Project Title	Decent Work in Garment Supply Chains in Asia
International Labour Organization (ILO) Project Code	106879
Geographic Scope	Regional plus 4 target countries: Bangladesh Cambodia Indonesia Vietnam (Myanmar)
Administrative Unit in charge of the Project	Regional Office for Asia and the Pacific (ROAP)
Technical Backstopping Unit	Inclusive Labour Markets, Labour Relations and Working Conditions Branch (INWORK)
Type of Evaluation	Internal
Timing of Evaluation	Mid-term
Project Period	January 2019 - January 2022
Total Project Budget	USD 4 million (SEK 36,600,000)
Funding Agency	Swedish International Development Cooperation Agency (Sida)

ILO-Sida Decent Work in Garment Supply Chains in Asia
Project Code (RAS/18/05/SWE)

Mid-Term Evaluation Report

August 2021

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ACRONYMS

ACT/EMP	Bureau for Employers' Activities (of the ILO)
ACTRAV	Bureau for Workers' Activities (of the ILO)
BEF	Bangladesh Employers' Federation
BGMEA	Bangladesh Garment Manufacturers' and Exporters' Association
BKMEA	Bangladesh Knitwear Manufacturers' and Exporters' Association
BWA	Better Work Academy
CARE	Cooperative for Assistance and Relief Everywhere
CCADWU	Coalition of Cambodian Apparel Workers' Democratic Union
CGTI	Cambodian Garment Training Institute
DAC	Development Assistance Committee (of the OECD)
DWGSC	Decent Work in the Garment Supply Chains in Asia
EBMO	Employer and Business Member Organizations
FABRIC	Promoting Sustainability in the Textile and Garment Industry in Asia
FIT	Factory Improvement Toolset
GBV	Gender Based Violence
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GMAC	Garment Manufacturing Association in Cambodia
H&M	Hennes & Mauritz
ILO	International Labour Organization
INWORK	Inclusive Labour Markets, Labour Relations and Working Conditions Branch (of the ILO)
IR	Industrial Relations
ITC	International Training Centre (of the ILO)
KSP	Knowledge Sharing Platform
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
OECD	Organisation for Economic Co-operation and Development
PAC	Project Advisory Committee
PAGE	Partnership for Action on the Green Economy (of the UN)
PhD	Doctor of Philosophy
RESA	Regional Economic and Social Analysis Unit (of the ILO)
ROAP	Regional Office for Asia and the Pacific (of the ILO)
SCORE	Sustaining Competitive and Responsible Enterprises (of the ILO)
SEK	Swedish Kronor
Sida	Swedish International Development Cooperation Agency
SMART	Specific, Measureable, Achievable, Relevant and Time-bound
TERN	Textile Eco-innovation Research Network
ToR	Terms of Reference
UN	United Nations
UNDO	United Nations Development Programme

UNFCCC	United Nations Framework Convention on Climate Change
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
TU	Trade Union
USD	United States Dollar
VoIP	Voice over Internet Protocol
WLP	Women's Leadership Programme

1.0 EXECUTIVE SUMMARY

This report represents a mid-term evaluation of the Decent Work in Garment Supply Chains in Asia (DWGSC) Project. This Project resulted from a series of consultations with tripartite constituents and other stakeholders, providing the development of a resolution adopted in 2016 by the International Labour Conference concerning Decent Work in Global Supply Chains.

The DWGSC Project focuses on garment supply chains in Asia, particularly South Asia and South-East Asia which occupy a prominent position in the global supply chain of garment manufacturing.

The aim of the Project is to increase both the knowledge and capacity of garment sector stakeholders in Asia to safeguard and strengthen decent work for all in the sector. This is part of a broader coordinated effort by the ILO to enhance business -and sector level- competitiveness alongside social and environmental sustainability.

The Swedish International Development Cooperation Agency (Sida) allocated approximately USD 4 million for the DWGSC Project, with implementation starting in January 2019, lasting for 36 months, and having a scheduled ending in January 2022. The Project initially focussed on four expected outcomes, but this was increased to five during the Inception Phase. These are as follows:

- Outcome 1: Constituents and industry stakeholders are better equipped to generate, apply and share knowledge and good practices in Industrial Relations (IR),
- Outcome 2: Gender equality in the garment sector in Asia is increased through gender mainstreaming and evidence-based policy advocacy,
- Outcome 3: Employer and Business Member Organizations (EBMOs), workers' organizations, and other industry actors have better knowledge and capacity to enhance factory productivity, competitiveness, and working conditions, in a gender and environmentally responsive manner,
- Outcome 4: Industry stakeholders can more effectively apply knowledge and tools to promote environmental sustainability across the sector, and
- Outcome 5: Project integration and effectiveness is underpinned by (i) systematic regional knowledge sharing, and (ii) clear standards, guidelines, and action to mainstream gender and environmental sustainability

Working with and through constituents and other key stakeholders in the industry, the Project is developing a variety of tools, research and knowledge products which are aimed at building institutional capacity and improving decent work in the garment supply chains across Asia.

This mid-term evaluation of the DWGSC Project was conducted by the evaluator between 1st June 2021 and 29th July 2021 and, due to COVID-19 restrictions, the work programme was carried out remotely. The evaluation followed the agreed Terms of Reference (ToR). The evaluation methodology included a desk review of Project documents, reports, work plans and log frames. This was followed by online interviews with stakeholders and International Labour Organization (ILO) staff, as well as reviewing the analysis from an online questionnaire sent to all key stakeholders.

The evaluation has conformed to the evaluation protocols of the Organisation for Economic Co-operation and Development (OECD) and its Development Assistance Committee (DAC), and has focused on the Project's *relevance, coherence, effectiveness, efficiency, sustainability* and *impact*. The findings have been used to provide recommendations for future engagement. Such recommendations will help improve internal learning and promote accountability of Project management and implementation, and also help inform the case for future work in this area, including under a possible Project extension.

This evaluation needs to be reflected upon within the context of the global COVID-19 pandemic where, despite the excellent efforts of the DWGSC Project Management Team[1], the pandemic has created extreme difficulties for all Project participants, as well as existential threats to businesses and personal safety of those working in the industry. This has created an unprecedented environment for the Project to operate within.

Relevance. The evaluation found that the Project is providing good solutions and plays an important role in contributing to the ILO's Decent Work agenda, in particular to addressing the challenges in working conditions and rights at work, as well as improved productivity and environmental sustainability of the garment sector in Asia. The additional work undertaken by the Project to respond to the Covid-19 pandemic provided substantial contributions to the ILO's response -and support to constituents- in the sector and the wider *Back Better Agenda* for the garment sector.

The Project can, if certain improvements are made, be more successful and effective in delivering change, and have a significantly higher likelihood of (improved) industry impact and sustainability.

The Project was relevant at the time of its design, and remains so today. It responds well to the challenges within the garment supply chain, and it is very relevant to the needs and priorities of the tripartite constituents and other industry stakeholders in the region. There are some concerns about elements of the Project design, particularly its management structure, which could have been more effective, particularly if ILO country offices were formally involved with the Project.

The Project's design also required the Project Management Team to identify and actively engage with key implementing partners - a challenging task where the outcomes of the Project could be difficult to discern from other projects offering similar outputs and capacity building. It would also have been more efficient if the Project Partners could have been identified and committed at the start of the Project.

The Project's design did not foresee the complexity of developing and implementing a Knowledge Sharing Platform (KSP), and it did not make provisions for a sustainability partner (for the planned platform) until this was recognised as necessary during the Inception Phase.

Concerns were expressed by some interview respondents that, by taking a regional approach, individual country context and needs are not being adequately addressed.

At the time of this evaluation, the Project's ability to deliver effectively has been curtailed by circumstances and as such has been weaker than planned, with some work areas behind schedule or not delivering. The consistent theme visible from the interviews and a review of project-wide work plans is that the COVID-19 pandemic has significantly restricted effectiveness and progress in all operational areas. Whilst some activities have been able to continue and operate, those that required travel and / or face-to-face interactions and engagement were seriously impacted and had to be delayed, cancelled, rescheduled, or redesigned (for online delivery).

Engaging with tripartite partners has proven challenging for all components of the project, and similar problems were encountered by the evaluator (in connecting with these stakeholders). In addition, the political and security situation in Myanmar has meant that planned activities in that country have had to be suspended.

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[1] Defined as the Project Manager, Project Assistant, and four senior ILO specialists serving as outcome leads for the Project's four thematic pillars (Outcomes).

Outcome 1 focuses on improving Industrial Relations and has had extreme difficulties due in large part to a changing industry context (compared to the context at the project design stage). The recommendation of the evaluator is that this outcome should be discontinued after completing any work in progress, and the remaining budget reallocated to other Project components.

Whist efficiency of implementation has been negatively impacted by the COVID pandemic, the Project Management Team has shown good adaptability, responding quickly, changing their approach, and moving many activities to online delivery and participation. However, the overall efficiency and management of the Project in its efforts to achieve the required outputs and outcomes could have been improved through the use of regional office staff, a stronger M&E system and an organisation structure that did not depend on the good will of technical specialists.

There is strong evidence that improvements can be made to project monitoring, evaluation, and reporting. It is not possible to understand what effects the Project is having towards achieving the planned outcomes or what results it is achieving by reading the Progress Reports as these are primarily activity-focused. Monitoring data collected at the beginning of the Project and during implementation is not complete and not consistently available, and the Project's Monitoring and Evaluation (M&E) system is under-utilized. Furthermore, each of the Technical Leads has different methods of reporting to the Project Manager.

Having to reschedule many planned activities due to COVID, including travel and accommodation, has resulted in a significant budget under-spend.

Routes towards assessing and creating an impact are considered work in progress at the time of writing, with few of the project's core products (e.g. knowledge, tools and resources) being currently utilized by industry stakeholders in the region.[2] Additionally, with some exceptions, project impact has not yet registered significantly with constituents or brands. Outcome 3 (Productivity) is more factory-oriented by design and has significant potential for impact at enterprise level, pending the results of a pilot programme (underway now following delays due to the pandemic). Other components are oriented towards industry and policy level change, which are often difficult to discern or achieve in a short time frame. Across the project, demonstrable outcomes are likely, although they cannot be measured for impact yet.

While efforts towards such have clearly been made, it is difficult to evaluate overall project sustainability currently. Implementation disruptions and reduced engagement with industry and tripartite partners (primarily due to the pandemic) make longer term sustainability questionable at this stage. The potential effect on policy change across the region -which could reflect successes in project outcomes and impacts foreseen by the Theory of Change- is limited due to the relatively low engagement with national policymakers to date.

A positive contribution to sustainability will be the implementation of the KSP (now launched as the *Asia Garment Hub*), as this will be available for all stakeholders and encourage ongoing dialogue, sharing, innovation, and uptake of good practices across the industry. Sustainability of this platform remains a concern at the time of this evaluation, although it is also noted that if ILO steps back, GIZ will continue funding the platform until at least the end of 2022.

Given the context and conditions outlined, the evaluator is of the view that the timeframe for Project implementation has not been long enough to ensure sufficient sustainability, especially given the level of disruption caused by the global pandemic. As such, if the project closes at the end of the current agreement,

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[2] These products are publicly and freely available to industry partners via the project website and increasingly now the Asia Garment Hub, but more stakeholder outreach will be needed going forward to ensure wider industry uptake.

it is likely that the changes envisaged will not have had time to establish the required industry support and momentum to become embedded in the longer term.

The evaluation indicates that an extension of the Project would be appropriate and necessary, and has the potential to add significantly to the long term value and sustainability of the project and its outcomes. Such an extension would allow the strengthening of current institutional connections (for example with PAGE and the Climate Action 4 Jobs Initiative under Outcome 4 and GIZ for the Asia Garment Hub, and so on). An extension is also recommended in order to strengthen and embed the work that has been achieved, and to provide additional time for activities that have been delayed and disrupted by the COVID pandemic.

The exact content and focus of a Project extension are not detailed in this report, but nine recommendations are made in Section 7 which would be important for Project success going forward. These include preparing a new (detailed and time phased) Work Plan showing resources needed and outputs required; ensuring that the M&E system is used appropriately and fits coherently with the Theory of Change; a new awareness and/or outreach campaign with key tripartite and industry partners (to revive their interest and encourage more active engagement in the project); a new risk assessment to specifically review the effect the current pandemic may have on outstanding activities and the Project's ability to deliver; and closer involvement of ILO country offices in both the remainder of the current phase and any future extension period. Given the difficulties created by the pandemic, it is also recommended that an exit strategy is developed, and that this should be incorporated into the revised Work Plan for the proposed Project extension.

2.0 INTRODUCTION

2.1 Background of the Decent Work in the Garment Supply Chains in Asia Project

Global supply chains have developed in many sectors and become an effective method of establishing production and supply to consumers and manufacturers through a series of backward and forward linkages.

Many developing economies have benefitted from supply chain development as employment opportunities have been created and these, in turn, have led to significant contributions to economic and social development. This is particularly so in the sewn products industries of garment manufacturing, shoemaking, and other highly labour intensive industries. This is largely due to their location being mainly in developing economies, where such industries offer global retailers and brands supply chain benefits, and thus improve opportunities for local employment. However, there is evidence that the dynamics of production in global supply chains can have a negative impact on working conditions and workers' rights, and raise issues regarding environmental sustainability where poor practices lead to pollution and overuse of natural resources, particularly water.

