Project Office Phnom Penh Center, Building F, 2nd floor, Sothearos Blvd, Phnom Penh, | Mr. Sophal Chea, Project coordinator 017 717007 | | Confirmed |
| 15.30-16.30 | Meeting with ILO national coordinator | ILO Joint Project Office Phnom Penh Center, Building F, 2nd floor, Sothearos Blvd, Phnom Penh | Mr. Tun Sophorn, Project Coordinator 077 777 849 | | Confirmed |
| 16.30- | Meetings with SPG | ILO Joint Project Office | Undraa Suren, Project | | |

| | | | | | |
|---|--|---|---|--|-----------|
| 17.00 | project staff | Phnom Penh Center, Building F, 2nd floor, Sothearos Blvd, Phnom Penh | manager Pheary Nou, National project coordinator | | |
| Tuesday, 11 Sept | | | | | |
| Preparation to a stakeholders' workshop | | | | | |
| Wednesday, 12 Sept | | | | | |
| 08.30-12.00 | Stakeholders workshop to present and validate initial findings of the SPG Project final evaluation | Phnom Penh Hotel 53, Monivong Boulevard, Sangkat Srah, <i>Phnom Penh</i> Kingdom of Cambodia. Tel: 023 991 868. | Key stakeholders and project partners | | |
| Lunch | | | | | |
| 14.00-15.00 | Meeting with EU Social Protection Project | ILO Joint Project Office Phnom Penh Center, Building F, 2nd floor, Sothearos Blvd, Phnom Penh | Ms. Ok Malika National Program Officer, 016 872 703 | | Confirmed |
| 15.00-17.00 | Meetings with SPG project staff | ILO Joint Project Office Phnom Penh Center, Building F, 2nd floor, Sothearos Blvd, Phnom Penh | Undraa Suren, Project manager Pheary Nou, National project coordinator | | Confirmed |
| Thursday, 13 Sept | | | | | |
| 09.00-10.00 | Meeting with ILO Better Factories Cambodia (BFC) Programme | BFC office House 9, St. 322, BKK1, Chamkar Mon, Phnom Penh, 023 212 847 | Mrs. Jill Tucker, Programme manager 012 778 128 | | |
| 15.40 | Departure to Bangkok | | | | |

Final Evaluation of ILO Social Protection and Gender project

Annex 4. Overview of indicators, outputs and completed activities *

| Objectives and Outputs | Completed Activities/Remarks on implementation |
|--|---|
| <p>Objective 1. Improving the well-being and health of women workers and enhancing gender responsive workplace policies</p> | <p>Indicators:</p> <ul style="list-style-type: none"> - Increase in number of services provided in the factories - Increased range of care services in factories - Number of women workers accessing health services <p><i>All these indicators have been achieved, see Annex 5 on the delivery by MSIC</i></p> |
| <p>Output 1.1 Promotion of health services with emphasis on maternal health in the garment industry</p> | <p>1.1.1. Needs assessment review (development of methodology, data collection, analysis, report). Indicator: presence of the needs assessment report.</p> <p><i>Marie Stopes International Cambodia (MSIC) conducted a baseline survey in the infirmary of 20 factories. The purpose of this assessment was to measure participating garment factory infirmary clinical quality (minimum standards), capacity of service providers to deliver sexual and reproductive health and family planning services, client satisfaction, number of workers already accessing services and cost of services.</i></p> <p>1.1.2. Drafting of a plan of action based on assessment Indicator: Presence of an action plan for addressing health issues for the garment industry</p> <ul style="list-style-type: none"> (i) <i>Marie Stopes International Cambodia (MSIC) project proposal 'Strengthening access to maternal health services for garment factory workers' accepted for implementation.</i> (ii) <i>Not on maternal health, but health related, is the project of the Cambodian Business Council on AIDS (CBCA), that assisted factories to formulate an HIV/AIDS policy and to strengthen HIV/AIDS Committees at the workplace; through these Committees advocate for implementation of policies and awareness raising among workers.</i> <p>1.1.3. Public event/dissemination of assessment results Indicator: Number of participants (gender, workers, managers and government representatives)</p> <p>Public event is not organized</p> |

| | |
|--|---|
| | <p>1.1.4. Review and development of training material (OSH during pregnancy, access to infirmary and nurseries, exclusive breastfeeding, adequate complementary feeding of infants, maternal nutrition and post-natal care)</p> <p>Indicator: presence of training material on specified issues.</p> <ul style="list-style-type: none"> (i) <i>Audio-visual material developed under the MDG/F project in collaboration with ILO/BFC on health, nutrition and maternity protection used for the outreach in factories under the MSIC project. MSIC developed material on sexual and reproductive health (SRH) and family planning (FP)</i> (ii) <i>Better Work training tools on financial education and maternity protection, including a Baby Game and Balloon Game were reviewed and adapted to the context of Cambodian workers.</i> (iii) <i>Opportunity for All tools reviewed and used by CBCA in its project HIV/AIDS management at workplace.</i> <p>1.1.5. Development of mass media campaign message and material (in collaboration with MDG/F project on Children, Nutrition and Food Security)</p> <p>Indicators: Presence of campaign material (posters, brochures); number of radio spots on specified issues</p> <ul style="list-style-type: none"> (i) <i>Audio-visual material as mentioned under 1.1.4.</i> (ii) <i>4 day advocacy during an Open University Event at the National Technical Training Institute, with collaboration of BFC and MSIC.</i> <p>1.1.6. Implementation of advocacy/trainings to garment factories</p> <p>Indicators: Number of training sessions on specified issues; number of participants trained</p> <ul style="list-style-type: none"> (i) <i>MSIC project, which include training for infirmary service providers on SRH and FP, training of peer educators and advocacy among workers in 20 factories.</i> (ii) <i>CBCA's project to strengthen HIV/AIDS Committees in 6 factories which include training of committee members and awareness raising among workers.</i> (iii) <i>Collaboration with MDG/F project to advocate for breastfeeding and breast milk expressing, nutrition and maternal protection, among garment workers.</i> (iv) <i>Garment workers life skill training for 500 workers implemented by World Education</i> |
|--|---|

| | |
|--|---|
| | <p>1.1.7. Develop and implement a series of seminars to be organized with GMAC and CAMFEBA members and unions.</p> <p>Indicators: Number of seminars; number of participants</p> <p><i>Implementation is limited to activities directed at trade unions. A study was carried out on Women and Gender Issues in Trade Unions in the Cambodian Garment Industry. This has been discussed with Confederations of TU, which led to the appointment of 14 Gender Focal Points (GFPs) in 7 trade union confederations. The 14 GFPs + 8 other participants from 3 trade union federations and organizations that support trade union work were brought together for a ToT on Equality and Non-Discrimination, 2-5 October 2012</i></p> <p>Advocacy towards the management of garment factories, as towards the Garment Manufacturers Association of Cambodia was limited.</p> |
| <p>Output 1.2 Establishment of a practical support and referral system for information on child care, health promotion, education and anti-child labor work.</p> <p>Indicator: Development of a plan for referral</p> <p><i>This indicator has been partly achieved. A plan for extensive referral as stated in the output has not been established. MSIC has introduced a subsidized referral pathway on SRH and FP only, but the subsidies stop when the project ends and it remains to be seen if garment workers continue to make use of the referral path.</i></p> | <p>1.2.1. Mapping of existing institutions and services offered.</p> <p>Indicator: listing of existing institutions</p> <p><i>Two matrices have been produced:</i></p> <ul style="list-style-type: none"> (i) <i>Matrix of service providers on reproductive health in garment factories.</i> (ii) <i>Matrix of NGOs working on social protection related activities in the garment sector in Cambodia.</i> <p><i>These remained two internal documents distributed among members of the informal SPG Social Protection Network plus associated partners.</i></p> <p><i>MSIC developed an incentive system and referral pathway on FP so that workers can access safe services external to the GFI. GFWs could receive free services (permanent methods), subsidized services (Implant, IUD) or transportation support (safe abortion services) at MSIC clinics.</i></p> <p>1.2.2. Production of a catalogue of existing services (based on geographical regions) – hard copies and web based.</p> <p>Indicator: Presence of a catalogue of resources</p> <p>Not implemented</p> |

| | |
|--|---|
| | <p>1.2.3. Awareness raising campaign with service providers</p> <p>Indicator: presence of campaign material (posters, brochures)</p> <p><i>No campaign was organized to make the matrix of service providers publicly known. Awareness raising was limited to project related interventions carried out by MSIC in collaboration with the MDG/F project.</i></p> <p>1.2.4. Public event to launch the catalogue.</p> <p>Indicator: Number of participants (gender, workers, managers and government representatives)</p> <p>See 1.2.2. No catalogue has been produced.</p> |
| <p>Output 1.3. Developing and implementing workplace policies in the area of health and nutrition of mother and infant</p> <p>Indicator: Presence of workplace policies</p> <p><i>MSIC has introduced and validated the Toolkit with a number of Human Resources Managers of factories. Adoption of the Toolkit should be widely promoted and monitoring of implementation of the Toolkit by factories should be continued when SPG ends. This is a task which ideally should be taken up by BFC</i></p> | <p>1.3.1. Advisory services to garment factories and follow-up on implementation of new policies</p> <p>Indicator: Presence of new line of services with respect to social protection.</p> <p><i>MSIC developed a Toolkit 'Healthy Workers, Better Factories', for setting up or improving health services at plant level for implementation by factories' management CBCA assisted in the development of a HIV/AIDS policy at workplace level</i></p> |

| | |
|---|---|
| <p>Immediate objective 2: Promotion of women’s participation in workplace level decision making</p> | |
| <p>Indicators:</p> <ul style="list-style-type: none"> - Staff of the Ministry of Labour and Vocational Training and Ministry of Women’s Affairs trained - Advocacy campaigns launched - Gender responsive employment policies created at factory levels - Number of women participating in social institutions increased <p><i>Only the first indicator has been achieved through the adaptation of the training manual on Equality and Non-Discrimination at Work to the Cambodian situation, followed by the training of representatives from MOL, MOWA, employers’ and workers’ organizations. However ILO follow-up is needed to address the issues that have been identified as priority areas for action during the training. The other indicators have been partly addressed as can be seen from the description of the activities under this objective.</i></p> | |
| <p>Output 2.1. Enhancing the capacity of the Ministry of Labor and the Ministry of Women’s Affairs to address discrimination at work (for example support anti-harassment procedures and protection; share equal opportunities information, training)</p> <p>Indicator: Materials/Seminars.</p> | <p>2.1.1. Review of current policies (at the national and factory levels. May involve international comparison to identify good practices).</p> <p>Indicator: Presence of review report</p> <p><i>An action-oriented study on Gender Equality and the Working and Living Conditions of Garment Factory Workers in Cambodia was carried out. The study intends to increase understanding on gender equality and discrimination in Cambodia’s garment industry with a view to improve the economic and social well-being of its mostly female workforce. The study also seeks to serve as information for development of a responsible corporate model of garment production. It examines the working and living conditions of garment workers and their perceptions on discrimination and harassment in the workplace in garment factories in the country. The report of the study has just been completed and is due to be published in Khmer and English.</i></p> <p>2.1.2. Development of training material, including promotion of ILO Convention 183 on Maternity Protection</p> <p>Indicator: Presence of training material on specified issues.</p> |

| | |
|---|---|
| | <p><i>In collaboration with the MDG/F program, the SPG through MSIC project interventions, raised awareness on health, nutrition and maternity protection at the workplace, with the use of audio-visual material, such as radio spots, radio talk shows, drama.</i></p> <p><i>A study on maternity protection in the garment industry in Cambodia was carried out. The report with the title 'Practical Challenges for Maternity Protection in the Cambodian Garment Industry' is finalized and is due to be published in Khmer and English.</i></p> <p>2.13. High Level event to launch the training campaign (with ILO HQ and AECID)</p> <p>Indicator: Number of participants (gender, workers, managers and government representatives)</p> <p>This is not carried out</p> <p>2.1.4. Implement training sessions with various RGC officials (MOLVT, MOWA, MOS...) Promotion of ILO Convention 183 on Maternity Protection.</p> <p>Indicator: Number of training session on specified issues. Number of participants trained.</p> <p>This is not carried out</p> |
| <p>Output 2.2. Promoting gender responsive recruitment and promotion practices that provide equal opportunities for women and men in factories (i.e. applying to supervisory posts)</p> <p>Indicator: Presence of material promotion women's participation at workplace</p> | <p>2.2.1. Collection of good practices</p> <p>Indicator: Presence of good practices</p> <p><i>A consultant was hired to collect good practices.</i></p> <p>2.2.2. Production of a publication in Cambodia and neighboring countries.</p> <p>Indicator: Presence of a catalogue</p> <p><i>See 2.1.1. Action-oriented study on Gender Equality and the Working and Living Conditions of Garment Factory Workers in Cambodia.</i></p> |

| | |
|--|--|
| | <p>2.2.3. Development of training material</p> <p>Indicator: Presence of training material on specified issues</p> <p><i>In collaboration with the ACTRAV Trade Unions for Social Justice project and the ILO/Norway Gender Mainstreaming project, under the supervision of the Gender Specialist, DWT Bangkok, SPG contributed to the adaptation of the Training Manual Equality and Non-Discrimination at Work in East and South-East Asia to the Cambodian context. This included the identification of case studies to be used for the training in Cambodia.</i></p> <p>2.2.4. Implementation of training to factories and other relevant stakeholders.</p> <p>Indicator: Number of training session on specified issues; number of participants trained</p> <p><i>A 5-day national training seminar on Equality and Non-Discrimination at Work was conducted in July 2012. Participants came from the tripartite constituents, UN Women and NGOs.</i></p> |
| <p>Output 2.3. Enhancing women’s participation in social dialogue institutions</p> | <p>2.3.1. Development of training material on workplace cooperation, negotiation and dispute resolution for RGC, employers, and trade union officials.</p> <p>Indicator: presence of training material on specified issues</p> <p><i>Training material developed and adapted in collaboration with ILO/ACTRAV for training of Gender Focal Points in 7 Trade Union Confederations.</i></p> <p>2.3.2. Implementation of training</p> <p>Indicator: Number of training sessions on specified issues; number of participants trained</p> <p><i>The GFP in Trade Unions have been trained as trainers on Equality and Non-Discrimination at Work (see 2.2.3 and 2.2.4). The idea is that they conduct training for trade unionists in their rank and file and further promote and raise awareness on gender equality at the workplace and in unions.</i></p> |

| | |
|--|--|
| | <p>2.3.3. Creation of a network of young women leaders (employers and workers) for peer support.</p> <p>Indicator: Material announcing the new networks and services</p> <p><i>Not exactly implemented in this form, but SPG in collaboration with ILO/ACTRAV succeeded in getting GFP established in 7 TU Confederations, altogether 14 persons, 7 women and 7 men. In the framework of MSIC's project interventions on health, more than 400 peer educators, mostly women, have been trained to serve as peer educators of co-workers on health issues.</i></p> <p><i>CBCA's efforts to ensure and enhance women's participation in the HIV/AIDS Committees at the factory level are mentioned here. Reportedly participation of women has increased from 32% at the beginning to 61% after a period of almost two years of project interventions.</i></p> <p><i>Worth noting under this section is, the informal network on Social Protection, established by SPG with the objective, to broaden the knowledge of each other's work among the members of the network and to enhance collaborative efforts and to broaden garment workers access to social protection services. Three implementing partners are members of the network: MSIC, CBCA and WE (see also 1.2.1).</i></p> <p>2.3.4. Development of tools for the new network (such as newsletters, website)</p> <p>Indicator: presence of newsletters, website or other tools.</p> <p><i>The tools are covered under 2.3.1. and 2.3.2., but not in the form of a website or newsletters.</i></p> <p>2.3.5. Public event to launch the network</p> <p>2.3.6. Quarterly seminars support meetings support meetings (employers and trade unions)</p> <p>Indicator: Quarterly schedules for the seminars.</p> <p>2.3.5. and 2.3.6. have not been carried out.</p> |
|--|--|

| | |
|--|--|
| <p>Output 2.4. Improving workplace level understanding of women workers (special needs) need for maternity protection, anti-discrimination measures, and gender equality promotion for factory managers and shop/stewards workers.</p> <p>Indicator: Presence of material promotion women’s special needs at workplace</p> | <p>2.4.1. Advisory services to garment factories Indicator: New advisory services developed</p> <p>2.4.2. Development of a new soap and related comic book/supportive documentation of women in leadership positions. Indicator: Presence of new soap operas</p> <p>2.4.3. Public launch of the new operas (including air time on national television) Indicator: Public event</p> <p>The project has not reached the stage of implementing these activities.</p> |
| <p>Objective 3: Pre-induction and post-factory employment opportunities</p> | |
| <p>Output 3.1. Developing pre-industry induction and life skills awareness raising, training modules and training delivery mechanism</p> <p>Indicator: Presence of training on specified issues</p> | <p>3.1.1. Identification of current training services providers Indicator: listing of existing institutions <i>Included in 1.2.1</i></p> <p>3.1.2. Development of a catalogue of current service providers (public and private) hard copies and web based. Indicator: Presence of a catalogue of resources <i>See remarks under 1.2.1</i></p> <p>3.1.3 Development of capacities/strengthening of services providers: development of training materials on nutrition, hygiene, primary health care, reproductive health, HIV/AIDS, personal safety, child labor, migration and trafficking, social services, world of work and life planning. Indicator: Presence of training material on specified issues <i>(i) A curriculum for training on Pre-Industry Life Skills was developed (ii) World Education delivered training of facilitators and a pilot training in PILS for more than 500 young girls in selected communities in Prey Veng. (iii) Production of a comic book with the title ‘Threading the Needle. A simple life-skills guide for garment workers moving to the city.</i></p> |

| | |
|--|--|
| | <p>3.1.4. Development/adaptation of SME training material for women entrepreneurs (Get Ahead)</p> <p>Indicator: Presence of training material on specified issues</p> <p><i>Technical guidance was received from the ILO/WEDGE project. WEDGE tools were already adapted by the latter and SPG implementing partners could readily use them.</i></p> |
| <p>3.2. Testing and validation of the pre-industry tools in selected garment workers recruitment areas</p> | <p>3.2.1. Coordination of the implementation of training materials</p> <p>Indicator: coordination plan</p> <p><i>Testing of the PILS Curriculum has been carried out through conducting a pilot training for more than 500 girls during 10 weeks, see 3.1.3. There was no time for refinement of the curriculum, nor for the development of a coordination plan. WE is currently implementing a life skills training for garment workers in Phnom Penh, with the use of selected part of the PILS curriculum plus modules on financial literacy and Baby Game. This started in June and will end when the project stops.</i></p> |
| <p>Output 3.3. Integrating the induction life skills advocacy and training modules in the overall industry skills development efforts</p> <p>Indicators:</p> <ul style="list-style-type: none"> -presence of training material on specified issues - presence of joint training efforts (training outline with other training providers) | <p>3.3.1. Integration of the new curriculum into the new Garment Industry Training Center</p> <p>Indicator: Presence of joint training efforts (training outline with other training providers).</p> <p>The Garment Industry Training Center has not yet been established. No joint training efforts with other training providers were carried out.</p> |
| <p>Output 3.4. Assessing potential sectors for post industry livelihood assistance for garment workers</p> | <p>3.4.1. Coordinating with skills/vocational training providers for establishing access paths to training and advisory services</p> <p>Indicator: presence of catalogue of resources</p> <p><i>(i) Project of Women Development Center (WDC) Kampong Chhnang and International Volunteer of Yamagata (IVY) in Svay Rieng, to form self help groups and to train them in group formation, financial education, savings and how to start a business, with the use of ILO/WEDGE tools.</i></p> <p><i>(ii) SPG supported a study on the Employability of Rural Women Training Participants in Women Development Centers. This study covers WDC Kampong Chhnang and WDC Kampong Cham. It is intended as an input for the Ministry of Women's Affairs and the WDC's to improve the delivery of vocational skills training at the Centers.</i></p> |