At the 105th Session (2016) of the International Labour Conference, a resolution concerning decent work in global supply chains led to a global roadmap and plan of action for the ILO. Following this conference, in April 2017 the ILO Bangkok reached an agreement with the Embassy of Sweden in Bangkok to explore the possibility of a future regional programme to promote decent work, environmental sustainability, and gender equality in garment supply chains in Asia.

The ILO conducted some research and, in collaboration with the Embassy of Sweden in Bangkok, organized a regional multi-stakeholder meeting on 10th and 11th October 2017 to provide an opportunity for ILO constituents and other industry stakeholders to discuss the value added of this regional intervention, and inform on its future design. At this meeting, participants validated the proposal and recommended the

launch of such a regional programme to address decent work deficits in garment supply chains, and which focussed on strengthening industrial relations, social dialogue, gender equality, environmental sustainability, productivity, and competitiveness. This would become known as the Decent Work in the Garment Supply Chains in Asia (DWGSC) Project.

Through further stakeholder and constituent consultations, and feedback from the Embassy of Sweden in Bangkok, a Project Document was established and approved. This defines the parameters of the Project and outlines the operational areas and activities to be implemented over a three year period.

The Project is funded by the Regional Development Cooperation Section at the Embassy of Sweden in Bangkok, and is in line with the Government of Sweden's regional strategy for Asia and the Pacific 2016-2021. The Project has a defined budget of USD 3,999,622.

2.2   Development Co-Operation Context for the Project

Whilst the DWGSC Project focuses on the garment supply chains in Asia, it fits with the ILO's tripartite mandate of working with governments, employers' organizations, and workers' organizations to complement and supplement a range of projects aimed at improving global supply chains around the world.

It also fits with, and contributes to, advancing another of the ILO's mandates, Agenda 2030. This aims to place decent work for all, and social justice, at the heart of policy development of national governments as this should, in turn, lead to sustainable and inclusive growth and development of targeted countries.

Furthermore, the ILO has adopted a Plan of Action for the period of 2017-2021 where there is a commitment to improve:
- Knowledge generation and dissemination,
- Capacity development,
- Effective advocacy for decent work in global supply chains,
- Policy advice and technical assistance, and
- Partnerships and policy coherence.

The DWGSC Project represents an opportunity for the ILO to implement different components of the 2017-2021 Plan of Action by taking a regional perspective and implementing appropriate capacity building at country level, as well as providing knowledge sharing at regional level. It focuses on the garment manufacturing element of the supply chains across Asia, notably South Asia, South East Asia and China, as they have a substantial role within the garment supply chain and are connected globally with backward and forward linkages.

The Theory of Change underpins the overall Project strategy, and it is considered that progressive and incremental development at regional level will gradually generate awareness and commitment, and build capacity to improve operational and labour practices within the garment supply chains, through a win-win approach which is jointly owned by public institutions, employers' and workers' representatives, corporations, and other development partners.

2.3   The Design Structure of the Project

Following the strategic approach and analysis outlined above, a detailed design of the Project was undertaken. This is contained in the Project Document, and it includes a clear set of activities and a supporting Log Frame. The foreseen activities not only fit with, but will also contribute to advancing, Agenda 2030. In addition, Project interventions will have a positive impact on a number of Sustainable Development Goals. These include: Goal 1 - no poverty, Goal 5 - gender equality, Goal 8 - decent work and economic

growth, Goal 10 - reduced inequalities, Goal 12 - responsible consumption and production, Goal 13 - climate action, and Goal 17 - partnerships for the goals. Impacts will be most direct and significant on Goal 8.

A list of potential Project Partners is highlighted in the Project Document, but none of these were explicitly agreed, confirmed or committed at the commencement of the Project. Reliance was thus placed on the Project Management Team to locate and engage with those Project Partners that were most appropriate and willing to participate. This being so, their selection was left until the Inception Phase. The exception to this was the Institute for Sustainable Futures as it was clearly going to be an ongoing partner due to its previous work in scoping studies for the DWGSC Project and its contribution to developing Outcome 4.

2.3.1 Project Objectives (Goals)

To paraphrase the Project Document[3], the overarching goal of the DWGSC Project is to contribute to improved working conditions and rights of women and men workers in, and improved productivity and environmental sustainability of, the garment sector in Asia. To achieve this, the Project will deliver focused interventions through two complementary aims of work.

The first aim is to strengthen knowledge of research findings, good practices and tools in four main and inter-connected problem areas:
1. Social dialogue and industrial relations systems,
2. Advancement of gender equality,
3. Enhanced productivity and competitiveness, and
4. Reduced environmental impact.

The second aim is to strengthen coordination among the many stakeholders who are already actively working to ensure decent work in the garment industry in Asia. As part of this, the Project will build on ongoing work of the ILO and other development partners to further compile analyse and disseminate knowledge for better knowledge-sharing and coordinate ongoing efforts. It is considered that this approach will result in more impactful, sustainable and scalable solutions which can improve working conditions for women and men workers and enhance the sustainability of the garment industry in Asia.

In early January 2020, Sida requested that the Project explore ways to scale up engagement with Myanmar and potentially include it as a priority country. While Myanmar's engagement in regional activities was subsequently up-scaled, planned in-country activities were heavily disrupted by the COVID-19 pandemic and, following the February 2021 coup d'état, all in country activities were suspended in line with the March 2021 decision of the ILO's Governing Body on Myanmar.[4]

It is also noted that Outcome 5 - the regional Knowledge Sharing Platform - was introduced as a specific component with a set of outputs during the inception phase (and reflected in the associated Inception Report). This was not originally foreseen as a *specific outcome*, but it did occupy a budget line under operational costs in the original project design.

2.3.2 Project Content

The Project content is largely demonstrated by the outcomes and activities described in the Log Frame. There is no specific ToR for the DWGSC Project that articulate activities and therefore, following the Inception Phase (January to July 2019), the Project Inception Report is the *de facto* document of reference for planning and implementing activities required to achieve Project outcomes.

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[3] Project Document Decent Work in the Garment Sector Supply Chains in Asia
[4] The ILO Decision is available at: https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_798678.pdf

2.3.3 Project Results Statements

Five outcomes are expected from the Project. These are designed to deliver outcomes at regional level, and to a lesser extent country, local and factory levels, depending on outcome and output area.[5] They are directly linked to the Project's specific overall objective, which has been developed through the application of the Theory of Change. Following the Inception Phase, these outcomes have been developed into more robust outputs with clear activities. These are shown in the Revised Logical Framework developed during the Inception Phase (see Table 1).

The five anticipated outcomes are:

- Outcome 1: Constituents and industry stakeholders are better equipped to generate, apply and share knowledge and good practices in Industrial Relations,
- Outcome 2: Gender equality in the garment sector in Asia is increased through gender mainstreaming and evidence-based policy advocacy,
- Outcome 3: EBMOs, workers' organizations and other industry actors have better knowledge and capacity to enhance factory productivity, competitiveness and working conditions in a gender and environmentally responsive manner,
- Outcome 4: Industry stakeholders can more effectively apply knowledge and tools to promote environmental sustainability across the sector, and
- Outcome 5: Project integration and effectiveness is underpinned by (i) systematic regional knowledge sharing, and (ii) clear standards, guidelines and action to mainstream gender and environmental sustainability.

3.0 THE EVALUATION - CONTEXT AND APPROACH

Following development of the Project Document and further discussions with Sida, a finance arrangement was prepared between Sida and the ILO to contract the ILO to implement the Project. This agreement was signed on 6th December 2018, and the Project officially started in January 2019 with mobilisation of the Project Management Team.

As defined in the Evaluation ToR, the overall purpose of this evaluation is to carry out a mid-term review of the DWGSC Project and assess, evaluate, and provide actionable guidance on the Project's relevance, coherence, efficiency, effectiveness, results, and potential sustainability. This will not only help strengthen internal learning and promote accountability in the Project's management and implementation, but it will also help to inform the case for future work in this area and determine the need for a possible Project extension.

Specifically, this mid-term evaluation will focus on 3 core objectives:

1. **Evaluation of Project progress** achieved to date, including its response to changing industry conditions and external disruptors (most notably COVID-19). This can be found in Section 5 of this report.

2. **Examination and provision of advice on realistic improvements** to the Project in its remaining time period, including possible adjustments to strategy and action to maximise impact and sustainability. This can be found in Section 6 of this report.

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[5] For the most part the project was designed and expected to deliver at the regional rather than national or factory level (in recognition of the national factory-facing role already played by the ILO's Better Work programme). However, there are smaller elements of the project where small scale factory interventions were envisaged, particularly under Outcome 3.

3. **Examination and provision of advice on the value of and case for a Project extension** beyond the Project end date of 14th January 2022. This can be found in Section 6 of this report.

Operational scope: the evaluation will cover the full scope of operations of the DWGSC Project and will be aligned with ILO evaluation policy guidelines. The period under review is 15 January 2019 to 30 March 2021.

Geographical scope: all regional level Project activities will be covered, plus activities conducted in Bangladesh and Cambodia (these are the two locations where the most in-country activities have taken place to date). Representatives from other countries have also been selected after consultation with the ILO, including the priority countries of Indonesia and Vietnam and, although there are no in-country / country specific activities in these countries, stakeholders from Indonesia and Vietnam will be consulted in the evaluation as they participate in regional activities of the Project (e.g. forums, events, taskforces, research, etc.). Although Myanmar also participates in regional activities, it will be omitted from this evaluation as most stakeholders will not be available due to the current political situation.

The primary intended audience of this evaluation is the ILO (including the direct Project Management Team, Regional Office for Asia and the Pacific (ROAP), and relevant headquarters technical units) and Sida. Secondary audiences may include relevant ILO constituents and industry stakeholders working in the garment sector in Asia and other multilateral and bilateral development donors and partners.

3.1   Evaluation Approach as Defined in the ToR

In order to analyse the combined effects of Sida funding and the ILO DWGSC Project, the evaluator has carried out the evaluation in several phases. These have included:

- Devising a methodology, undertaking a desk review, and producing an Evaluation Inception Report detailing the methodology and approach to be used for the evaluation,
- Undertaking consultations, data collection and analysis, and producing a summary report of stakeholder consultations,
- Based on the information and data collected, producing an Evaluation Report, and
- Presenting the findings of the Evaluation Report via a PowerPoint presentation to key ILO team members.

Of note is that, due to the COVID pandemic, all consultations, data collection and all other works were carried out remotely using a variety of teleconferencing software, e-mail, and cloud based data storage and retrieval.

The ToR provides the issues to be studied, and a list of topics is defined within the criteria of the OECD DAC for relevance, effectiveness, efficiency, sustainability, and impact. *As per* the Evaluation ToR, these topics have been analysed by the evaluator and are defined in the Evaluation Questions. The full set of Evaluation Questions and an Evaluation Matrix can be found in Annex IV.

3.2   ILO Evaluation Principles

This evaluation follows the principles set out in the ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations, 3rd edition (August 2017). Like other development organizations, the ILO adheres to the OECD DAC principles for evaluation: impartiality and independence, credibility, usefulness, participation (of local partners) and coordination (with other donors). The evaluation has been conducted by an independent expert who has not been involved with or responsible in any way for the design or implementation of the DWGSC Project.

3.3 Limitations to the Evaluation

A mid-term evaluation of a three-year project has its limitations, especially if a project has a large number of activities and is intended to cover a wide region with many actors, potential collaborators and tripartite constituents. To study all the activities of the DWGSC Project within the scope of a mid-term evaluation remotely and without a field missions has been a challenging task. Despite requesting interviews, along with several reminders, difficulties were encountered with engaging with certain beneficiaries and appropriate government officials. While it is not possible to explain with certainty this unresponsiveness, the continued disruption caused by the pandemic may have been a contributory factor. Not being able to interview direct beneficiaries has made assessments of overall project effectiveness difficult. However it should be pointed out that with much implementation still to do or underway at the time of the evaluation, beneficiaries' opinions are likely to have had less of an impact on the overall findings. A full list of interviewees highlighting their position in the project and their location can be found in Annex III

The Project is also quite ambitious, with five clear outcomes, fifteen outputs and seventy-four activities identified, often involving multiple component tasks therein.

The same limitation applies to evaluation of the large number of documents produced by the Project –both in terms of project documents (like the work plan, budget and technical progress reports) and documents that constitute project outputs (e.g. knowledge products, training tools, etc). The list of 'Project Documents' totals approximately eighty-five. Within the limited time set for the evaluation, this large number of documents had to be selectively investigated with a focus on those with the most significant contribution to project objectives and outcomes.

Additionally, as this evaluation was conducted remotely it was somewhat inefficient and did not provide an opportunity for comprehensive discussions, an opportunity to organise focus groups, or see / experience the Project in action. An online questionnaire -designed to broaden the range of voices contributing to the evaluation- was sent out to the project's extended network, but was completed by only 20 percent of respondents, providing limited additional insights.