| | |
|---|---|
| <p>Output 3.5. Creation of start-up mentoring program with existing livelihood and credit services (networking; access to micro-credit) programs.</p> <p>Indicator: Production of material for new business start-up</p> | <p>3.5.1. Mapping of current micro-financing institutions Indicator: listing of existing institutions <i>This has been done under ILO/WEDGE project, but in the SPG project no links have been established with the MFIs.</i></p> <p>3.5.2. Creation/strengthening of incubators for new entrepreneurs Indicator: presence of incubators <i>IVY formed three business groups in the second year of its project in Svey Rieng. It is a pilot to introduce poultry, pig and sow raising and linking the group to middlemen for the marketing.</i></p> <p>3.5.3. Creation of young entrepreneur network Indicator: material announcing the new networks and services The project has not reached the stage to implement 3.5.3.</p> |
| <p>Output 3.6. Pragmatic down to earth sharing of experiences on successful post garments life transformation for factory workers.</p> <p>Indicator: Knowledge sharing events; newsletters produced; website developed.</p> <p><i>The activities under this output have not been implemented as envisaged under 3.6.1, 3.6.2, and 3.6.3. The project hired a consultant to collect stories of change from beneficiaries with a view to identify good practices. Activities under SPG have been reported on in the Quarterly E-Newsletter of the ILO Joint Project Office Cambodia.</i></p> | <p>3.6.1. Public event showcasing good examples of workers migrating from garment to other sectors /employment situation Indicator: public event</p> <p>3.6.2. Production of a tool (booklet) presenting these positive experiences Indicator: presence of a booklet</p> <p>3.6.3. Radio and television show, presenting positive stories of workers. Indicator: Radio shows aired These have not been carried out in this form. See remarks under output 3.6. .</p> |

*Information on completed activities is provided by the Project Manager. Listing of activities and remarks were done by the international evaluator.

Final evaluation of ILO Social Protection and Gender project

Annex 5. Details of delivery by implementing partners

Marie Stopes International Cambodia (MSIC)

(Information for this summary of the process of delivery is taken from MSIC report on the first year of the project, October 2010-November 2011).

MSIC's project *Strengthening Access to Essential Sexual and Reproductive Health Services* started implementation in October 2010 and ended in November 2011. MSIC's identification of factories covered over 225 potential factory sites, and then went through a process of elimination with a hierarchy of deciding factors including evidence of a functioning infirmary, whether it was an ILO preferred site (from a list of 40), size of the worker population, demand for women's health services, etc. The deciding factors were related to the likelihood of 'buy in' and support from senior management, infirmary providers and relevant unions. Finally, 20 sites were selected as appropriate partners, with whom a MOU was signed.

MSIC conducted a baseline survey in each factory infirmary. The purpose of this assessment was to measure participating garment factory infirmary clinical quality (minimum standards), capacity of service providers to deliver sexual and reproductive health services, client satisfaction, number of workers already accessing services and cost of services. Indicators and targets were set and the baselines were used to assess changes/progress after one year.

MSIC recruited 3 staff for the project. Activities carried out included:

1. Training of Garment Factory Infirmary (GFI) providers.

Before service provision began, MSIC ensured that the supply side (infirmaries) was strengthened (infirmaries) and well equipped to provide good services to garment factory workers (GFW). The project staff carried out a training need assessment of the 20 infirmary service providers, to identify their existing knowledge and skills related to Sexual and Reproductive Health (SRH) and Family Planning (FP), as well as measuring the level and quality of service delivery. The initial assessment findings showed that most of the infirmary providers had very limited SRH and FP knowledge as well as in general infection prevention protocols, needed for counselling and to provide reproductive health services. In order to improve the general services quality, MSIC organized a two day training workshop for the GFI providers of 20 factories.

2. Basic refurbishment, upgrades and necessary supplies were provided to all 20 GFIs, in order to meet the minimum quality standards. Only 6 of the 20 factory infirmaries required refurbishment. One factory completed refurbishment and upgrades with own funding. Refurbishment entailed painting, improvement of ceilings, repair of toilets and installing shelves for documents and client records.

3. MSIC used factory team leaders (TL) to disseminate information to other GFWs on the infirmary and SRH service. Sessions for TL orientation were organized during lunch breaks at each garment factory. Key topics of the sessions were: a brief outline of the project, including the FP and SRH counselling and services available in the GFI and how to promote that; effective referrals for potential clients to external safe services (MSIC or other); explanation about user fees and subsidy scheme supported by the project for long-term and permanent FP methods and safe abortion at MSIC clinics.

Follow-up meetings with team leaders were held with the aim to discuss progress, challenges faced, explain referrals more clearly and to find out why few GFWs continue to access the infirmary and MSIC clinics. A total of 502 workers participated from the 20 factory partners.

4. Health promotions, in the form of 44 demand creation activities (2 per factory) and 4 joint events with ILO/SPG were conducted. MSIC project staff with TLs conducted small health promotions to raise awareness on FP and SRH and to promote the service within infirmaries. Sessions were conducted during lunch breaks mostly in the canteen of the partner factories, two times per factory. Health promotions were also held at the 4 day Joint ILO SPG/BFC Open University Event in January and February 2011 at the National Technical Training Institute (NTTI).

5. IEC material were developed and printed. One poster specifically targeting GFW to promote services in the infirmary was produced and other existing MSIC IEC materials were adapted and reprinted for distribution and use. A total of 60,450 copies were printed and distributed for use by the project staff and garment factory stakeholders to support peer education and awareness raising activities in and out of the factories.

Two different kinds of IEC packages were produced:

- 1) Support materials for infirmary providers consisting of client record book, clinic card book, birth spacing check list, family planning flipchart, referral slips and two large posters).
- 2) General IEC package for promoting FP consisting of 7 different leaflets and brochures.

MSIC designed a Toolkit 'Healthy Workers, Better Factories, specifically for Garment Factory Management. It sets out simple steps that garment factories can take to improve women's health in the factory which in turn can increase worker productivity and outputs.

6. To enable GFWs to access external services not provided by the infirmary, the project developed a subsidy scheme for particular services at two MSIC clinics. The MSIC project team supported the transportation of GFW travelling to the MSIC clinic to access services including safe abortion. In total, 483 GFWs were referred to MSIC clinics through GFI service providers and factory team leaders.

Except for the SRH and FP interventions, MSIC together with the National Nutrition Program (NNP) of the National Maternal and Child Health Centre, Ministry of Health (MoH) conducted training in breast milk expressing in 10 factories.

During the second term, which started in February 2012 and ended in October 2012, MSIC conducted refresher training for infirmary providers on FP counselling and continued strengthening their service delivery with advice, commodity supplies, IEC materials and subsidized transport services for workers to clinics. In the refresher training MSIC included modules on breastfeeding and nutrition. Pre- and post-tests of the training showed considerable changes in the knowledge levels compared to what was recorded during first year of implementation. Although there was a gap in project implementation of almost 4 months (between October 2011 and February 2012) MSIC reported that the infirmaries continued to provide SRH and FP services with minimal support of MSIC, which are signs of impact and sustainability. During the gap MSIC continued the subsidized referral of workers to ensure that they can access appropriate and quality services despite the project gap. During this period 193 GFWs were referred to MSIC clinics by infirmary providers and team leaders.

The outreach at workplace level got another dimension when MSIC asked permission from the factories to play the media tools developed under the Joint MDG/F program for Children, Food Security and Nutrition, using VCD and audio materials in the factory. These tools provide information on breast feeding, infant feeding, complementary feeding and guidance on healthy food habits. MSIC also developed audio material of its own to promote services provided at the infirmaries, birth spacing advice and information on the MSIC Hotline. Since the workers have limited time to access health advice during working hours, broadcasting is one way to ensure that the information reaches them. Following consultative meetings, 12 factories agreed to use the audio; others did not have a

sound system or did not want to cooperate. MSIC reported that one factory, not targeted by the project, requested MSIC's services after having heard about it from others.

In addition MSIC trained 399 Peer Educators (PE) selected from line supervisors, team leaders, cleaners, security guards. The idea is that these PEs provide information to co-workers. Topics of the training included the importance of good food for health and the advantage of breastfeeding; information on SRH and FP; availability of SRH and FP services and counselling in the infirmary and how to promote them; how to refer workers to external good quality safe services for FP and safe abortion and details of users fees and subsidies under the project for LTFP and safe abortion at MSIC or other clinics.

MSIC also piloted the Baby Game, developed by ILO Better Work in one factory with 22 workers. The Baby Game is designed to raise awareness on pregnancy, delivery, post-partum care and early childhood development. The pilot showed that it was difficult to complete the Baby Game training session during the one hour lunch break. Some words used in the game needed simplification. The MSIC team worked with SPG and MDG/F project staff to revise the language used in the game.

MSIC operates a Hotline to provide confidential and comprehensive information and counselling on FP and safe abortion and referrals to high-quality, safe services. This was introduced to the infirmaries and the workers. MSIC reported that from October 2011 to May 2012, a total of 1,153 GFWs called MSIC's Hotline. 678 calls were from the 20 factory partners. The callers sought information on FP counselling (32%), gynaecological problems (14%), safe abortion counselling (12%), appointment with MSIC (11%), pregnancy test (4%) and antenatal care (1%) and permanent family planning (surgical sterilisation). Use of the Hotline is reported to be a common practice now. Workers can consult the Hotline in private with the use of the phone in the infirmary if they so wish.

MSIC set targets which they thoroughly monitored. Key findings of the end line survey of phase I show the following signs of impact:

- All 20 factories now provide SRH and FP services compared with only two thirds at baseline.
- Referrals for safe abortion and long-term and permanent family planning methods have increased significantly, with 17 out of 20 factory infirmaries reporting referring abortion clients.
- All infirmaries now keep client records including number of referrals made. The baseline figures demonstrated that very few factories reported providing any kind of referral. Since the introduction of the pilot project, figures now demonstrate that there has been 100% improvement in record keeping of referrals.
- Currently 74% of the 20 infirmaries are close to reaching MSIC's minimum quality standards. Areas for MSIC intervention include commodity supply, IEC, and record keeping.
- Overall, GFWs reported high rates of client satisfaction with the infirmary service (mean score 4.11 out of 5). Client satisfaction increased in the important areas of quality of advice and information, friendliness and respect from provider to clients.

Comment

Findings are underscored by the FGD which the final evaluation team had with 10 workers in one factory. The responses reveal satisfaction with the services. The majority (8 workers) indicated that they personally benefited most from the knowledge and access to child spacing and LTFP. Unmarried workers said to know now what to do when they are married (see Annex 6 for details).

In a meeting with 3 infirmary service providers (a doctor, a midwife and a nurse) of one factory, the final evaluation team was informed that referrals related to FP have increased. We were also told that women workers have become more active in asking questions during a consult than before. Commodity supply that has been subsidized by MSIC under the project was mentioned as one area

of concern when the support from MSIC will stop. When asked if they discussed the issue with the management of the factory to see if the management would be willing to purchase the supplies, the infirmity service providers did not give an affirmative reply. According to BFC, in general, the management of factories provide only the minimum that is required in national labour law.

MSIC indicated that working with garment factories and with women garment factory workers was new to them. Providing SRH-services is MSIC's core business and not nutrition, baby care, breastfeeding and breast milk expression. These are new areas for which they need assistance from others. It was a challenge, which they wouldn't be able to do without other partners. MSIC gained much from the project and intends to continue its outreach among garment factory workers, who represent a significant sector of the population needing SRH and FP services. MSIC is seeking funding for a new project, possibly from AUSAID. Follow-up monitoring of the 20 factories under SPG may then be secured.

[Cambodian Business Council on AIDS \(CBCA\)](#)

CBCA's participation in SPG started in May 2011. Its project *Reduce HIV/AIDS vulnerability among garment factory workers*, deals with the strengthening of HIV/AIDS Committees at the workplace. HIV/AIDS Committees are instructed per *Prakas 086* (Ministerial Regulation) of May 2006.

The HIV/AIDS Committees' main task is to develop programs for the education of the workers in the workplace about the spread of HIV/AIDS infection and how to prevent its transmission. The Committee is also expected to help infected and affected workers to access health services and treatment together with information on prevention.

Establishment of HIV/AIDS Committees is mandatory as a result of this regulation. Monitoring of the implementation of the regulation, including the compliance to the regulation by factory management, is entrusted to the Department of Occupational Health, Ministry of Labour and Vocational Training (MOLVT). Article 5 of the regulation, prescribes that the Chair of the HIV/AIDS Committee shall notify MOLVT in writing not later than 15 days after the formation of a HIV/AIDS Committee in the factory with a list of the members of the Committee.

The regulation envisions a key role for factory management in the HIV/AIDS Committee. Article 4 stipulates that the employers' representative should be the Chair of the Committee; Article 8c, says that the Chair is to receive requests or proposals from Committee members or workers and if necessary submit the proposals to the employer, the Department of Occupational Health, competent ministries or institutions, or other organizations for assistance. These articles ensure the status and position of the HIV/AIDS Committee in the structure of the factory. They also ensure that the management takes responsibility and that the Committee can make proposals for management action and external action.

CBCA was launched in June 2007 by a group of business persons committed to protect the health and well being of Cambodia's employees in response to the country's HIV and AIDS epidemic. Its mission is to safeguard the private sector workforce and their families from HIV/AIDS and ensure workplaces are free from HIV-based stigma and discrimination.

CBCA works with businesses to:

- Ensure awareness of government HIV legislation requiring the creation of HIV workplace committees, policies and programs;
- Work with companies to establish workplace committees with responsibility for overseeing the implementation of HIV policies and programs;
- Deliver programs and policy training which increase knowledge of HIV issues, reduce stigma and discrimination, influence changes in employee behaviour and refer employees to treatment, care and support services;

- Assist workplaces that promote the health and wellbeing of employees living with HIV or TB;
- Promote employee health and wellbeing within the Cambodian business community.

CBCA benefited from the selection of factories carried out by MSIC. In consultation with MSIC, CBCA selected 5 factories from the 20 factories covered by MSIC. CBCA's objectives for SPG are:

- 1) to strengthen HIV committees in 5 factories on HIV/AIDS policy, program development and implementation
- 2) to support workplace Committees to develop a HIV/AIDS workplace program by empowering women's participation in decision making, implementing activities and education program and campaign
- 3) to document and disseminate good practices of women workers living positively and productively with HIV/AIDS.

The process of delivery consisted of the following steps (*information is taken from CBCA's Final Technical Progress Report on the period May-December 2011*):

Step1. Getting the agreement of the factories, followed by signing a MOU

Step2. Contacted each factory to check if there is a HIV/AIDS Committee has been established. It was found that they have more or less established a Committee, but that the Committees are not yet functioning. Members have never met and there was no clarity about the composition of members.

Step 3. Ensured, with the collaboration of factory managers, that more women than men are participating in the Committees.

Step 4. Organized a meeting with the Committees to discuss their roles and responsibilities, in accordance with *Prakas* 086 on 'the creation of the HIV/AIDS Committee in enterprises and establishments and the prevention of HIV/AIDS in the workplace' and assessed whether the factories have developed a HIV/AIDS policy.

Step 5. Three of the five factories reported to have a policy, but it was not disseminated to the workers. Together with the Committees, CBCA reviewed the policy and proposed amendments for endorsement by the factory management.

Step 6. After endorsement a work plan was prepared by the Committees to inform the workers about the policy.

Step 7. CBCA followed up the implementation of the plan by regularly meeting with the Committees.

Step 8. A training of trainers on HIV/AIDS was organized for selected members of the Committees in June and July 2011; 37 members (27 women) attended. The main purpose was to build capacity and support HIV/AIDS Committee members to draw up a policy and a program of activities for their respective factories. Refresher training was organized in September 2011.

Step 9. Trained trainers conducted training for co-workers in the 5 target factories. The purpose is to inform co-workers on HIV/AIDS prevention, care, support and referral information. The trained workers are expected to carry out outreach activities at the factory level.

Step 10. HIV/AIDS Committees organized World AIDS Day campaigns with CBCA support in the 5 factories for three consecutive days during lunchtime.

Step 11. Identifying workers living with HIV, who are willing to come out. The idea is to record their stories and to set them as an example to others.

The first part of interventions ended in December 2011. In the second project *Opportunity for All: HIV/AIDS and Disability Program in the Workplace*, which started in March 2012 and ended in June 2012, CBCA added one factory to the earlier five. It continued its activities to strengthen the HIV/AIDS Committees and added disabilities in its outreach.

Comment

Challenges have been the limited time and funding for in-depth monitoring of the work done by the HIV/AIDS Committees. Based on their monitoring, CBCA said to be confident that 50% of the Committee members are good in what they do. However, in practice they have limited time to carry out their outreach and to operate as Committee due to their busy schedule. This is particularly the case with the Chair of the Committee who are the HR managers in the factories (as stipulated in the *Prakas*).

CBCA depends on external funding. Funding support comes mainly from the Asia Pacific Business Coalition on AIDS. In cooperation with GMAC, CAMFEBA and the Chamber of Commerce, CBCA covers 26 factories in the business sector, of which 18 are garment factories (including the 6 covered under the SPG project). Follow-up to sustain the work of the Committees can be done within the limits of CBCA's own funding. To achieve sustainability CBCA proposes to include the Committees in the Strengthening Activities of Factory Education (SAFE) initiative, which is a health and HIV/AIDS promotion group with membership of more than 45 factories. CBCA believes that the Committees could also be asked to write a simple activity plan for their own implementation, to be presented to factory management for funding. In addition it is necessary that support is continued in the form of consultations 2 to 3 times a year to discuss problems and issues they encounter in their work.

World Education (WE)

WE was founded in 1951. It is well known for its work in 60 countries around the globe in environmental education, community development, maternal and child health, school governance, integrated literacy, small enterprise development, HIV/AIDS education, prevention and care, and refugee training.

WE's presence in Cambodia started in 1991. Activities in Prey Veng, the project area of SPG, started in 1992. Here WE has a track record to help the most disadvantaged youth achieve better learning outcomes, to be prepared for the world of work, and to be more active in their communities. WE uses a range of interventions to reach these goals, from life skills and personal development courses, literacy classes, re-entry classes and non-formal education programs for out-of-school youth, job skills training, work placement, and 'youth civic voice' actions.

WE was selected to implement the pre-industry component of SPG and its engagement started in January 2011. A consultant was hired by SPG to develop a curriculum in collaboration with WE for Pre-Industry Life Skills (PILS) training. The curriculum was produced in English and in Khmer.