Early difficulties were also encountered when comparing the Project Document Log Frame with the Project Work Plan, and it was found that some activities had changed and an updated Log Frame had been developed. Whilst this was approved at a management meeting with Sida on 10th June 2019, no formal amendments were made to the official agreement between the ILO and Sida.

A final limitation arose from the unavailability of certain predecessor staff involved in early stage project design (i.e. in 2018 and early 2019) While the scope of the evaluation was, in principle, set from the start of the Project in January 2019, some staff and stakeholders were not engaged with the Project at its commencement (including both the project manager and project assistant), and / or moved to different departments during the inception phase.

4.0 PROGRAMME OF WORK

4.1   Evaluation Methodology and Approach

Whilst the evaluation examined whether Project interventions have been relevant, effective, efficient and coherent, as well as whether they have had the desired impact it also assessed if the Project's results are likely to be sustainable once the Project ends.

The evaluator examined evidence and identified potential contributing factors using secondary data (reports, etc.) along with primary data from a broad range of stakeholders including the Project Management Team, ILO component management and experts, worker and employer organizations, Sida, and members of other relevant parties. The evaluator compared this data with Project Documents, including narrative and logical framework designs, in addressing the effectiveness and achievement of results. The analysis carefully considers contributory factors that affect implementation / outcomes as follows: institutional structures, partnership, knowledge management, monitoring and evaluation processes, and management practices overall.

The evaluator used, where available, baseline and monitoring data collected by the Project Management team, and triangulated this with other sources of information, even though data is limited at this point in the Project's implementation. Verification and triangulation was done through source and method triangulation. These approaches involved correlation of data from (a) different stakeholders and groups of stakeholders (data collected through interviews and the online questionnaire was guided by the Evaluation Questions which were finalised in the Evaluation Inception Report), as well as (b) different methods (desk review, interviews, and the online questionnaire) and the different perspectives of the evaluator. The evaluation had five phases: inception, literature review, virtual data collection, analysis, and reporting.

4.2   Evaluation Approach - Inception

An Evaluation Inception Report was prepared, submitted, and approved by ILO. It defined the methodology and approach to be used for the evaluation, and also provided an initial proposal of Evaluation Questions which drew upon those contained in the Evaluation ToR. Given the remote operation of this evaluation, an online questionnaire was also developed to supplement the questions, assist with data triangulation, and reach a wider audience of stakeholders. The Evaluation Inception Report proposed an Evaluation Work Plan and Timeframe for the planned activities

4.3   Evaluation Approach - Literature - Finalisation

Following the Evaluation Inception Report, the online questionnaire and delivery method was finalised. In addition, further refinement of the evaluation framework was undertaken through developing the Evaluation Questions, an Evaluation Matrix, evaluation tools, and clarification / detailing of the stakeholder research which was undertaken. During this phase the following tasks were completed:

- A systematic review of a sample of relevant provided Project Documents was made (a full list of documents reviewed during the evaluation is found in Annex II), These documents were referred to where appropriate throughout the evaluation starting from 1st June 2021 and ending with the sending of the Draft Final Report 8th August 2021
- Zoom and MS Team calls provided virtual face-to-face interviews with a number of stakeholders, including Sida representatives, partners, and beneficiaries, Dates and times of these interviews along with names and position in the project can be found in Annex III

- A full set of Evaluation Questions, incorporated into an Evaluation Matrix with initial findings, was created,
- The evaluation methodology was fully developed, including evaluation tools, and
- The logistics and work planning were carried out in conjunction with the Project's management.

4.4 Evaluation Approach - Interview and Data Collection Phase

Research conducted during the interview phase, along with analysis of the online questionnaire provided primary data for the evaluator when drawing conclusions and making recommendations. The research followed the plans defined in Evaluation Inception Report, and included regular briefings and updates with the Project Manager. Interviews were concluded with the 30 people (see Table 2) and as many appropriate members of the tripartite partners as possible were included. The names and dates of the interviews can be found in Annex III. The Evaluation Matrix Summary and synthesis of the interview responses can be found in Annex IV. In addition an online survey was designed and delivered to try and capture those participants in the project who were either not available for interview or preferred anonymity. The questions were designed to try and capture their responses and also allow some narrative if they preferred to articulate further comments.

Table 2: Online Interviews

Institution / Category	Number	Male	Female
Donor (Sida)	2	0	2
ILO	9	5	4
ILO implementing partners	7	2	5
Consultants / experts	5	3	2
Government	0	0	0
Representatives from workers' organizations	2	1	1
Representatives from employers' organizations	3	2	1
Brands	2	0	2
Total	**30**	**13**	**17**

Data compiled by the evaluator

Table 3: Online Questionnaire Responses

Respondents were from:	Number of Responses	%	% Male and Female
Government	1	5.6	
Workers' organizations	4	22.2	
Employers' organizations	2	11.1	
ILO	5	27.8	66% Female 34% Male
Implementing partners	3	16.7	
Independent experts	1	5.6	
Brands or retailers	1	5.6	
Ex-colleagues	1	5.6	
TOTAL	**18**	**100**	**100**

Data compiled by the evaluator

Several reminders were sent out by the Project Management Team requesting for the online questionnaire to be completed, but there were only eighteen responses from across the region from the 80 requests made. 67% of respondents were female and 33% were male. The full set of questions and responses can be found in Annex V. Completion of the interview and data collection phase was finalised, and the data was collated.

4.5   Evaluation Approach - Synthesis, Analysis and Reporting Phase

The synthesis and analysis phase provided an opportunity for the evaluator to pull together the findings of the evaluation, and from this to draw conclusions (including lessons learned) in the context and framework of the Evaluation Questions. The findings represent the evidence collected from primary and secondary sources. Together with feedback from the Project Management Team, they form the basis of subsequent conclusions made by the evaluator. These findings and conclusions have been recorded and drafted into an Evaluation Report (this document), addressing the Evaluation Questions. The evaluation period was from 1st June until 8th August 2021.

5.0 FINDINGS

5.1 Relevance

The Project has a strong focus on being strategically relevant to the ILO work in the area of Decent Work in Global Supply Chains[6], and specifically Decent Work in Garment Supply Chains in Asia as developed by the Project Document[7]. As there were no specific terms of reference the Project Document, developed jointly between the ILO and Sida, can be considered as the initial Project Terms of Reference for the Project's implementation. This was then superseded by the Project Inception Report which provides a developed and actionable work programme.

The overarching Project goal is to contribute to improved working conditions and rights of women and men workers, as well as improved productivity and environmental sustainability, of the garment sector in Asia. After reviewing the literature and receiving feedback from the VoIP interviews, it is concluded that the Project was clearly relevant to these overarching goals at the time of its design and remains so today, designed to respond to a number of longstanding challenges within the garment supply chain, and it is very relevant to the needs and priorities of the tripartite constituents who were interviewed, and potentially also many others working in the sector in Asia.

The Project operates specifically within the garment supply chain setting, and is designed to contribute solutions to issues of the sector. In the Project design documents, there is a clear link drawn between the development of the garment supply chains in Asia and their overall development, indicating that the Project was designed well in this context. An external perspective on the Project defined it as "a good opportunity to develop and build on the work being undertaken by the Better Work programme, and all the planned activities generally fit with our national policies"[8]. This relevance remains clear and strong across the region, and the Project is strongly supported by all stakeholders, although in some cases it is not fully understood, and is visible in the involvement and leadership provided to the Project.

The evaluation work revealed findings which were very favourable regarding the relevance, importance and significance of the Project. This is noted not from an effectiveness perspective, but in terms of relevance, as the approach is recognised widely, as noted in stakeholder interviews, for the contribution that it makes to developing decent working practices within the garment supply chains.

5.1.1 Design Relevance

This Project was designed after extensive consultations with tripartite constituents and other stakeholders, and provided a clear follow-up to the resolution adopted in 2016 by the International Labour Conference concerning decent work in global supply chains. A Project Advisory Committee (PAC) was established, and this enabled inputs from tripartite constituents to provide strategic guidance throughout the Project's life cycle. The Project's design takes a positive approach to gender equality and environmental sustainability through a number of tools and knowledge / research documents that will be delivered through a variety of capacity building activities as well as being available within the Knowledge Sharing Platform.(KSP). Specific activities are assigned to address gender and environmental concerns, as evidenced by the main deliverables of Outcome 2 - gender equality, and Outcome 4 - environmental sustainability.

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[6] Matters arising out of the work of the 105th Session (2016) of the International Labour Conference: Follow-up to the resolution concerning decent work in global supply chains: Roadmap for the programme of action (20th Feb 2017)
[7] Project Document Template "Decent Work in the Garment Sector Supply Chains in Asia"
[8] VoIP Interview with the evaluator

There are some aspects of the design that are questioned following the interviews and project literature review as they are not seen to have clearly contributed to the implementation activities or projected outcomes and may have detracted from implementation. The following are points of note:

- There was a consistent view expressed in interviews that the design of the Project's management "structure" could have been more effective. The structure places the Project Manager responsible for overall management of the project deliverables, alongside a team of senior ranked technical experts who lead the technical components (outcomes), but who formally report to other units and managers outside the project (i.e. they are not project staff but permanent ILO officials). This creates a complex structure in which lines of accountability and decision-making are sometimes diffuse; as such the ownership of the project results is unclear.

- It is understood that the technical leads formally "lend" their time to the project and this is not billed to the donor. Technical Leads follow their own systems and time plans and are not accountable to the Project Manager for their outputs. The Project design envisaged that each outcome had a Technical Lead responsible for developing outputs from the Project activities and whilst the project clearly benefits from close technical engagement of these staff, it was not foreseen that these Technical Leads would not be able to allocate their activities full time to the DWGSC Project. The time they are able to dedicate to the project varies by individual and depends on their other commitments. Adjustments to these time allocations are subject to discussion and negotiation (e.g. between technical leads, the project manager, and senior official in charge of the project). This method of working is not conducive to effective or efficient project management.

- Whilst the design of the Project is aimed at regional improvement, by necessity there is a need to work at country level, particularly for outcomes that require pilot projects. As per the approved project design, the Project has not specifically allocated resources to country level interventions, nor did it include local ILO staff within the management structure or budget, and so a heavy reliance has been placed on unbilled and in-kind support by ILO partners like the Better Work programme and local experts (hired by the project for in-country project delivery).

- The Project Document and the Project Inception Report does not elaborate on provisions for finding a sustainability partner for the important output of the "knowledge sharing platform and its ongoing maintenance". This was finally addressed in the Scoping Study, but it should be pointed out that although the Scoping Study advised that the KSP should not be developed until a sustainability partner had been identified, the management team later concluded that this not a realistic expectation, as there was little chance of a sustainability partner being secured while the platform itself was still an 'on paper' proposition. This is a risk for the project. At the time of writing, the KSP is under development in partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), and will be launched early August 2021 as the "Asia Garment Hub". (Just after the completion of this evaluation report).[9] As yet no sustainability partner has been identified and whilst this is a risk, GIZ has committed to maintain the platform -with or without ILO involvement- until at least the end of 2022 and likely beyond.

- The Project Document mandated that partners / stakeholders / collaborators were to be identified and finalised in the Inception Phase. Partly due to the late engagement of Project management staff, this

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[9] For this reason, the Asia Garment Hub (or 'Knowledge Platform' as it was generically known in the project document) is commonly referred to in this report as an upcoming deliverable still to be completed. Having been launched publicly on 11th August, the platform is now available to DWGSC project staff as a conduit and accelerator for regional industry outreach and knowledge dissemination, among other purposes.

was delayed and put most outcomes behind schedule in the early stages of the Project as many activities required early stakeholder engagement. No explicit or formal stakeholder analysis was carried out to assess partner institutional capability, although technical leads did make informal assessments based on their professional judgment). It is likely to have been more efficient to have identified and agreed the core partners at the design stage, thereby ensuring early buy-in and conserving management time and effort for implementation. Interviews with some country level partners required the evaluator to remind respondents what the DWGSC Project was and what it was trying to achieve.

5.1.2 Relevance at Outcome Level

Impact of COVID-19

Despite widespread disruption to constituents and industry actors during the COVID-19 pandemic, the relevance of the Project's outcomes is as important now as it was before the pandemic. Indeed, comments received by the evaluator indicate that the outcomes may become even more relevant going forward as many manufacturers in particular might now be compelled into making changes that may be detrimental to the goals of decent work (for example in order to cut production costs or increase margins). It is recognised that the DWGSC Project is helping to inform industry stakeholders on the value and importance of good practices related to gender equality, environmental sustainability, social dialogue and productivity, mainly within the manufacturing segment of the garment supply chain. Moreover, stakeholder feedback on the knowledge, tools and capacity building that has been implemented (by the Project) in support of these goals indicates that there is clearly understood value in this work.

COVID-19 has created a major obstacle for the Project which impacts its effectiveness and efficiency. Stakeholder attention on the Project has also been negatively impacted as people have needed to move their focus onto dealing with problems caused by the pandemic and there are mixed feelings amongst the respondents about the engagement of the major tripartite partners, some who have responded well to the DWGSC project where others have been too preoccupied with COVID and the resulting difficulties.