The target areas for the training were located in two districts in the eastern part of Prey Veng Province along the Vietnam border (Svay Antor and Kamchay Mear Districts). Many of the residents are farmers. In the rainy season, most farmers work in their own rice field. In the dry season most of them have to migrate to earn additional income. Most of the migrants go to Thailand and the garment factories in Phnom Penh. This migration is most often blind, in that people migrate without a pre-arranged employment opportunity. Girls and young women among these migrants are most vulnerable, obliged to earn an income, but uneducated and inexperienced - they are likely to be exploited.

WE follows an elaborate process to ensure community involvement in project activities and in identifying the right target beneficiaries. This process is applied by WE for all its education projects.

- Meet the Provincial Department of Education (PDE) and District Office of Education to explain the objectives and to identify the areas where most young girls/school drop outs are living
- Ensure commitment of the Office for Education at district level

- Form a Community Working Group (CWG), composed of Education Office representatives at provincial and district level, Children and Women Commune Council, and village chief.
- Training of the members of the CWG on objectives, role and responsibilities and how to conduct interviews.
- Interviewing the girls by CWG to assess background and levels of education.
- Selection of the beneficiaries by WE & CWG.

The PILS SPG project achieved its objectives by forming two local working groups: Community Support Groups (CSG) and Women's Leader Groups (WLG). The latter is a local core group of 15 facilitators and 9 assistant-facilitators who conducted the training in the target areas. The program built the capacity of these two groups by providing them training on how to work together with communities, how to facilitate and monitor, and to deliver training in the PILS curriculum.

The facilitators directly applied their training and program interventions in the target areas, with on-going support from the WE team. 576 learners (528 female) attended and successfully completed the ten-week PILS class. 22 participants (19 female) dropped out during the fifth week of the course.

In addition to the PILS classes, WE organized internal monitoring and evaluation meetings each quarter to assess the results of program implementation. Three program reflection workshops were held with participation of parents; commune leaders; village leaders; CSG; WLG-facilitators; training participants; and the project working group members from the Education Office.

Challenges were mostly linked to poverty-related factors. The mobility rate of the population in target villages is high, as families move due to economic factors and seasonal patterns. In order to attend the program, girls have to overcome several barriers, such as generating income, looking after young siblings, and farming. They often felt that they could not fully commit to attending classes. It was a big challenge for the facilitators and the staff to overcome absenteeism. The constant movements also affected the pool of trained facilitators and the targeted audience for the trainings. It happened that sites had to be changed. As regards the contents of the training, it was found that the need for information on safe migration is bigger than had been thought. PILS trainees wanted to know more, for example, in relation to the information that they need to have a passport to go abroad, they wanted to know what to do, what they need and where to make a passport. The facilitators were not equipped to answer these questions and there was no time and budget to invite resource persons to provide the information, nor was it easy to find resource persons in the project area.

Because the curriculum became available pretty late there was no time for reflection and refining. It had to be used for training right away and even after the training there was no time left in the project to integrate facilitators' and trainees' comments.

Comment

The evaluation team held a FGD with a combined group of 18 persons, composed of 1 Women and Children Commune Council representative, 2 mothers, 3 facilitators and 12 girls trained in PILS. Of the 12 girls, 4 were still in school, 6 are planning to work in a factory (4 in factories in Prey Veng and the others in factories outside Prey Veng), and 1 is planning to migrate to South-Korea for work. The mothers told the evaluation team about changes in behaviour of their daughters. They were more willing to do household chores and they shared knowledge about hygiene, domestic violence and family planning with others in the family. One of the mothers said that her daughter attended the training before her other daughter migrated to Thailand. The training was very useful for the preparations to migrate.

The evaluation team did an exercise with the group (see Annex 6) and after the exercise each trainee was asked to tell what the most significant part of the training was for her personally and why? How to act in case of domestic violence, ability to distinguish between rumours and reality about migration, preparing for safe migration, rights at work, birth spacing, personal hygiene, clean environment, how to improve business, how to save money, wish to return to school, preparing for factory work, came out prominently in the responses.

WE's contract with SPG on PILS ended in December 2011. The organization emphasised the usefulness of the PILS curriculum for its own educational programs for rural youth and will continue using it. The PILS curriculum with its focus on life skills was found to be an appropriate way of both addressing education gaps and mitigating risks associated with migration. The sustainability of the PILS curriculum is ensured with this intention of WE.

The second part of WE's engagement in the project started in June 2012. The organization has committed itself to provide life skills training to 500 current garment workers from 4 garment factories. The training in the modules on safe migration, financial literacy, health and nutrition, personal hygiene and prenatal care has the objective to increase work-life skills and the well-being and health of garment workers. WE is using the services of another NGO, the Cambodian Women for Peace and Development (CWPD), which have experience and capacity of working with women workers in the factories. CWPD will do the outreach and conduct the training. 8 CWPD facilitators received ToT for this purpose. The training sessions for the women workers are conducted outside the factory on Sundays. The target is the women workers and not the factories, so women workers of more than one factory are grouped together in the classes.

Comment

This last part of WE's work for SPG was not included in the final evaluation. By the time the evaluation team was in Cambodia, the training was still ongoing and would end in October 2012. Information on the implementation of this part is extracted from the end report submitted by WE to SPG and have been integrated in the analysis of the attainment of objectives.

[Women Development Center \(WDC\)](#)

The WDC Kampong Chhnang is one of the 11 WDCs under the Ministry of Women's Affairs. WDC's mandate is to provide training to rural women in vocational skills, such as in sewing, beauty and hair care, weaving and food processing. WDC Kampong Chhnang benefited from the support of a project of the Asian Development Bank (2007-2010) that contributed to improvement of WDC's facilities, strengthened its staff to deliver better services and to facilitate a more conducive business environment for women entrepreneurs. The project trained a large number of women in the province in vocational skills and in micro and small enterprise development.

In consultation with ILO/WEDGE, WDC was selected to implement activities to meet SPG's objective 3, related to creating post-industry employment opportunities.

WDC's first project for SPG began in February 2011 and ended in August 2011. In this first part of implementation, groups were formed and trained in group formation and financial education. The groups were closely monitored and guided on matters related to group leadership and management of savings and loans. Groups are composed of post-garment factory workers, current factory workers and others.

The second project started in September 2011 and ended in February 2012. During this period WDC conducted training in *Get Ahead*, a WEDGE training tool for low-income women engaged in, or wishing to start a small-scale business. Get Ahead strengthens basic business and management skills

of women entrepreneurs, with much attention to gender issues in entrepreneurship and business development.

WDC provided the evaluation team the information that in 2011, 40 savings groups were formed with 1002 members. In 2012, there were 34 savings groups left with 1023 members, categorized into three groups:

(i) 21 SHGs with 693 members (568 women and 125 men). Within these groups there are 302 members (237 women and 65 men) who are not former garment factory workers, all of them elderly villagers and parents of the current garment factory workers. The reason for inclusion of parents, is that they receive remittances from their children who are currently working in the garment factory. Some of them are members of the bamboo basket production group.

(ii) 12 SHGs composed of 310 members (256 women and 54 men), all current garment factory workers.

(iii) 1 SHG composed of 20 members (16 women and 4 men), who are all potential (pre-industry) garment factory workers.

Of the 34 groups, 6 groups are rated as weak; 13 groups are on the way to become strong and 15 groups are functioning well/strong.

The weak groups are those struggling with the bookkeeping. They are also burdened by members, who

- are in a debt relationship with other lenders, including MFIs
- have small income and cannot save much
- have health problems
- have negative experience with previous initiatives and therefore do not trust new initiatives

WDC committed 3 staff for the SPG project. The staff visit the groups once a month for consultations and review of the bookkeeping, mainly related to collection of savings, cash availability and disbursement of loans as well as to encourage group leaders and group members.

WDC depends on funds from MOWA which are to be used for training at the Centre. The regular monitoring will not be as frequent because of lack of funds. An idea to expose the weak groups with the strong groups for sharing and learning purposes could not be carried out.

Supporting savings groups is not WDC's core business, but the experience and capacity gained through SPG will be carried further when other funding opportunities arises.

Comment

During the FGDs and individual interviews with members of WDC supported SHGs, the evaluation team observed that the successful SHGs were the ones that have members who are already engaged in a trade, mostly in handicraft making (basketry, mat making) presumably as a result of the large scale ADB project mentioned earlier. They sell the products either individually or collectively. What the SPG project did through WDC, was to give these producers a push to save, so that they can avail of loans to increase their volume of production. They invest the loans in the purchase of raw materials, colouring, or semi-finished products. The evaluation team observed that some groups were engaged in the finishing of a product. They invest in buying the semi-finished parts, and then finish the product.

WDC mentioned that the major challenge was to link the groups to buyers/markets, once members start to expand production and to buy and sell collectively.

International Volunteers of Yamagata (IVY)

IVY is the implementing partner of SPG in Svay Rieng. IVY started its work in Cambodia in 1996, first focused on helping prostitutes who were jailed in Koh Kor, of whom was known that they were poor and vulnerable women, mostly from Svay Rieng and Prey Veng provinces. IVY decided to come to Svay Rieng to help the women with income generation projects. In 1999 IVY moved offices from Phnom Penh to Svay Rieng.

IVY has a track record of working with women by empowering them through income generation. IVY staff was trained by CEDAC, one of ILO/WEDGE partners in the use of WEDGE tools and was introduced by ILO/WEDGE to SPG.

IVY's first part in SPG started in February 2011 and ended in December 2011. Four staff were involved in implementation. During this period 24 savings groups were formed, with 400 members: 28 (7%) are potential garment workers, 218 (54%) are current garment workers, 154 (39%) are post garment workers. They were trained in group formation, financial education, and in management of savings and loans. After the training IVY followed up and coached the groups monthly. They observed the SHG monthly meetings especially the group dynamics and collection of savings, assisted the groups in bookkeeping. They encouraged the group committee members (the core leaders of the groups), especially in the management of savings, and in improving communication and transparency between committee members and members. IVY also conducted home visits to observe progress as a result of interventions and to encourage family members' involvement and mutual help.

To strengthen the Committees, 48 Committee members (2 from each SHG) attended training on capacity building of SHGs organized by SPG. IVY also organized one exposure trip for Committee members (1-2 members per group) to Kep province to learn from a model farmer who established a farming system and small business.

In September to November 2011, IVY delivered a series of trainings in *Get Ahead* (WEDGE tool) for a total of 420 participants: 28 potential garment workers, 218 current garment workers, 154 ex-garment workers, and 20 other villagers. After the Get Ahead training, technical training was organized in pig- and chicken raising, sow-raising and rice cultivation, based on the wishes of beneficiaries. This took place in April and May 2012, the second part of IVY's project for SPG.

Achievements according to IVY:

- Before joining the project, young women would just stay at home after marriage to take care of their children. Now they start a business as they learned from the project. Businesses include grocery shops, buying and selling of vegetables.
- 3 business groups were set up in 2012. They do business in pig raising/fattening and chicken raising.
- After two years, 22 savings groups with 427 members are left of the initial 24 (*source: TPR August-December 2011*). By the time of the evaluation, the evaluation team received other figures, namely 20 savings groups with 372 group members, of which 12 are of mixed membership of post-garment factory workers and other villagers; and 8 groups of current garment factory workers only.
 - 7 groups (30%) functioning well,
 - 10 groups (50%) groups on the way of well functioning,
 - 3 groups (20%) are weak, for various reasons a.o. committee leaders are still weak in managing the group; group members do not respect the rules; migration of group members;

lack of capital for business investment; members are mostly of poor families with low income and no or little saving capacity.

IVY indicated that it is quite a challenge to work with young women. Groups of current garment factory workers can only be reached during the weekends and participants expect compensation for their time.

Annex 6. Notes of Focus Groups Discussions (FGD)

Factories

I. Meeting with 5 members of the HIV/AIDS Committee in JIT Textiles Ltd.

This factory which started operations in 2008, employs 3200 workers (1000 men and the rest women).

The HIV/AIDS Committee started two years ago in compliance with Prakas (Ministerial Instruction) 086. The Committee has 18 members, chaired by the Human Resources Manager (HRM) of the factory. Committee members include the nurse of the factory infirmary and a trade union leader. There is also an Occupational Safety and Health (OSH) Committee in the factory; membership overlaps with the HIV/AIDS Committee.

The HRM showed the company's successes to comply with national law and labour standards by pointing at the certificates received. The company has had audits conducted in the framework of BFC.

HIV/AIDS Committee members expressed the usefulness of HIV/AIDS awareness raising at the workplace, for prevention and to keep the working environment healthy. They said to have enough confidence in what they do. The only constraint is the limitation in what they can do during lunch time. One of the Committee members said to do her outreach in the hostel where she lives.

II. FGD with 10 women workers in Global Factory.

The women workers who participated in the FGD are working as stitchers (6), 1 is finance officer, 1 works in the storehouse and 2 in sanitation.

All women were asked to speak for themselves, what they have learned or heard from peer educators and to explain in what way this benefited them personally. The following responses were given:

1. I practice breast milk expressing and the milk can be kept in the refrigerator in the factory.
2. Information on long term family planning and safe abortion.
3. I now practice birth spacing, after having had babies accidentally.
4. I know about the different methods of family planning and can share the knowledge including the existence of the Hotline service to others.
5. I've been in touch with MSIC clinic about birth control
6. I find the information about birth control and about child spacing useful for later (single woman)
7. I have asked for long term family planning after having had 9 children
8. I find the information on baby feeding and nutritious food useful
9. For me the information on safe abortion
10. For me the information on hygiene

On the question what the company management could do more, the women workers mentioned the following:

- more time for leisure (breaks)

- cleaner environment, inside and outside the factory
- better facemasks. The facemasks that are provided are too thick, which impact on breathing.
- to improve sanitation facilities, more water and more soap.

III. Meeting with infirmary service providers in Global Factory

The infirmary has a full-time doctor, a head nurse/mid-wife and two nurses. When asked for what health problems workers come to the infirmary, the response was: headache, sneezing and running noses, cold, allergies, coughing and respiratory problems.

MSIC interventions started two year ago. Before MSIC, the infirmary was covered by projects of CARE, CWPD and Pharmacy sans Frontieres.

- o Under SPG, MSIC key project activities included:
 - Training on reproductive health and family planning,
 - Outreach education to factory women workers,
 - Educate the women workers on breast-milk expressing and nutrition,
- o The infirmary received support in the form of:
 - 1 cabinet, 1 refrigerator, washing gel, waste bins, safety box, toilet rehabilitation, drugs for resale to the workers, provision of hotline service to workers, client registration forms.

When asked what they perceive as significant change(s) after MSIC interventions, the answers given were: increase in consults; workers are more vocal in asking questions; consultations are not the usual type but nowadays also related to family planning, safe abortion etc.; workers are asking to be connected with the MSIC Hotline.

An area of concern expressed by the service providers is that the infirmary may not be able to continue providing the FP commodities when the project ends. Consults will be continued and information will also be broadcasted in the factory. There is little money for the purchase of supplies. When asked if the factory management knows this and if they have asked the management to purchase the supplies, the service providers looked as if this is not an option. They mentioned that timely delivery of orders may also be a problem, which they experienced earlier with an order and late delivery by another provider by the name of Population Service International.

IV. Meeting with 5 members of HIV/AIDS Committee and 5 Team Leaders/Peer Educators in The One Factory.

The factory started in 2008; number of workers is 735 (50 male and the rest female workers). The company is Australian owned.

Both CBCA and MSIC are active in this factory. Before they came, there was a project run by CWPD in 2008. HIV/AIDS committee members were trained on HIV/AIDS, disability, reproductive health, family planning, and nutrition. There is an overlap in membership of the HIV/AIDS Committee and the team leaders/peer educators under MSIC. The nurse of the infirmary also has a seat in the HIV/AIDS Committee.

After the training of CBCA, all the HIV/AIDS committee members conducted training on the topics they were trained in. Committee members said that the management supports their activities to share their knowledge of HIV/AIDS and reproductive health with each other and to have meetings. Meetings of the Committee takes place when CBCA visits once every two/three months. In their outreach, the level of education of workers is mentioned as a challenge.

The HR manager, who is the chair of the HIV/AIDS Committee expressed that he was happy that his workers know about HIV/AIDS prevention and other health-related issues. He expects that his factory will gain from this through healthy and hard working workers. He added that he was the one who prepared the policy related to HIV/AIDS and non-discrimination in cooperation with CBCA.

The evaluation team then had a meeting with a group of 5 peer educators/team leaders. In this factory 28 were altogether trained by MSIC in different methods of birth control, safe-abortion and referral to safe-clinics, maternal health, breastfeeding and nutrition. Normally team leaders are tasked to supervise and to assist and advise co-workers on work-related issues and in private matters. They now also provide information and advice to co-workers on issues related to health.

When asked what they consider as the most significant contribution of MSIC that benefit all workers, they mentioned the Hotline. On the most significant contribution of CBCA, they mentioned knowledge about HIV.

Self Help Groups

During the FGD with Self-Help Groups, the evaluation team conducted an exercise, with the use of statements derived from stories of change. These stories were collected by a consultant who has been commissioned by SPG to collect good practices stories, related to the interventions of each SPG-implementing partner. The stories were presented to the implementing partners during a workshop on 5 September 2012. The objective was to validate the stories and to agree on the best stories.

The final evaluation team used the stories and extracted statements, which were put forward to the participants for the FGD. They were requested to respond to the statements according to the response-options given. Participants were then requested to provide further clarification to the responses given.

A. Focus Group Discussion with 7 members of SHG in Tukhot, Kampong Chhnang. The group is supported by WDC

This group has 28 members (5 men and 23 women), of whom 22 are current garment factory workers; 3 former garment factory workers and 3 other villagers. Group members were trained in how to set up a savings group, financial education, and how to set up a business. The group has an elected Working Committee consisting of 5 persons. The Committee meet every month and once in three months together with members. This meeting comes together to collect savings and to disburse loans. Regulations have been agreed by the group. One of the regulations is that loans can only be used for business purposes. Examples given: to start a grocery; to buy input for farming (fertilizers, pesticides, seedlings, piglets etc); to buy colouring for the produce of mats. Levels of savings have increased from 280.000 Riel in 2011 to 700.000 Riel (level at the time of the evaluation). Not all members have had the opportunity to take a loan.

The group is in a take-off phase after two years of WDC support. Responses given below indicate that this group needs further strengthening.

| Statement | I am confident | I have confidence, but I need more training/support | I am not confident |
|--|---|--|--|
| I learned how to save money | 1 | 6 | 0 |
| I know how to manage my income and expenses | 0 | 7 | 0 |
| I learned how to work as a group | 0 | 0 | 7 |
| I learned how to do business | 0 | 3 | 4 |
| I've been able to set up a business | 0 | 0 | 7 |
| I can now access loans | The possibility to accessing loans depends on group savings. Only 1 respondent was able to take a loan. | | |
| I have more money to spend | 0 | 0 | 7, all FGD participants see no improvement in income |
| Relations in my family have improved | 0 | 4 | 3 |
| Relations between husband and wife has improved – better cooperation | 0 | 2 | 5 |

B. Focus Group Discussion with 10 members of SHG Chuk Chay, Kampong Chhnang. Support comes from WDC.

The group had 23 members (2 male; 21 female) in 2011. The number of members increased to 46 members (3 male; 43 female) in 2012. Of the 43 female members, 25 are former factory workers and 18 current-factory workers.