The Project has responded well to the challenges of COVID-19 and has been able to adapt and develop quickly, assisting stakeholders with additional outputs and developing COVID Resilience Tools, knowledge pieces and policy guidance (under an overall COVID response package designed by the project management and approved by the donor in mid-2020). Many new or repurposed outputs delivered during this time were developed by ILO specialists on an *in-kind* basis (as per their existing engagement modality with the project), and none of them required additional donor funding. The additional outputs delivered by the Project in response to the pandemic have contributed significantly to the ILO's Build Back Better agenda in the garment sector.

Regarding Project relevance related to each outcome, the interview and questionnaire analysis feedback is summarised below:

Outcome 1: Constituents and industry stakeholders are better equipped to generate, apply and share knowledge and good practices in Industrial Relations

It was planned that ILO constituents, other stakeholders, and the regional network will use the developed research and tailored tools for inclusive policy development, workplace cooperation, social dialogue, and collective bargaining. It is widely recognised that the garment industry in Asia suffers from a variety of poor work related practices, including low and non-payment of wages, excessive working time and overtime, restrictive practices on collective bargaining, no maternity leave or holiday entitlement, and poor health and

safety practices. As a result, this outcome is considered very relevant by all respondents as it has been designed to generate, share and apply good practice.

Research and tool development can be determined based on best practice, but delivering these to individual countries where legislation, policies, culture, and context differ is considered a challenge. The evaluation determined that "whilst good and best practice fits with the evolutionary and incremental approach taken by the Theory of Change, it would be more useful and successful to have country specific research and tools, leading to good practice implementation"[10]

Outcome 2: Gender equality in the garment sector in Asia increased through gender mainstreaming and evidence-based policy advocacy

The Project aims to increase availability of and advocacy for evidence-based policy recommendations for gender equality in the garment sector. In line with Outcome 1 (see Section 6.1.2.1), Outcome 2 has been designed to bring about equality and recognition of women in the workplace where they face inequity in pay structures, discrimination, violence and harassment; unpaid care, managing work and family responsibilities (maternity provision); and giving women a voice, encouraging leadership and their representation in decision-making. The Project will address these different aspects of gender inequality along the garment supply chains, and will advise constituents how to make improvements, including addressing these gender challenges through collective bargaining and social dialogue. These objectives are clearly supported and considered relevant by all respondents interviewed and as demonstrated by feedback from the online questionnaire.

Outcome 3: EBMOs, workers' organizations and other industry actors have better knowledge and capacity to enhance factory productivity, competitiveness and working conditions, in a gender and environmentally responsive manner

The Project is working to contribute to building institutional capacity of partners across the region so that they can assist garment manufacturing firms in improving business management skills, and developing more effective manufacturing processes, to increase productivity and strengthen competitiveness, whilst also improving working conditions. It is taking a gender sensitive training approach which has been developed to address productivity gaps and business skills. Respondents were very positive about this outcome, citing the effectiveness of the training and tools that have been developed, adapted and delivered at a factory level so far.

Outcome 4: Outcome 4: Industry stakeholders can more effectively apply knowledge and tools to promote environmental sustainability across the sector

The Project is identifying sector specific impacts of climate change, such as heat-waves and rain events, on workers and production facilities. It is also identifying gaps and innovations in the regulatory environmental frameworks in the region and in enforcement capacities, including analysis from a gender perspective. This involves a systematic review of regulatory deficits and incentive models for compliance, and identifying enabling factors for cross-border collaboration and cooperation. The knowledge acquired is being used to provide countries with institutional support in developing effective and gender-responsive policies which respond to environmental challenges, and to encourage suppliers to transition towards more environmentally sustainable production methods. Respondents were very supportive of this outcome recognising the importance of making improvements to the environment, and this element of the Project is highly relevant.

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[10] Interpreted and paraphrased by the evaluator following comments made during interviews

Outcome 5: Project integration and effectiveness underpinned by (i) systematic regional knowledge sharing, and (ii) clear standards, guidelines and action to mainstream gender   and environmental sustainability

This outcome, which was developed during the Inception Phase, came out of the need to develop and strengthen a more inclusive KSP than originally planned in the Project Document. It presents a detailed set of activities that are designed to enable the development of a robust KSP. Respondents were positive about being able to use a KSP, making it very relevant. To quote one respondent: "It is even more important that we can have access to good and relevant information [like this] when the COVID pandemic is restricting meetings face-to-face.[11]"

5.2   Coherence

The DWGSC Project is fully in line with the strategy for Sweden's global development cooperation in sustainable economic development[12], and is coherent with the ILO's strategy to create decent work in global supply chains which followed from the 105th Session (2016) of the International Labour Conference[13].

Further to the review of Project Documents and analysis of interview responses, it is concluded that the Project has a good vision for implementing activities within a Theory of Change framework. The Theory of Change, which underpins the overall Project strategy, is based on the notion that progressive development in practice is delivered at several levels: regional level, country level, local level and factory level. The Project implementation plan is coherent with the Theory of Change, and is evidenced by those activities that are planned or are currently being implemented at each of these levels, as seen in the Project Inception Report and Project Progress Reports.

The Project is undertaking a number of activities that will contribute to the integration of work, and which will build collaboration between four inter-related thematic priorities: knowledge generation and sharing; coordination of effort through partnerships; advocacy, networking; and capacity development. It has coherence between all its major planned components, including Outcome 5 (the KSP). Outcome 1 has the potential to improve the other outcomes (2-4) through the progressive development of and improvement in workers' rights, including their working environment, wage structures and gender equality, whereas Outcomes 2 to 5 are integrated by addressing specific issues via social dialogue, complementary improvements to the environment, gender equality, capacity building and sharing of knowledge, particularly through the KSP.

There is a high level of cooperation with other relevant ILO projects, particularly the Better Work programme and increasingly, the Sustaining Competitive and Responsible Enterprises (SCORE) programme. Both programmes offer capacity building in complementary areas to the DWGSC Project, and a review of outputs and feedback from the evaluation indicates that DWGSC Project activities are not duplications but provide new tools and knowledge, thus maximising the impact of the development process towards decent work in the garment supply chain within Asia. In addition, interviews with ILO technical management indicate that it is aware of much the substantial body of work already developed within the four thematic priorities, and is conscious that its work needs to be value adding. Specifically, the DWGSC Project is working with GIZ as part of the Promoting Sustainability in the Textile and Garment Industry in Asia (FABRIC) project to jointly

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[11] Respondent comment from VoIP interviews
[12] Annex to Government Project Decision 2018-05-31 (UD2018/09125/IU)strategy for Sweden's global development cooperation in sustainable economic development 2018-2022
[13] The Governing Body discussed in October 2016, GB.328/INS/5/1 the Follow-up to the resolution concerning decent work in global supply chains: ILO Programme of action 2017–21

develop the KSP. The approach to implementation and resulting progress is coherent with the human rights based principles and core ILO normative values.

The Project Management Team is very aware of the approach required to ensure correct and effective modalities relating to human rights, and ILO Bangkok is informed on such key ILO principles and has access to a body of work produced by the ILO regarding this, including lessons learned. External experts and consultants also undergo awareness and sensitisation to the normative values of the ILO, and this includes international labour standards, social dialogue, and tripartism to ensure a consistent approach throughout the implementation of Project activities.

5.3 Effectiveness

Effectiveness indicates the extent to which specific objectives have been or are in the process of being achieved.

To assess the Project's effectiveness, the evaluator has received inputs from interviews and online questionnaires, and reviewed the Project Document, progress reports, and other ad hoc documents sent by the Technical Leads.

Overall, at the time of this evaluation it can be said that while project has been less effective than would have been anticipated under a business as usual scenario (at least in pure delivery terms), the project has proven to be adaptive in navigating and aligning to the new conditions it has faced during the pandemic. A range of new and repurposed activities were designed and deployed quickly and whilst some of these were not part of the original Project Document or Inception Report vision or work programme, they are in alignment with longer term project goals, particularly the ILO Build Back Better Agenda for the garment sector.

Output one significantly failed to deliver much of the work planned and other Outcomes were severely disrupted. At the same time, it is clear from both stakeholder interviews and (reviews of) progress reporting produced by the project that the COVID-19 pandemic has significantly restricted progress and effectiveness in all operational areas. In addition, political unrest in Myanmar has created a situation whereby current and planned Project activities had to be suspended.

The following sections summarises the activities / outputs for Outcomes 1 to 5 in relation to the Project Work Plan.

5.3.1 Progress Towards Outcome 1: Constituents and Industry Stakeholders are Better Equipped to Generate, Apply and Share Knowledge and Good Practices in Industrial Relations

Outcome 1 is substantially underperforming and facing serious difficulties in achieving the outputs associated with it, and the Technical Lead for Outcome 1 is pessimistic about achieving many of the outstanding results within the current Project timeframe. The changed context created by Covid have resulted in difficulties in establishing dialogue and engagement within the sector, where there is an immediate need to deal with existential threats as business owners face huge disruption. The Technical Lead does not consider there are substantial opportunities to adjust or repurpose the planned work in a way that would be meaningful for the Project.

There are two outputs and these are examined below:

Output 1.1 *"Comparative research and analysis on key IR topics in the garment sector conducted and systematically disseminated (e.g. on collective bargaining, wages, labour disputes, labour compliance and technological change)"*

In examining the defined outputs in this outcome, the topics that are to be developed include: (i) industrial relations institutions, processes and outcomes (including multi-level collective bargaining); (ii) minimum wages (rates, systems and trends); (iii) labour dispute prevention and resolution; (iv) wage and labour law compliance; (v) workplace labour-management dialogue; and (vi) technology and industrial relations (linkages and challenges). Progress Report 1 (December 2019) indicated delays due to staff changes, and Progress Report 2 indicated delays due to COVID-19.

In response to the delayed start of key Project Management staff, and as response to COVID-19 restrictions, Activities 1.1.1 and 1.1.2 were reformulated and re-planned. However, as narrated on the 2021 Annual Work Plan, these activities could not be delivered, and the reformulated plans were taken up by other actors (including ILO programmes). It is reported that for the remaining part 2021, this output of the Project will revert back to the original (pre-2020) plan (i.e. *as per* the IR work plan Jan 2019 - Jan 2022), but with a reduced scope which will reflect what is feasible during the ongoing pandemic (which is creating a challenging IR context for the region). It is also reported that when the case study series on social dialogue is complete, Activity 1.1.2 will be discontinued. The job of identifying and showcasing replicable models of IR in the sector is planned to be taken up under Activity 1.2.5 (regional policy dialogues).

Activity 1.1.3 (trade union research in the sector) was scheduled for 2020 but postponed at the request of the lead unit, the ILO's Bureau for Workers' Activities (ACTRAV), as trade unions in the region have been preoccupied with crisis management amidst COVID-19. ACTRAV has since indicated it does not wish to pursue this work in 2021.

Activity 1.1.4 (feasibility on a labour compliance application) was discontinued and replaced with a new proposal to support an upgraded (digitised) voluntary labour compliance tool to be piloted in Myanmar. This plan was postponed in 2020 due to COVID-19 and, with the coup d'état in February 2021, is now suspended and likely undeliverable within the timeframe of the Project.

Activity 1.1.5 relates to final research being disseminated, including necessary translations. From the current reporting it is difficult to determine what progress has been made.

Output 1.2: *Industry-relevant training tools and policy advocacy on Industrial Relations compiled and systematically disseminated to constituents and stakeholders*

Examining the Progress Reports and the revised Project Work Plan, it is concluded that little activity has taken place regarding this output, and revisions and reformulations in an attempt to achieve some positive results have been severely disrupted by the COVID-19 pandemic. With the exception of activity 1.2.5, where an engagement with an online regional bipartite dialogue might be possible, it is unlikely other activities will be successfully concluded in the Project timeframe. This is particularly so for activities which require technical support at factory level, such as activity 1.2.3.

It is unclear from the reporting what the status is relating to activities 1.2.1 and 1.2.2. Activity 1.2.4 has been merged with 1.1.4 and is incorporated into a Bureau of Employers' Activities (ACT/EMP) led proposal to strengthen voluntary labour compliance in the Myanmar garment sector.

5.3.2 Progress Towards Outcome 2: Gender Equality in the Garment Sector in Asia Increased through Gender Mainstreaming and Evidence Based Policy Advocacy

Whilst there are delays in achieving parts of this outcome, discussions with the ILO Technical Lead for Outcome 2 indicate an optimistic result, with most of the planned activities and associated results being completed before the scheduled end of the Project. This outcome comprises of 3 main outputs, which are discussed below:

Output 2.1: *A body of knowledge on 'what works' for the sector to close key gender gaps (on pay equity, workplace discrimination, harassment and violence, maternity protection, work and family life, and women's voice, representation and leadership) is developed and disseminated*

Some initial delays were experienced with this output, largely due to difficulties in finding qualified research partners, and some adjustment to the timeframe for deliverables was made. Even though there were some initial delays in starting this component, a number of related new resources (previously unforeseen) under the COVID-19 response framework, have been produced.

Activities 2.1.1 and 2.1.2 are largely complete, with the addition of new knowledge products being developed in 2021, where they focus on producing knowledge pieces and research about "informality", "care burdens and solutions" "profiles of women leaders contributing to gender equality", and environmental sustainability in the garment sector. Regarding activity 2.1.3, the formation of a peer review group is in place and will continue to remain active for the new knowledge products being developed. Activity 2.1.4 encountered some delays in data collection in 2020 due to non-responsiveness of stakeholders as a result of COVID-19. This work was scheduled to be completed circa. June 2021 and at the time of evaluation it was incomplete. A series of 16 good practices were documented by garment sector stakeholders. Additional guides are being added as they are identified, the most recent being examples of women leaders in the sector advancing environmentally, socially, and financially responsible businesses. Activity 2.1.5, which includes dissemination of good gender practices within high-level policy discussions (e.g. at an ILO Asia-Pacific Regional Meeting), has been postponed due to COVID-19. Other options for this activity are being developed but details were not articulated in any reporting at the time of this evaluation. Activity 2.1.6, which includes the development of policy and the conducting of policy advocacy, was initially considered to be integrated into a 'toolkit' and used at country level for social dialogue activities in close collaboration with Outcome 1. However, this strategy (renamed a Regional Roadmap) has been published as consultation document independently of Outcome 1. Activity 2.1.7 is being supported by the regional ILO office communication channels until the KSP is fully operational.

Output 2.2: *A tripartite regional leadership programme and network for female industry leaders is established, with capacity to engage in tripartite policy dialogue to support gender equality across the garment sector*

Activities 2.2.1, 2.2.2 and 2.2.3 are largely complete. The Women's Leadership Programme (WLP), which previously planned to deliver this programme as in-person (classroom) training, was repurposed for online delivery in 2020 and early 2021 (a necessary adaptation due to pandemic travel restrictions).

A Gender Task Force has been created and a women's leadership training programme developed, both in consultation with Better Work, ACTRAV and ACTEMP and after looking at other programmes to identify its value-add as a programme that brings workers and employers together. At the onset, this programme was meant to gather women leaders in the sector to further their leadership capacity, but it was advised by Gender Task Force constituents to orient it for 'emerging leaders' instead (in Myanmar, Indonesia, Vietnam and Cambodia). The programme and its members were approved through official ILO channels (i.e. with official worker and employer nominations) and the training programme (Phase I) was organised in

collaboration with ILO's International Training Centre (ITC-Turin). Initially seventeen participants engaged in the five interactive modules developed under the Project, and were scheduled over a two month time period. Thirteen participants created action plans, which they are now working with to implement over the next six months alongside a coach (six coaching sessions, one per month). The five webinars for the programme were open to the public, and an average of 300 participants registered per webinar (a total of 1,521 across the whole series). These were completed at the end of 2020. Phase II commenced with reviewing the participants' action plans, and then some technical sessions were provided, along with monthly coaching by country using local languages where required. The learning modules were rendered in local language and now are being integrated into modular, interactive, self-learning modules that can be further utilised by future participants. Identifying means to further disseminate these modules is now being undertaken, including making them available through the KSP in Vietnamese, Bahasa, Khmer and Myanmar languages.

Providing follow-up development / mentoring support to members is ongoing under activity 2.2.4 and, whilst engagement at country level may be sustained, it is unlikely that there will be an alumni emerging as originally envisaged due to COVID. Various knowledge products are shared, tying their action plans into the Regional Roadmap. It is planned to disseminate such knowledge products *as per* activity 2.2.5 via the KSP once this becomes operational.

Activity 2.2.6 is to facilitate longer term (online) exchange and knowledge sharing among the members (potentially via an online alumni network) and 2.2.7. Document and systematically disseminate key outcomes and lessons learned from the programme (e.g. on the KSP, when available) are still work in progress

Output 2.3: *A Regional Gender Taskforce established, comprising industry partners and experts and aimed at promoting gender equality across the sector*

There were delays in completing activity 2.3.1, which included identifying and establishing a gender taskforce, and the original Work Plan predicted prospective members being able to agree / confirm their acceptance earlier than actually achieved.

However, the Taskforce has been launched (Activity 2.3.2) and it meets quarterly, or more frequently if needed. Minutes of their meetings are documented. The task force membership was increased in 2020 based on feedback from and recommendations of its members. There are now 10 members on the taskforce and they have contributed to the development of the Regional Roadmap. Activity 2.3.3 (collaborative opportunities and support gender campaigns) is still in progress. A concept note was established and discussed with Better Work, and it included GIZ as a possible partner. Within activity 2.2.3 Cambodia has been identified as the main target, with Vietnam being another possibility. The aim will be to build on the taskforce's efforts and to rollout guidelines developed with Better Work and the Cooperative for Assistance ad Relief Everywhere (CARE) in Cambodia, with an initial aim of addressing Gender Based Violence (GBV). GAP was a possible brand to be engaged but at the time of writing little progress had been made. In addition the DWGSC partnered on a series of five webinars with GIZ, which was aimed at expanding the outreach of the Project and, under Activity 2.3.4, all knowledge is planned to be shared on the KSP including ILO project and website channels. Currently this is work in progress.

The Technical Lead for this Outcome 2 is confident that despite the restrictions encountered with the Covid pandemic and the coup d'état in Myanmar all activities will be completed by the project end date of 14th January 2022

5.3.3 Progress Towards Outcome 3: Employer and Business Member Organizations (EBMOs), Workers' Organizations and Other Industry Actors will have Better Knowledge and Capacity to Enhance Factory Productivity, Competitiveness and Working Conditions, in a Gender and Environmentally Responsive Manner

This outcome has largely kept to schedule on the development of tools and training. Some delays have been encountered with implementing pilot projects in the chosen countries of Bangladesh and Cambodia due to the COVID-19 pandemic, but these in-factory interventions are slowly starting up again and the Technical Lead for Outcome 3 is confident all planned activities being completed within the Project timeframe. There are two activity streams and these are discussed below:

Output 3.1: *Training tools piloted in 3 countries through EBMOs, workers' organizations and other industry partners, focusing on lower tier suppliers*

Activities 3.1.1 through to 3.1.4 are largely complete, with the exception of some translations. Activity 3.1.5, which delivers training pilots and document results, is in progress. External partners have been identified and were contracted in 2020, and pilot testing with a small group of factories in Bangladesh and Cambodia has started with limited application. Operating restrictions necessary due to COVID have slowed progress, but a number (to be determined) of factories will enrol in a minimum of 6 sessions as part of a continuous improvement process which will be facilitated and monitored by the ILO and external partners. Pilot results will be documented and published (Q3 2021), together with a reflection workshop being organised in each country to discuss the next steps. The Bangladesh Garment Manufacturers and Exporters Association (BGMEA), Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA), Garment Manufacturers Association in Cambodia (GMAC), and the Cambodian Garment Training Institute (CGTI) are current EBMO partners. VoIP interviews with several of the above indicate a low awareness of the overall DWGSC Project but it is noted that Activity 3.1.7, which is a roll out of the training with three partner countries, is still in progress. Activity 3.1.8 is to organise a workshop with the Better Work Academy (BWA) partners, and consultations have taken place with the BWA regarding a tentative date for it to be held. There is also now a proposal to conduct a workshop in Q3 / Q4 2021 to present the pilot results. As part of Activity 3.19, the results of the pilot phase are being documented and shared with key audiences throughout 2021. These include a short report written by Thammasat University on the materials testing phase (conducted in Bangkok in 2019 and Q4 2020 - Q1 2021). This outcome also produced six COVID-19 business resilience guides in 2020 (an activity added as a result of the pandemic). Some activities planned for knowledge sharing have been delayed due to COVID and Activity 3.1.10, which is to pilot a recognition scheme in selected countries through EBMOs, workers' organizations and others, is currently delayed due to this.

Activity 3.1.6 is to establish an M&E system to ensure quality training delivery and impact. At the time of writing, this is still work in progress.

Output 3.2: *A body of industry-specific knowledge and good practices on productivity, competitiveness and working conditions is developed and shared systematically (e.g. through a regional knowledge platform)*

Activity 3.2.1 is to produce thematic briefs and case studies on productivity, competitiveness and Decent Work. Currently this is work in progress and, to date, one working paper 'Securing the Competitiveness of Asia's Garment Sector: A Framework for Enhancing Factory-Level Productivity' was written and published in Dec 2019. In addition, there were 2 COVID-19 papers written and published in April and August 2020. Two case studies that focused on factory pilot results in Bangladesh and Cambodia are scheduled to be produced in August 2021 but, given the delays, due largely to COVID, in starting and implementing these pilots, the results of these case studies are also likely to be delayed.

Activity 3.2.3 involves producing a research paper (mapping study) on scaling-up training and capacity building activities to enhance the productivity and competitiveness of global supply chains in the garment sector and its contributions to Decent Work. This has been completed.

Activity 3.2.3 is to produce an evaluation report on the potential for large-scale distribution of activity-based learning programmes (for productivity and working conditions) in the garment sector, and will be completed towards the end of the Project. This will ensure that all activities conducted by the Project are considered, and lessons learned and are incorporated.

Activity 3.2.4 is concerned with producing knowledge product(s) explaining the linkages between productivity and competitiveness, Decent Work, and technological change / innovation in the garment industry. It is currently being reviewed by the Project Management Team as there could be a high risk of duplicating work currently being undertaken by others (e.g. Better Work).

The Technical Lead for this Outcome 3 is confident that despite the restrictions encountered with the Covid pandemic and the coup d'état in Myanmar all activities will be completed by the project end date of 14th January 2022

5.3.4 Progress towards Outcome 4: Industry Stakeholders Can More Effectively Apply Knowledge and Tools to Promote Environmental Sustainability Across the Sector

COVID related delays at Country level engagement have put some parts of this outcome behind schedule. However, discussions with the Technical Lead for Outcome 4 is optimistic in terms of completing all planned activities within the timeframe of the Project. There are four outputs, and the associated activities are discussed below:

Output 4.1*: Gaps / weaknesses in national environmental regulation identified and country level good practices developed (selected countries)*

Activity 4.1.1 continues to be work in progress largely due to it is a supervisory and support role for partners, and some support for scoping missions was postponed due to COVID. Activity 4.1.2, which is to develop and pilot capacity building / learning resources with accompanying rollout guidance, is partly completed. However, the workshops that were designed as part of it were postponed due to COVID. They have been re-scheduled for 2021 and are likely to be undertaken virtually. A similar position relates to Activity 4.1.3, where it was intended to conduct some facilitated policy experiments but, again due to COVID-19 restrictions, this will be re-designed as an online policy development workshop.

Output 4.2: *Regional knowledge on eco-innovation and greener production in the garment industry developed*

Activity 4.2.1, which was to undertake a stock-take of resources and research on eco-innovation, has been completed. Activities 4.2.2 and 4.2.3 relate to the development of a Delphi Study, but COVID has prevented travel and it was redesigned with an online methodology. This is now planned to be completed in August 2021. Little progress has been made on Activities 4.2.4 and 4.2.5 concern the design of industry-facing workshops with best practices on eco-innovation that is based on the Delphi Study, along with other research including developing best practice case studies. They require significant inputs from the Delphi Study, which has yet to be finalised Activity. 4.2.6 concerns advocacy and knowledge sharing workshops on eco-innovation, and requires other outcome areas to co-organize as part of the KSP and Outcome 5 (integration). These should be organised in the fall. A workshop with private sector to be organized in collaboration with GIZ was cancelled by GIZ. Activity 4.2.7 will make research findings and knowledge products available systematically on the KSP once this becomes operational.

Output 4.3: *Industry-relevant guidance and support provided to help manufacturers understand and apply Environment and Decent Work principles in the workplace, and help inform future advisory and compliance tools*

Activity 4.3.1 has been completed. Activity 4.3.2, which relates to convening stakeholder focus groups to assess advisory needs (*vis-à-vis* Environment and Decent Work), is delayed but scheduled to be finalised in June 2021. Activity 4.3.3 is to develop thematic guidance and capacity building. This is also delayed as it relies on the deliverables from Activities 4.2.4 and 4.3.2.

Output 4.4: *Just Transition guidance for the garment sector developed, including analysis and options for future priorities and activities*

Activity 4.4.1 relates to the recruitment and development of a work plan for Just a Transition Consultant and has been completed. Activity 4.4.2 is also complete with the establishment and ongoing co-ordination of the Textile Eco-innovation Research Network (TERN) with collaborators and partners. Activities 4.4.3 and 4.4.4 are ongoing, and the development of a Just Transition policy brief for the garment sector (with related communications materials) is being produced. This will be finally edited and published with TERN partners. This is currently work in progress. Activity 4.4.5 is ongoing after the recruitment of two Doctor of Philosophy (PhD) students who are being supervised in their research into environmental sustainability in the garment sector by the Institute for Sustainable Futures and with inputs from the Technical Lead for Outcome 4. Activity 4.4.6 is in progress, with a 'Just Transition Webinar series: Strategic Country Dialogues / Consultations (Myanmar, Cambodia, Vietnam, and Indonesia on Environmental Sustainability Actions Plans for the Garment Supply Chains Recovery' currently being developed. A five-part 'Just Transition Discussion Series' is being developed as an outcome of the Gender Taskforce and TERN joint webinar in May 2020. One webinar was completed in 2020, and four more will follow in 2021.