All the 10 members in the FGD expressed confidence in the performance of the group. Committee members mentioned that there are no constraints, but knowing that they can avail of support helps in keeping up. Of the 10 FGD participants, 7 have already been able to take a loan; 3 have not. They have used the loans to buy farming inputs; a bike; to pay for medical treatment; to buy semi-finished parts for baskets; to buy and re-sell baskets.

| Statement | I am confident | I have confidence, but need more training/support | I am not confident |
|---|-----------------------|--|---|
| I learned how to save money | 1 | 1 | 8 (did not attend the training on how to save money) |
| I know now how to manage my income and expenses | 8 | 1 | 1 |
| I learned how to work as a group | 8 | 2 | 0 |
| I learned how to do business | 8 | 1 | 1 |

| | | | |
|--|---|-----------------------|-----------------|
| I've been able to set up a business | | 10 | 0 |
| I can now access loans | | 7 have and 3 have not | |
| I now have more money to spend | 0 | 9 | 1 |
| Relations in my family have improved | 0 | 10 | |
| Relations between husband and wife have improved– better cooperation | | 7 | 3 (not married) |

C. Focus Group Discussions with 9 members of the Khmer Bamboo Handicraft Group in Kampong Chhnang.

The group started as craft producing group in 2007. They had savings activities but that did not go very well. In 2011 WDC came and offered them support to re-start savings as a group.

In 2011, the savings group had 37 members (9 male, 28 female), all garment factory workers. In 2012, membership increased to 42 members (11 male, 31 female). 20 members are former garment factory workers (3 female and 17 male), 8 members, all of them women, are current garment factory workers. The Bamboo Handicraft Group has been receiving support from WDC with marketing since 2010. Marketing opportunities are now limited, as orders from Japanese buyers decreased since 2011.

In the group there are 27 persons (7 male, 20 female) engaged in the bamboo craft making. The following calculation illustrates how much a person earns from craft making:

Example of producing bamboo basket called "Kralao":

- It needs 3 persons to work for 5 days, 4 hours a day to produce 12 Kralao.
- To produce 12 Kralao, they need one stem of bamboo, rattan and dye. One Bamboo stem costs 8,000 Riel, 1,200 Riel for rattan and 2,000 Riel for dye. The total investment in raw material is 11,200 Riel.
- A Kralao sells for 6,000 Riel. Total earnings for 12 Kralao are 72,000 Riel.
- The net profit is 60,800 Riel for 5 days for 3 persons. Hence, each person earns 4,000 Riel net per day, equivalent to US\$ 1/day.

D. Focus Group Discussion with 9 members of SHG Setrey Akphiwat in Svay Rieng, supported by International Volunteers of Yamagata (IVY)

The savings group has 27 members, all women. They were formed in March 2011 and started in May with saving activities. They received training in group formation and financial literacy and have received guidance from IVY in savings and loans. They also received technical training in rice growing techniques and chicken raising.

Aside from saving, the group is engaged in collective buying and selling. They know who is doing the same things. When it is time to sell they come together to decide on the price. Then the group leader calls the buyer. The products are collected and the earnings are divided amongst themselves in accordance with the input of each.

| Statement | Yes | No |
|---|-----|----|
| I now do much more than only farming | 9 | 0 |
| I now know how to do business | 5 | 4 |
| I now have more income | 9 | 0 |
| I can now take care of my own family and not depend on others | 0 | 9 |

| | | |
|---|---|---|
| I now know how to manage my income so that I can save money | 9 | 0 |
| We now have more money to spend for food | 9 | 0 |
| I like it to be a member of a savings group | 9 | 0 |
| I like it to work together as a group | 9 | 0 |
| I now am not shy to speak and share my ideas in the group | 9 | 0 |
| I now have confidence in myself | 9 | 0 |

The 5 persons, who said to know how to do business, specified their businesses as follows:

1. production of rice wine, two times rice growing, vegetable growing, chicken raising
2. raising chicken, pigs and two times rice growing
3. started a grocery and rice-mill
4. rice growing, piglets and chicken
5. rice growing, flake rice and groceries

4 persons who participated in the group were former factory workers. They all said that they do not want to work in a factory anymore. When asked, how much their income has improved, compared to their salary as a garment factory worker, 3 answered 'more than 50%' and 1 said 'more than 70%'.

The score 'No' by all respondents on the statement regarding ability 'to take care of the own family and not depend on others', is understandable. Support does not come only in money, but also in other forms. In reality relatives and close neighbours depend on each others' help to do daily chores and farming.

- E. FGD with 17 members of two savings groups Setrey Chamroeun and Setrey Klahaan, that came together on one site, Svay Rieng, supported by IVY

Both groups started in March 2011 and each group has 10 members, mostly ex-garment factory workers. They were trained in: group formation, how to save and how to work together, how to start a business and in pig raising.

Level of savings is high enough to provide members a loan. The groups are also engaged in collective buying (feed, fuel, piglets, and vaccination) and selling (of pigs).

| Statement | Yes | No |
|---|------------|-----------|
| I now do much more than only farming | 17 | 0 |
| I now know how to do business | 16 | 1 |
| I now have more income | 14 | 3 |
| I can now take care of my own family and not depend on others | 0 | 17 |
| I now know how to manage my income so that I can save money | 17 | 0 |
| We now have more money to spend for food | 12 | 5 |
| I like it to be a member of a savings group | 17 | 0 |
| I like it to work together as a group | 17 | 0 |
| I now am not shy to speak and share my ideas in the group | 17 | 0 |
| I now have confidence in myself | 17 | 0 |

Those who said that they now have more income, indicated that their income has increased with 30% to 50%. Another check with 4 ex-factory workers who sat in front during the FGD, revealed that their incomes by doing farming combined with business, are far better (respectively 80%, 100%, 50% and 50%) than what they earned as factory worker. Businesses include buying and selling of baskets, selling rice-bran, buying and selling of rice, buying and selling of groceries.

The two groups do not feel confident that they can stand on their own. Without facilitation and guidance from IVY, meetings do not go well. They need more guidance in bookkeeping and in improving communication and problem solving skills.

Pre-Industrial Life Skills (PILS)

The evaluation team had a FGD with a combined group composed of 2 mothers, 1 representative of the Commune Council, 3 facilitators and 12 girls that have completed the 10 weeks PILS training. PILS is implemented by World Education (WE) on behalf of SPG in Prey Veng.

The participants were first asked if they recall what they have been taught during the PILS training. Answers that they uttered were as follows:

- safe migration
- who are my friends and who are my enemies
- domestic violence
- violence in the workplace
- agreement and disagreement to have sex
- rights in the workplace
- child spacing
- gender
- personal hygiene
- drugs and drugs abuse

The evaluation then did the exercise with the statements taken from the stories as mentioned above.

| Statement | Yes | No |
|--|--|-----------|
| I now eat nutritious food | 15 | 3 |
| I now think carefully about my expenses so that I can save money | 18 | 0 |
| I now know how to keep everything and myself clean and healthy | 18 | 0 |
| I now know how to take care of myself and my baby if I become pregnant in the future | 15 | 3 |
| I now know that migration should have a clear goal and that it should be safe | 12 | 6 |
| I now know how to prepare for safe migration | 13 | 5 |
| I now know my rights as a female garment factory worker | 12 | 6 |
| I now know about my rights if I work in the garment factory | 1 out of 6 who intend to work in the garment factory | |
| I will not migrate but stay in the village and start business in my village | 12 | 6 |

Of the 12 girls who completed the PILS training, 4 are still in school, 6 are planning to work in a garment factory (2 in Prey Veng and the others do not yet know, but intend to go outside Prey Veng) and 1 is planning to migrate to South-Korea. The latter and the ones who intend to work in a garment factory are saying that they have been well informed by the training and that the preparations go well.

When asked what they did with the knowledge and in what way the training has changed them, the answers were as follows:

- I can distinguish rumors from reality about migration
- I am a drop-out and I have decided to go back to school and I want to learn to work with computers
- I know now about saving money, and I save to buy valuables
- I grow vegetable, I help the family to clean the environment around the house and I am preparing myself to work in a factory
- I am still in school. I help the family to clean and I also take good care of myself to stay clean.
- I grow vegetables and started pig raising. I also know how to take care of hygiene.
- I know about domestic violence so now I talk to my husband and I do not hit the children like I used to do.
- I know how to prepare myself for safe migration
- My relatives migrated and I shared with them what I know about safe migration
- I know how to run a business and I started a grocery shop
- I know about birth spacing and drug addiction
- I know about equal rights of women and men at the workplace and I shared it with my friends
- I encourage children who dropped out from school to go back to school
- When my parents fight and there is beating, I am not only crying anymore. I talk to them instead and explain things to them. Now it is more peaceful at home.

Discussions with WE Prey Veng, showed that the need for information on preparations for cross-border migration has been bigger than expected. The training was not geared for that. An example given: When students are told that they need a passport, the logical question is, where should I go to make a passport and what do I need for that, how much does it costs? When they are told that they should find a reliable employment agency, the question is, which agency is reliable?

Annex 7. Summary recommendations of mid-term assessment.

(Source: ILO Social Protection and Gender Project. Mid-term assessment report by Emelita Santos Goddard, Independent Evaluator and Consultant, November 2011)

Recommendation 1. Verify the Role of Team Leaders in Influencing GFW

As discussed above in the Effectiveness section, the role of the team leader in influencing the well being of GFW is significant, however, there is not sufficient data to support this claim. Hence, it is recommended that this is verified again during MSIC monitoring visit or evaluation. The role of team leaders as a response to the question ‘What changes in their workplace that brought the best change related to their well-being?’

Recommendation 2. Strengthen the Capacity of Team Leaders

As team leaders are known to be more accessible to GFW and mostly the first contact and trusted person, it is worth investing on their continuing capacity building, especially in relevant skills as e.g. listening and facilitation skills, basic counseling skills, dealing with victims of abuse or trauma brought by unwanted pregnancies and abortions, how to handle relationships with the opposite sex and other relevant topics covered by the Pre-Industry Life Skills (PILS) Curriculum being used by the World Education in preparing potential GFW from communities.