The Technical Lead for this Outcome 4 is confident that despite the restrictions encountered with the Covid pandemic and the coup d'état in Myanmar all activities will be completed by the project end date of 14th January 2022

5.3.5 Progress Towards Outcome 5: Project Integration and Effectiveness Underpinned by (i) Systematic Regional Knowledge Sharing, and (ii) Clear Standards, Guidelines and Action to Mainstream Gender and Environmental Sustainability

This outcome is behind schedule, but discussions with the Project Management Team indicate confidence in the KSP being launched in August 2021, thus completing a key element for other outcomes in terms of knowledge dissemination and sharing.

Output 5.1: *Regional Knowledge Sharing Platform supporting all project outcomes is operational and promoted, with content available in local languages*

Activity 5.1.1, to conduct scoping study into the feasibility and design possibilities for a regional KSP, has been completed. This provided advice on Activity 5.1.2 which was to define a long-term governance and sustainability structure for the KSP. At the time of this evaluation, the KSP is under ILO-GIZ co-management until Q1 2022, when the DWGSC project is scheduled to wind down. In 2021, ILO and GIZ will conduct further scoping and outreach to secure an agreed sustainability partner who will manage the platform in the long run, but in the meantime, GIZ has indicated its preparedness to continue maintaining the platform until at least the end of 2022 (even without the DWGSC project). This is considered a risk for the Project –and the ILO more generally- as without a sustainability partner the KSP will effectively become the property of GIZ. Activity 5.1.3 is to develop user guidelines for the KSP (including user permissions and uploading protocols) and standard templates for content categories. This is complete but remains a living document subject to ongoing improvement and updates. Activity 5.1.4 is to test launch a KSP prototype. This is nearly completed and a launch is planned for August 2021. Activity 5.1.5 is to make technical upgrades and modifications to the KSP (based on testing and feedback), and is awaiting the KSP being launched. Activity 5.1.6 is to devise and roll out a communications and outreach plan, to engage, grow and retain the KSP user base and that they are all interconnected. This is still in progress at the time of this mid-term evaluation. An official launch of the platform is planned for 11th August 2021.[14]

Activity 5.1.7 is to convene two regional knowledge sharing workshops to discuss selected thematic topics (linked to thematic outcomes and the KSP). This is behind schedule but will be conducted in the second half of 2021, following the August launch of the platform.

Output 5.2: *Sustainable project management and governance structure established to ensure transparent and effective delivery and oversight*

Activities 5.2.1 to 5.2.3 are related to providing a sustainable project management and governance structure established to ensure transparent and effective delivery and oversight. The evaluator finds that these should not be classed as a Project output but rather they should be part of the administrative and backstopping services provided by the overall Project management.

Output 5.3: *Forums for regional dialogue, exchange and advocacy are created to support industry partners to understand and give effect to project goals*

Activity 5.3.1 is to hold two regional stakeholder meetings: (i) a regional flagship event (this was originally scheduled for 2020 but was rescheduled for 2021, under advice from ILO headquarters and the Regional Office for Asia and the Pacific), and (ii) a co-organized session at the OECD Due Diligence forum (completed February 2021), and to identify opportunities to participate in other relevant industry events in 2021 (COVID has disrupted this activity but it is scheduled to be completed in December 2021).

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[14] The platform was launched on 11 August 2021, after the completion of this report.

Output 5.4: *Standards and guidelines for measurable and sustainable mainstreaming of gender and environmental sustainability are applied across the Project*

Activity 5.4.1 is to devise operational procedures and quality and monitoring provisions for Project-wide gender and environmental mainstreaming. This has been completed. Activity 5.4.2, to develop Gender and Just Transition Guidelines, remains active and operational.

5.3.6   Additional Work

A number of additional activities were introduced as part of a package of project responses to the COVID-19 pandemic. These included co-hosting a 4-part webinar series on 'getting through the crisis together' as part of the Asian Dialogues on Sustainability series with GIZ; a two-part study into the supply chain impacts of the pandemic and the future of the industry in Asia, in collaboration with the ILO Regional Economic and Social Analysis Unit (RESA), Better Work and Cornell University (Part A and Part B were released in October 2020 and August 2021, respectively); a brief on the "Gendered impacts of COVID-19 on the garment sector' (also with Better Work); and a webinar on "Investing in the post COVID–19 garment sector in Asia: How should gender and environment be integrated for decent work". At the time of evaluation a working paper 'Opportunities for a Just Transition to environmental sustainability and Covid-19 recovery in the textile and garment sector in Asia' is in development.

5.3.7   Issues which Impact, or Have Impacted on Implementation

The Project commenced full operations later than planned, and it was not until August 2019 that the full project team was present and available to work. This put pressure on the Project management, and whilst the Team did respond well to those early challenges, this created a number of inevitable delays in project planning and implementation. It also reduced the period in which the project was able to operate free of pandemic related conditions to around 6 months.

A number of unforeseen events have been encountered during Project implementation, the most significant and disruptive of which is the global COVID-19 pandemic. This has affected the Project, Project Partners, and Project stakeholders. Whilst some activities were able to continue and operate, those that required travel, and / or face-to-face meetings, were seriously impacted and had to be delayed, cancelled, rescheduled or eventually redesigned. Engaging with Project tripartite partners proved extremely challenging, particularly for Outcome 1, and similar problems are still being experienced by all elements of the Project. This is evidenced in the Project Reports, changes made to the Project Work Plan and feedback from respondents during the evaluation interviews. The Project Management Team has been very adaptive in dealing with their responses and early in the pandemic they produced a situation and planning report entitled "COVID-19 Project Review: Responses, Reorientation, and the New Normal". This report outlined a new Work Plan that reflected changes to be made to the delivery of activities. It is clear that the proposed changes were approved and welcomed by all parties and, despite variation in some national contexts in coping with the pandemic, there continues to be a strong consensus for the need of regional unity, harmony, and knowledge exchange within the Asian garment sector.

It was considered that the timing and phasing of the Work Plan was negatively impacted by not having agreed Project Partners at the start of the Project, and it would have been more efficient and effective if partners with the same ideals and synergies to those being developed by the Project and who wanted to be involved and committed, could have been agreed at Project design. As the Project had to find partners

during the Implementation Phase, it would have been more effective and efficient to create a work stream within each outcome for this.

Lastly, political disruption in Myanmar caused by the coup d'état created delays and led to the eventual suspension of work there. This created some lost time and budget.

5.4 Efficiency

5.4.1 Management

The ILO has strong technical expertise and its knowledge and vision for implementing the DWGSC Project provide efficiencies that are acquired through their ability to have access to many examples of best practice from an international perspective, and tested guidance and tools that can be tailored to local circumstances. This gives it a significant advantage over other potential implementing partners. However, the project's management structure, comprising a Project Manager with one administrative support staff, and technical specialists leading the outcome components (but who are not dedicated *full time* to the project), has created some challenges. Whilst it is understood from conversations with relevant ILO staff that there is a strong element of "In-Kind" contribution from the ILO in terms of the inputs provided by these ILO staff specialists, and this represents a clear value-add for the project (in terms of access to expertise and potential sustainability of outcomes beyond the project lifecycle), this is not clearly defined either in the ILO-Sida agreement or Project Document and budget(s).

Some evaluation respondents reported difficulties with structured and consistent reporting, as well as complexities created by a project team that comprises both *direct* project staff (i.e. the project manager and project assistant) *and* senior ILO officials who lend varying amounts of time and technical inputs to the project (whilst also reporting to other ILO units / departments outside of the project). With multiple project pillars and multiple outcome leads, each with their own systems and methods, some respondents noted that project coordination appears to have been challenging. Despite these difficulties, nevertheless, respondents were on the whole complementary about the project team's efforts to ensure effective coordination in project implementation.

5.4.2 Efficiency of Delivery Project Activities

The Project has followed a rational approach and set out a clear implementation plan early in the Project. However, as reported under Effectiveness, the COVID pandemic and the coup d'état has caused major disruption and overall efficiency of Project implementation has suffered. Notwithstanding this, the Project management has been very adaptive and it was able to respond quickly and provide important COVID related advice to the garment sector in its countries of operation. Current reporting and monitoring systems make it difficult for the evaluator to assess the full impact of delays caused by COVID-19 and, at this review stage, some activities are clearly behind schedule. Despite these difficulties, the Technical Leads for each Outcome (except Outcome 1) have expressed that all activities will be delivered by the end of the Project in January 2022. It is noted that, whilst most of the knowledge related outputs and some of the dialogue activities could be completed using online methods, capacity building and training that requires country level work (e.g. the Factory Improvement Toolset (FIT) and Environmental and Decent Work principles) require factory level interventions. Due to COVID-19, these have either been significantly delayed or not started. Therefore, in the remaining time frame of the Project, the evaluator considers that these factory level interventions are unlikely to be completed, particularly if the pandemic continues to prevent social interaction and in-person delivery (which is preferred by many industry stakeholders).

5.4.3 Monitoring and Evaluation

The Project Document expressed that a detailed M&E plan would be developed during the Inception Phase, and that this would further elaborate on the specifics of the M&E framework. This framework was developed (with the support of an experienced M&E consultant), but it has not been utilised since, creating difficulties in evaluating outcome level progress. A review of the M&E framework shows that it is linked to the Theory of Change, and expresses how the Project will impact on the relevant areas but, like the general M&E monitoring tool, there is a lack of *specific* indicators (i.e. ones that follow the SMART methodology: Specific, Measurable, Achievable, Relevant and Time-bound), and it is a challenge to grasp how outputs and interventions link and build upon one another towards medium to long-term impacts. It is noted that Outcome 3 uses a digital evaluation tool, "Qualtrics", for their factory level FIT programme. This supports but lies outside of the main (project-wide) M&E framework. Tools of this nature are not used for other Outcomes of the Project.

There are significant differences between the original and revised Logical Framework approved in the inception phase, and whilst it is recognised that the latter is the final accepted document, there is no narrative on how this might affect the budget or timeline for implementation (possibly because the remit provided to the project management was to revise the document *within* the parameters of the existing budget and timeline, which were already approved). Such significant changes from the original Logical Framework mshould have triggered a contract amendment process or an *aide-memoire* detailing the changes and deviations.

5.4.4   Use of Financial and Technical Resources

Table 4 shows the current position of Project finances, including commitments to the end of 2021. There appears to be a considerable under-spend of approximately USD 776.000, and this is partly due to the reduction in travelling and face-to-face activities which have been prevented by COVID-19 compliance requirements. Additionally the underperformance of Outcome 1 will have also created an under spend.

Table 4: DWGSC Project Budget and Spending Update

DWGSC PROJECT		
Budget and Spending Update, as of 12 July 2021 (USD)		
Outcome	2021	2022
1 - Industrial relations	225,000.00	317,715.61
2 - Gender equality	296,000.00	153,453.84
3 - Productivity	260,587.52	46,000.00
4 - Environmental sustainability	236,295.00	21,698.88
5 – Project Integration and KSP	150,000.000	33,452.50
Sub-Total Outcomes 1 - 5	**1,167,882.52**	**572,320.83**
Project Management and Oversight	315,500.00	85,600
Programme Support Costs and Provision for cost increase	267,010.00	118,427.00
Total Project Level	**1,750,392.52**	**776,347.83**

Data taken from DWGSC Project Budget Report

Given that the Project is scheduled to end in January 2022, the reported reallocation of funds for 2022, as shown in the above table, is considered unrealistic in terms of activity and spends for what would only be one remaining month of the Project. However, this sum could represent a potential source of programmable funds should a Project extension be approved by the donor.

5.4.5 Partnerships and Cooperation

The Project has been able to mobilise technical experts and consultants where needed for research and implementation activities, and experts are often sourced through the ILO database contains many qualified personnel. The Project has also been successful at leveraging additional technical resources through partnership agreements with several organizations. In particular, the wide-ranging agreement with GIZ has enabled technical collaborations and resource pooling across a number of key work streams, most notably the co-development of the Asia Garment Hub (knowledge sharing platform, KSP). As noted by the Project's GIZ counterpart (in the evaluation interview), this partnership is a good example interagency cooperation, coordination, and aid effectiveness which could inform future interventions of a similar nature.

Another key partnership is with the Institute of Sustainable Futures (ISF) at the University of Technology, Sydney, which has been engaged since early in the project to lead the implementation of Outcome 4 on environmental sustainability –a role which comprises development of new industry-relevant knowledge and tools on the Just Transition in the sector, as well as the supervision of two PhD students delivering related research for the project. One of the PhD students will be fully funded by the University of Technology as a contribution to the Project.

The DWGSC Project has also worked very closely with the ILO's Better Work programme in various aspects of project implementation, including the production of both thematic and cross-cutting regional knowledge products and the design and testing of factory-facing productivity tools. Some limited strategic and operational relationships have been developed with EBMOs in Cambodia and Bangladesh (Bangladesh Garment Manufacturers and Exporters Association, Bangladesh Knitwear Manufacturers and Exporters Association, Garment Manufacturing Association Cambodia, and Bangladesh Employers Association). Some difficulties in communication with and response from these organizations were inevitable during the early months of the pandemic as their attention was almost solely focussed on crisis management and business continuity of their members and the industry at large.

Other partnerships were foreseen in the Project Document, such as with PAGE (the UN Partnership for Action on the Green Economy, including UN Environment), United Nations Industrial Development Organization (UNIDO), United Nations Institute for Training and Research (UNITAR), ILO, and United Nations Development Programme (UNDP) and this partnership is progressing well. Planned cooperation with the ITC Turin to jointly design a unique leadership programme for emerging female leaders from across the sector in Asia resulted in producing a five modular online training programmes, a corresponding five-part webinar series and tailored appropriate action plans. In addition, collaboration was to be established with the United Nations Framework Convention on Climate Change (UNFCCC) as part of the ongoing ILO-UNFCCC Memorandum of Understanding (MoU). These partnerships were to connect the Project with broader ongoing international initiatives; these collaborations are progressing within the framework of SECTOR involvement with the Sustainable Fashion Alliance and the Fashion Charter. The evaluation found that engaging with these partnerships has been difficult largely due to the COVID pandemic, but there is evidence of cooperation largely via workshop delivery. It is also noted that, whilst there is a formal agreement to work with GIZ, no evidence was found of any other formal arrangement with partners (e.g. MoUs, cooperation agreements).

It was envisaged that the Project would be able to engage with apparel Brands to validate and support the work of the DWGSC Project, but this has had mixed results; for example the engagement through PAGE with brands through the engagement with CNTAC (China) or the engagement with H&M as part of the Fashion Industry Charter for Climate Action. With the exception of an early good dialogue with the Hennes & Mauritz (H&M) brand, and a recent engagement with Dick's Sporting Goods regarding the FIT tools for some or their factories in China, engaging with other brands and retailers has been difficult.

5.4.6 Reporting

Project reporting follows the structure, rules and standards set out by the ILO for technical cooperation projects, and has been officially approved and accepted by Sida. As laid out in the official ILO-Sida Agreement, the Project has delivered annual technical progress reports (TPRs) at the end of 2019 and 2020, and will do so again at the end of 2021. In addition, it has also provided additional discretionary progress reports of a shorter and less formal nature to the donor on an ad hoc basis.

At the same time, with current reporting mostly focused on documenting activities undertaken within each reporting period (using a combination of performance metrics and written narratives), there are opportunities to strengthen the way the project reports results and progress through improvements to and use of the existing M&E Framework. Future reports would benefit from a clearer articulation of how completed activities impact on desired outcomes in the work plan, with reference to appropriate and specific result indicators. Although not required under the current agreement, more frequent progress reporting (for example twice a year) would be beneficial to strengthen accountability and progress tracking across the different project dimensions. Reporting would also benefit from a section describing work to be carried out in the next reporting period, together with an annex documenting all outputs and achievements to date (for reader convenience).

5.5 Impact

Progress towards delivering comprehensive and tangible impact are currently considered work in progress, with few of the Project's core products being widely available to industry stakeholders in Asia. Outcome 3 (Productivity) provides the most tangible current indicator of project impact, and this is currently being implemented as a pilot project with selected factories in Bangladesh and Cambodia.

The Project has not made full use of the M&E tools which were developed early in the inception phase (and subsequently improved in early 2020) to assess feedback or gender balanced participation. Some outcomes have basic data on attendances (including data disaggregated by sex and organizational affiliation), but overall reporting is limited and ad hoc. Templates such as those for event monitoring and effectiveness of taskforce and working group meetings, for example, have remained unutilised by the project. Given the changed delivery timeline for many of the planned activities, feedback from these evaluations could have been useful to inform future sessions. Outcome 3 uses a different M&E system ("Qualtrics") which may support but is not integrated into the overall Project M&E framework.

There is genuine interest expressed by some EBMOs in particular, and a general acknowledgement that the work of the DWGSC Project is important for the region. However, most respondents from this group lacked specific or detailed knowledge of the Project, or the impact it may have for the industry or their situation.

Owing to limited collection and availability of data, substantive (objective) evaluations of change –at enterprise, country or regional level- are not currently possible. This challenge is also partly attributable to technical challenges, including the late establishment of some M&E metrics, the absence of some baseline data, and difficulties in measuring capacity improvement efforts. Moreover, a number of KPIs set out in the

M&E framework appear to be beyond the project's level or capacity to influence, or in any case very difficult to measure in terms of attribution to the project. It does not appear possible, for example, to quantify impact in terms of the number of new improved IR policies, laws, and changes to regulation (as a result of the project). Given the aforementioned delays to work plan implementation, it is also not currently possible to know how many factories will eventually adopt new polices or guidelines on gender equality or environmental sustainability.

Some indicators of potential impact do exist, notably in certain capacity-building initiatives delivered within Outcome 3 (Productivity), under the piloting of the Factory Improvement Toolset (FIT). Intrinsic to the implementation modality (for the FIT) is the requirement that each factory's collects baseline and end-line data, in order to effectively measure impact. Such data was not however available at the time of evaluation. Additionally capacity building under Outcome 2 for the Women Leadership Programme has some limited evaluation data; however this is still work in progress.

Whilst it is important to be able to measure the impact of Project activities, it is recognised that many of the completed knowledge products have yet to be widely disseminated to the industry via the planned mechanisms (workshops, conferences, capacity building, and training etc.) due to pandemic-induced restrictions. As such, impact is likely to be relatively low at this stage of the Project, but with further potential going forward (if time allows). Supporting the ILO's wider Call to Action and Build Back Better Agenda in the garment sector, the project designed and delivered a package of resources to help constituents and stakeholders navigate the crisis and mitigate risks (for example through new data and insight and business resilience tools).

5.6 Sustainability

Given the low level of implementation and low engagement with some key tripartite partners, particularly those within the EBMOs (e.g. BGMEA, BKMEA, and GMAC), then sustainability at this point in time is difficult to evaluate. Project Partners are vital for ongoing sustainability, but it is clear that the pandemic has reduced both their capacity and, in some cases, commitment to support the Project. This is understandable as, in the early part of the pandemic, they were, and in some cases still are, facing an existential crisis. Discussions with several employers' and workers' organizations indicated that they have a low level of knowledge of the Project detail and were not able to articulate the key advantages. Nevertheless, they were supportive of the overall Project objectives, once they were reminded of what they were. Having greater opportunities for dialogue at a national level might have helped create better synergies in this regard. However, given the difficulty of utilising ILO country staff, which may have helped build stakeholder ownership of Project outputs, this has also impacted negatively on sustainability prospects.

There little evidence of substantial engagement with national governments, and indeed this seems has not been a major priority of the project to date. However, there is a need for policymakers to be better informed of the work of the DWGSC Project if it is to contribute to potential changes to the overall policy environment for decent work in the sector (which would stand as a key measure of project impact and sustainability).

Funding for ongoing activities by the Project Partners is likely to create sustainability issues, as a consistent theme mentioned by many respondents was that the Project would have been unlikely to have taken place without Sida funding, and that the Project Partners will not have resources to continue activities after the Project ends.

A positive contribution to sustainability will be the implementation of the KSP (now launched as the *Asia Garment Hub*), as this will be available for all stakeholders and encourage ongoing dialogue, sharing, innovation, and uptake of good practices across the industry. The KSP is intended as a single entry point for industry actors in Asia to access high quality tools and resources –from the Project, the ILO, and beyond- to help drive sustainability and decent work outcomes in the garment supply chain.

Until there is more evidence from the M&E system on the success of each outcome, including feedback from the EBMOs, then it is difficult to further evaluate sustainability.

5.7   Cross-Cutting Issues

The DWGSC Project has a clear mandate to improve gender equality and environmental sustainability - two areas that are normally considered cross-cutting in many development projects. Respondents in the VoIP interviews were positive about the work being undertaken in these two areas, but the online questionnaire was less positive and indicated a less than favourable response to the Project's approach towards concerns of non-discrimination.

Other cross-cutting areas, such as communication and Project visibility, have been dealt with as part of Project management activities. Visibility has been enhanced by the Project making excellent use of Facebook, WhatsApp, and other social media channels to provide information on activities.

A Communications Plan has been developed which clearly lays out methods of informing donors, partners, and beneficiaries. This was reviewed and updated in January 2021. Respondents in this evaluation were very aware of the Project at a macro level and, depending on their level of involvement, but few had detailed information on activities and outcomes.

All media awareness is clearly identified with the Project, and all media applications are clearly identified and visible as an ILO project.

6.0 CONCLUSIONS

The following narrative provides the conclusions of the evaluation, which draw from and are based on the findings above.

6.1   Relevance

The Project was relevant at the time of design, and it remains equally so today. It has responded well, and has adapted, to the changing environment, particularly regarding conditions created by COVID-19. The Project strongly supports the ILO Decent Work Agenda. It attempts to provide some solutions to the problems in the Asian region which are related to poor industrial relations and workers' rights, improvement and advancement of gender equality, and improvements at enterprise level, including productivity. A strong contribution towards solving these problems is inherent in this Project, and it is increasingly relevant during the global pandemic when standards have a probability of falling as enterprises seek to retain profits and face existential threats.

The Project is playing an important role in the development of garment supply chains across the region, particularly practical contributions at firm level (e.g. through collaboration with the Better Work programme and implementation of the FIT tools).

Aspects of Project relevance (and effectiveness) may have been weakened by elements in its overall design, including the project management structure and limited in-country support by ILO staff (which has created inefficiencies, particularly with outreach to implementing partners); its regional focus, which some respondents felt has limited the project's ability to address specific national needs; and the lack of committed implementation partners at the Project design stage, which created additional work for the Project Management Team in securing the agreement of partners to participate in and take ownership of key work areas.[15]   Moreover, given travel restrictions and distractions due to the pandemic, many collaboration partners still have relatively low awareness of the DWGSC Project, and are not heavily invested in it. This is evidenced by several respondent interviews in which the evaluator had to explain what the DWGSC Project was trying to achieve.

6.2 Effectiveness

At the time of this evaluation, overall Project effectiveness to date been less than expected at the outset and launch of the project, with some areas failing to deliver or being significantly behind schedule . The global pandemic and political unrest in Myanmar in particular have significantly restricted progress and effectiveness in all operational areas, although the Project has responded well, adapting many formerly 'in-person' activities to alternative online formats. Nevertheless, overall effectiveness is considered low at this time due to the reduction in actually delivered outcomes. The lack of impact measurement tools to understand effectiveness of the activities undertaken has also hindered the evaluation process.

Outcome 1 plans that constituents and industry stakeholders will be better equipped to generate, apply, and share knowledge and good practices in Industrial Relations. This has been significantly impacted, and it is unlikely that it will deliver all its planned outputs within the remaining time frame of the Project.

Outcome 2 plans that gender equality in the garment sector in Asia will be increased through gender mainstreaming and evidence based policy advocacy. Work on this component, whilst it is delayed, is still on schedule to be completed before the Project end date in January 2022. Some concerns are expressed by

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[15] There was an assumption that constituent organizations in particular would work with the ILO, but not all organizations long-listed in the Project Document were suitable or viable partners in the end.

the fact that collaborative and capacity building events yet to be undertaken will face COVID related problems which will restrict their delivery.

Outcome 3 plans that EBMOs, workers' organizations, and other industry actors will have better knowledge and capacity to enhance factory productivity, competitiveness, and working conditions in a gender and environmentally responsive manner. Despite delays in being able to fully execute the pilot projects, most activities associated with this outcome are expected to be delivered before the end of the Project. Whilst momentum is being gained on delivering the pilot projects in factories targeted for Bangladesh and Cambodia, COVID related issues continue to restrict their implementation efficiency, but the Technical Lead for Outcome 3 is confident of completing all planned activities before the end of the Project. The FIT products developed under Outcome 3 have the potential to be value adding in terms of their portability to other countries where they can be used in the garment sector.[16]

Outcome 4 plans for Industry stakeholders to more effectively apply knowledge and tools to promote environmental sustainability across the sector. Whilst COVID related delays have put some activities in Outcome 4 behind schedule, discussions with the Technical Lead responsible for the deliverables of this outcome are positive and optimistic in terms of completing all planned activities before the end of the Project.

Outcome 5 plans that Project integration and effectiveness will be underpinned by (i) systematic regional knowledge sharing, and (ii) clear standards, guidelines and action to mainstream gender and environmental sustainability. Discussions with the Project Management Team indicate that the key deliverable, the KSP, will be available and launched in August 2021, thus allowing the knowledge tools and research to be made available at regional level.

Whilst there is a general optimism from the Technical Leads of Outcomes 2, 3 and 4 that they will complete all their activities before the end of the Project, the evaluator has some concerns about implementation of the pilot projects given that the COVID pandemic is still creating barriers in the region and indeed globally. Whilst much of the knowledge, toolkits and research is likely to have been completed within the Project timeframe, there will only be a short window of opportunity left to fully implement them, embed, assess their effectiveness, and to make improvements based on the results obtained. It is recognised that whilst a wide range of tools and resources have been delivered during the project to date, the remaining 6/7 months of the project is considered to be too short to allow for all activities and Outcomes to be successfully completed.