Recommendation 3. Promote Understanding of Trauma in Cambodian Context and Facilitate Healing for Improved Productivity

Cambodia, as a post-war county, has its general population still suffering from the manifestation of the national trauma of the past Khmer Rouge regime, in addition to the day to day trauma experience by individuals nowadays. The study conducted by the Center for Social Development (CSD) led to the publication of a ‘Handbook on Trauma’ (Understanding Trauma in Cambodia, Basic Psychological Concept), highlighted the fact that the trauma symptoms (physical, emotional, rational and behavioral) are transmitted up to the third generation (most of the younger people now).

Recommendation 4. Explore, Map and Assess the Potential of Private Clinics Near the Garment Factories as Recognized Service Providers

In relation to the Effectiveness and Sustainability discussion above, as gathered from the FGD of GFW during the field visit, the currently subsidized transport service by MSIC Project for GFW from GF to refer to other health service providers outside the factory poses some concern as to its sustainability. Hence it is recommended that MSIC explores and maps out different private clinics near the GF areas, assess their current standards of services and see their potentials to be part of preferred service provider group for relevant services. The Private Clinics need to be willing to comply to some level of standards required and the NGO (MSIC and others) may act as capacity builder and a monitoring body for quality assurance.

Recommendation 5. Clarify future structure linkages of the HIV/AIDs Committee for Sustainability

As mentioned in the Efficiency and Sustainability section, it is important that the linkage of the HIV/AIDs Committee in the current structure of the GF is clarified before the completion of the project. It is also recommended that SPG/CBCA explores the role of the Health and

Safety Committee, that is a bigger umbrella that can cover all the health related interventions in the GF. Can the in HIV/AIDs committee be part of the Health and Safety Committee?

Recommendation 6. Strengthen the linkages of interventions in GF among Health Providers

Similarly, it is recommended that SPG facilitates the strengthening of linkages among CBCA and MSIC and other service providers implementing interventions related to the Health and Safety in the GF. Is this something that is within the function of the Social Protection Network that meets every quarter?

Recommendation 7. Improve program implementation and effectiveness by monitoring potential impact to GFW

For CBCA to extend its monitoring of impact not just among the HIV/Committee members but also among the GFW as a way of improving the quality of the project implementation and strategies.

Recommendation 8. Scale Up of the PILS Project

The potential of the PILS training is evidently high in creating impact to the target group, hence it is recommended for SPG to scale up the implementation of PILS following a non-formal education approach to continue to reach out to those out of school youth, not just for girls but also for boys.

Recommendations 9. Advocate to Integrate PILS in the School Curriculum

Once the pilot project is completed, with identified best practices and lessons learnt and with the revised curriculum based on input from the target group and trainers, it is recommended that SPG advocates for the PILS to be integrated in the school curriculum by the MOE and for MOLVT. Relevant topics should be allocated in different grades to make it age-appropriate in public/private schools. Based on the feedback of youth during field visit, most girls stopped after grade 6 to find work, so they themselves recommended that PILS should gradually be introduced from grade 6 to higher grades onwards.

Recommendations 10. Create Data Base of PILS Graduates and Link them with the Recruitment Agency of the GF

The positive response of the trainees to the training program created a lot of enthusiasm among youth in communities. It also made the work in factories, whether in town or in the cities, more attractive to them as they have gained a lot of knowledge and skills in preparing themselves for future opportunities to work in industries. Their enthusiasm and positive response also enthuse other youths (mostly their peers) to consider working in formal industries. As training is scaled up, there will be a good amount of pool of human resources where the industries could recruit. Hence, it is recommended that SPG creates a database of graduates with their pre- and post test results and other relevant tests (if needed) that can be accessed by the industry (GMAC). The test results can be one way of screening potential youths to be lined up for a good career pathway. This mechanism will also create a good motivation for trainees to learn well and to perform well as they can see the added value of the training to their employability.

Recommendation 11. To Strengthen the Implementation of the WDC Project as a Pilot Project

The mid-term assessment has recognized the potential of the WDC Project to produce potential good practices and strategies that can be scaled up in the future within SPG and within the MOWA. With this in mind, it is recommended that SPG considers the WDC recommendation above and to help WDC in documenting the entire pilot project and to help generate lessons learnt, success stories and best proven practices, what works, what do not work and in what context.

Recommendation 12. Strengthen the existing 40 SHG towards sustainability

As most of the target groups of WDC have experienced failure before in relation to group activities, it is recommended that the WDC strategy for the next phase is to focus on the capacity building of the SHG towards social sustainability. CWD can facilitate a social sustainability self-assessment by each SHG and to follow a participatory approach in self assessment, planning for their areas of improvements and how they would improve themselves. The results of the self-assessment of the 40 SHG should become the basis of the capacity building plan/training program design by WDC for the SHG.¹

Recommendation 13. Determine the future direction of IVY as an organization before the next phase

With the information gathered during the field visit, it is crucial for SPG to ensure that IVY is clear about its future organizational direction before even considering extension or continuation to next phase. In the event of the situation when IVY cannot continue this project implementation beyond this phase (i.e. SPG does not consider overhead costs of the expat staff), then SPG and IVY should sit down and discuss together in what ways the intervention with the newly formed SHGs will be sustained. Options should be explored in the event of a worst case scenario, if overhead costs is not covered by the funding: e.g. closure/stop intervention, hand over intervention to other NGOs in the local area, allow local groups in the communities to take over, etc.

Recommendation 14. In the event of extension/continuing with IVY, refine strategies or approach

If extension is considered, it is necessary that IVY only focus on strengthening what they have started for sustainability and consider the activities that they said they would do differently in the section above in future program design. Too many new factors to consider is not healthy for an organization that is also undergoing future transition.

Recommendation 15. Strengthen Collaboration Among SPG Implementing Agencies

It is highly recommended that SPG facilitates linkages and collaboration among its current implementing partner agencies in order to strengthen commitment, learn from each other and find synergy. Avenues or occasions for regular meeting/workshop or forum can be attached to the time of program designing and planning, six-monthly reflection workshop and end of the year stakeholder meeting. This face to face opportunities to be together to discuss experiences (both success and challenges) and lessons learnt and then plan together will

¹ Please see the consultant for some advise on how to implement a participatory self-assessment for social sustainability, if needed.

strengthen the implementation and monitoring of the program and will also enthruse each other's commitment towards the goal.

Recommendation 16. Find Synergy Among SPG Implementing Agencies

The mid term assessment highlighted the broader scope of the need of the GFW in GF in relation to their well-being and social protection. Hence, it is recommended that implementing partners find synergy in implementing projects and in ensuring sustainability of impact, as in the following:

- Change of paradigm towards a more – GFW-focused and integrated approach **and align services** according to their various needs, e.g service providers to address the physical health and general well being, emotional and psycho-social health, economic well being, HIV/AIDs, etc. should be well coordinated.
- Find an overall structure that would ensure standards are maintained beyond the life span of the project especially for services provided by the various providers above, especially for the MSIC and CBCA and even private clinics. Is the Occupational Safety and Health Committee existing or will the existing Structure in the GF sufficient to maintain standards? Strengthen this structure and plan with them the phase out strategy.

Recommendation 17. Strengthen synergy within ILO BFC Program

ILO has many available and proven tools, mechanisms, linkages that can be harnessed for effective and efficient project implementation. The approach taken by SPG to incorporate the experiences and tools generated by WEDGE is a good example of synergy. However, there are also many untapped potential for synergy within BFC, such as the following:

- The synergy of Social Protection and Gender monitoring in GF can be done within the existing structure of BFC compliance monitoring structure. **Combined Monitoring** of the GF's compliance to the Labour law standards and to the social protection standards will save ILO some time, staff and money and it also complements the improvement of the quality of the workplace. Together, there is more momentum to push towards Occupational Safety and Health Committee to be functional.
- For SPG to find synergy with the technical arm of ILO that helps develop the national policies for promoting equitable employment and protection by **harnessing existing ILO linkages and collaboration** with the national government bodies (MOWA, MOLVT, MOE, MOH etc.)
- Find synergy with the Employment and Skills Development arm by **referral system** or connecting the PILS graduates for potential recruitment by GF. The SPG can also be a channel for referrals for those who are leaving the industry and hoping to find a source of living back to the community or for further skills development for a better career path.
- Find synergy with other projects that would help **facilitate the savings group establishment inside** the GF. The use of experienced/train GFW to start a group is worth investigating. The use of success stories of saving group among GFW would be a powerful tool to enthruse the workers.

Recommendation 18. Future Program Design (Immediate and Long term)

For the refinement of the program design for the extension of this phase or for future program design, the following are recommended:

Immediate:

- To incorporate lessons learnt and recommendations as highlighted by the mid term assessment and by the stakeholders meeting for each implementing agencies
- To involve partners in the refinement of the current SPG Program Design for the extension phase.
- To align the Implementing Partners' Proposal log frames with the relevant section of the revised SPG Program Design log frame for easy monitoring and reporting by all stakeholders
- Ensure monitoring framework is simple and user friendly or introduced to partners well (training or workshop) for effective use

For Long Term:

- For partner selection in the Future Program Design: To ensure that implementing partners have the organizational competence and experience to deliver the necessary services with effectiveness and efficiency. This may involve announcing partnership opportunities to the general public with clear criteria for selection so that the applying organizations can self-select themselves. This takes time initially but will eventually bring significant benefit to the professionalism of the partner selection process and program implementation.
- To engage the local authorities early on during the Program Design stage to encourage input and participation in the Program. Lobbying or face to face meeting with key people will help establish strategic linkages.