6.3   Efficiency

As discussed in Section 5.4 Efficiency, Project reporting is significantly focused on activities, with a need for greater articulation around how they contribute to output and outcome delivery. Greater focus needs to be placed on Project reports in terms of addressing expected results. Reporting needs to say how Project activities are contributing to Project results, or why their contribution is not happening. It is not currently possible to understand what effects the Project is having, or what results it is achieving, by reading the Progress Reports. Some constraints imposed by the management structure and the lack of ILO staff in target countries have also had a negative effect on Project efficiency, and COVID-19 has created an environment where working efficiency has been reduced due to travel restrictions and isolation. The annual Work Plan has had to be revised to deal with changes imposed by COVID, but the Project management has shown good resilience and adaptability in dealing with these difficult challenges.

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[16] The FIT tools are already being piloted through other (non-Project) funding sources in Pakistan and Jordan,

6.4   Impact

The project's goal to create tangible and measurable **impact** in the garment sector is considered a work in progress currently, as many work streams remain under implementation and relatively few of the project's core products or outputs (e.g. knowledge, tools and resources) are being utilized by industry stakeholders in the region.[1] Following earlier delays, planned pilot projects at factory level (e.g. under Outcome 3) have so far been rolled out only partially (although this is gathering pace at the time of writing), with no feedback available yet on their results or success.

Impact measurement is also hampered by the lack of available baseline data earlier in the project inception stage, as well as the late establishment of some M&E metrics, and difficulties in reaching truly accurate performance metrics to measure capacity improvement activities.

Project impact has not yet registered significantly with constituents or brands. Outcome 3 (Productivity) is more factory-oriented by design and has significant potential for impact at enterprise level, pending the results of a pilot programme (underway now following delays due to the pandemic). Other components are oriented towards industry and policy level change, which are often difficult to discern or achieve in what has been a relatively short time frame. Across the project, therefore, while longer term impact from project results may be likely, this cannot be accurately measured at the current time.

6.5   Sustainability

Given that implementation continues and is in some areas lagging, as well as the fact engagement with some key stakeholders has been constrained (by external conditions predominantly), then sustainability at this point in time is difficult to evaluate. Within this context, as well as considering the ongoing global pandemic, the evaluator is of the view that the timeframe for Project implementation has not been long enough to ensure sustainability.

The combination of a challenging operating environment, logistical complexities in delivering at the regional level, coupled with the relatively short Project timeframe (delayed at the beginning and then delayed due to the pandemic) are not conducive to sustainability of project activities, outputs or impact. Based on responses from the stakeholder interviews and online questionnaires, the evaluator concludes that, if funding ceases at the end of the current agreement, then activities implemented with and by Project partners are likely to cease with it.

To enhance the chances for sustainability, an extended time frame is recommended to ensure that all work that has been, and will be, completed has the opportunity to become utilised in the region, and that Project partners and stakeholders take longer term ownership of all the research, tools and knowledge that has been created under the Project.

7.0 THE CASE FOR A PROJECT EXTENSION

The evaluation indicates that more time would be needed for Project deliverables to be fully completed and effectively embedded at both a country and regional level –and with it, to improve long term sustainability of project impact. Although much of the Project's master work plan can likely still be delivered within the current project timeframe (as confirmed by three technical leads), much of the work is more limited in scale and ambition and as such less substantive than originally planned. A number of promising collaborations currently underway -including with Better Work and industry associations- remain works in progress and would need more time to complete to full effect. More generally, the regional knowledge agenda would also benefit from further, more concerted stakeholder engagement, to ensure stronger and more sustained buy-in and uptake of the associated tools, models and approaches.

Further awareness raising (of the Project) among tripartite constituents is necessary. As envisaged in the project design, the ILO's Better Work programme is a key entry point for large parts of the Project and without this collaboration, it is likely that the Project would have found it more difficult to secure either the space or visibility to operate in the industry, or the pathways for embedding and sustaining its core deliverables. Whilst key stakeholders and industry partners are largely aware of and support the Project, the evaluation has indicated that understandings are often superficial, with several respondents being unclear about the overall objectives of the Project. This needs to be strengthened and a project extension will allow the time for this to take place, particularly with national governments (with which project engagement has been limited to date).

In addition, further awareness-raising activities are needed with key global brands. These companies are key drivers of change when it comes to the future of decent work in the garment supply chain, as they can transform conditions through their ethical sourcing policies and supply chain practices globally (including in DWGSC Project countries in Asia). To date, a few brands *are* engaged collaboratively with the project, mostly in in areas linked to their direct work in supplier factories (for example, the work with Better Work and with the piloting of the FIT productivity tools). The evaluation indicates that several brands are supportive of the project and its core goals, but few are really aware of the overall Project objectives or the specifics of certain thematic outcomes. Further time for outreach and engagement would thus be beneficial in soliciting closer brand engagement and support in achieving project objectives.

Much of the testing and rollout factory and industry level resources (for example the FIT tools, Just Transition Toolkit, or Regional Gender Equality Roadmap) still need to be fully rolled out and assessed under robust monitoring and reporting systems. An extension will enable such provisions to be implemented and will provide valuable feedback on impact and sustainability.

The late start and orientation of the whole Project Management Team indicates that time was lost, and a Project extension would allow some activities to be strengthened. The budget under-spend, if re-allocated, could fund a short extension and allow previously scheduled outcomes to be fully completed, become more integrated with the Project Partners, and contribute to longer term impact and sustainability. Although the pandemic will continue to create risks for project efficiency and effectiveness under any possible extension (many countries in the region are still facing domestic and international travel restrictions), it is concluded that an extended project duration remains appropriate and necessary both due to the delays and disruptions to date and the significant time and resources that have already been invested in adapting implementation modalities for the current conditions.

The available budget for an extension is projected at approximately USD 776, 000. This figure is estimated from the projected underspend as shown in table 4 in section 5.4.4 This needs to be confirmed and then

reallocated to activities beyond January 2022 to determine the potential timescale that could be available based on activities still to be undertaken. It is estimated that this could support a minimum of six months up to a maximum of twelve months. Given the work required and the still existing Pandemic then twelve months would be more appropriate. A key factor in this calculation will be the amount of time the ILO can provide "In Kind". This needs carefully assessing and including in a revised budget.

8.0   RECOMMENDATIONS

The following recommendations are made and, where possible, should be implemented immediately to strengthen delivery of the Project and increase prospects for sustainability.

1   Extend the Project for a minimum of six months, and ideally up to twelve months, budget permitting.

2   Given the lack of progress of Outcome 1, it is recommended that all work is ceased and any work in progress is expedited to completion. The remaining budget should then be transferred to other Project activities.

3   If a Project extension is approved, then a revised Work Plan should be designed, including a clear time phased set of actions with SMART targets and revised budgets. The plan should clearly identify resources required (money and person days as well as any "In Kind" ILO resources) that directly relate to the outputs and outcomes. This will confirm the actual budget available for a possible Project extension (estimated currently to be circa USD 776.000).

4   The next Progress report should articulate in greater detail the connection between activities and their contribution to outputs and outcomes. Ahead of the end of year reporting cycle, it would be advisable to adjust the current (2021) Work Plan to include the period until the current end date of January 2022 (a further work plan would need to be developed for the entirety of 2022 if a project extension is granted).

5   To boost engagement of key tripartite constituents in key Project work streams at national level, it would be advantageous (for the Project) to advocate for closer engagement of ILO country offices and staff in supporting and strengthening project activities and stakeholder engagement. A clear Work Plan should be given to these offices together with an appropriate budget.

6   A new specific risk analysis should be undertaken to assess Project Partners and tripartite constituents' commitment and capacity in the context of the pandemic and other disruptions (e.g. political unrest in Myanmar). This risk assessment should also consider how much the pandemic will continue to disrupt the DWGSC project.

7   An awareness raising exercise should be undertaken at national and regional level to promote the work that the DWGSC Project is undertaking. This will help re-orient tripartite constituents and other stakeholders towards the Project, where their focus has been diverted due to the pandemic. Given the lack of involvement of governments to date, a special effort should be made to engage them, particularly in relation to the research and knowledge pieces that are being developed that could impact on national policies.

8   It is recommended that greater time and resources be dedicated to Project monitoring systems. Ensuring the theories of change are linked to the M&E system in both principle and practice would form a comprehensive approach to tracking progress towards impact. Quantifying results at the outcome level requires greater focus, along with the possible use of additional (but already available) evaluation templates and tools. It would be good for the Project to develop indicative verifiable stories of success which can be used as case studies to raise the visibility of its work across the region. Alongside the important job of developing knowledge products, it is critical to see how such products impact industry beneficiaries and lead towards Project outcomes and objectives. It is advisable that Project Partners should also be given a participatory role in the M&E system through consultation and sharing of information.

9   Currently the DWGSC Project does not have an exit strategy that identifies key sustainability partners to take established resources, tools and approaches forward in the industry. It is strongly recommended that such a strategy be developed within the next reporting period (assuming a project extension).

9.0   LESSONS LEARNED

One purpose of evaluations in the ILO is to improve project or programme performance and another is to promote organizational learning. Despite this evaluation being mid-term it has generated some lessons learned that can be applied elsewhere to improve performance, outcome, or impact of other projects or programmes.

1   It is important that all tripartite constituents and stakeholders are kept well informed about the DWGSC project and its progress, and that the time required for Project implementation is minimised. This is evidenced in the limited and superficial knowledge that some stakeholders have of the DWGSC Project, and the reported frustration of others at the lack of engagement and communication during the consultation period when the selection of countries for the Project was not clear.

2   Despite their supra-national focus, regional projects still require in-country support, and it is important that partnerships and collaborations with national ILO teams are built into overall project design and management provisions.

3   Having identified partners at the project design stage who are dedicated to cooperate will reduce management effort in the longer run. It will also likely lead to better achievement of the desired outputs and outcomes, and improved sustainability.

4   Given the shocks created by the global pandemic, a key lesson learned is that, for future programmes, donors and the ILO need to be adaptable and flexible to sudden changes, be able to reduce bureaucracy and allow redeployment of resources at short notice.

5   Whilst the DWGSC Project is a regional project, outputs need to be designed and implemented to closely reflect national local and evolving contexts and capacities, with a strong focus on beneficiary ownership and sustainability.

6   Monitoring and evaluation is important at all levels of project implementation, and needs to be part of all institutional capacity development to support partners and stakeholders. It needs to be designed at the project design stage and implemented consistently during project implementation.

7   Being able to connect with complementary programmes and form partnerships with relevant organizations, such as the Better Work and the GIZ FABRIC programmes, allow added value to be leveraged for all. Where possible, such partnerships should be integral in the project design.

8   Given the changes that have had to be made in the DWGSC Project to accommodate online communications, meetings, training events, and workshops as a result of the COVID-19 pandemic, there are key lessons which can be learned about what works well and what does not in various situations. One major advantage of increased online working has been the reduction in the cost of travel and accommodation. However, the quality of these online activities is still to be assessed and careful evaluation needs to take place if they are to be increased for future projects. Not all participants might be computer or technologically literate and isolation from other participants during learning / training events may in some cases reduce the effectiveness and impact normally associated with face-to-face meetings / events and larger formal and social gatherings.

10.0 ANNEXES

10.1 Annex I Logical Framework Revised at the Inception Phase

Overarching Development Objective: To contribute to improved working conditions and rights of women and men workers as well as improved productivity and environmental sustainability of the garment sector in Asia		
Specific Outcomes	**Expected Outputs**	**Activities**
Outcome 1: Constituents and industry stakeholders are better equipped to generate, apply and share knowledge and good practices in Industrial Relations	Output 1.1: Comparative research and analysis on key IR topics in the garment sector conducted and systematically disseminated	1.1.1 Design and launch comparative research into IR developments and initiatives in the sector in Asia (including annually selected topics aligned with the ILO Roadmap for the Program of Action on Global Supply Chains)
		1.1.2. Develop industry-relevant knowledge products showcasing applicable / replicable models for IR in the sector (based on research conducted under Outcome 1)
		1.1.3. Conduct Trade Union (TU) focused research in the sector, for example on: (a) IR institutions / processes from the TU perspective; (b) the effects of Global Framework Agreements (between multinational enterprises and union federations) and FOA protocols in global supply chains (e.g. in Indonesia)
		1.1.4. Undertake feasibility scoping for an industry labour compliance app for EBMOs; explore financing and development options where appropriate
		1.1.5. Translate and disseminate relevant research / knowledge products systematically e.g. on knowledge platform, at country level, through ILO projects, etc.
	Output 1.2: Industry-relevant training tools and policy advocacy on Industrial Relations compiled and systematically disseminated to constituents and stakeholders	1.2.1. Develop inventory of data and information on key topics such as (i) country performance vis-à-vis fundamental labour standards, and (ii) policy-oriented IR tools and research
		1.2.2. Create openings within ILO and industry networks to disseminate and promote research findings and knowledge tools (developed under Outcome 1)
		1.2.3. Provide technical support to development and piloting of factory level IR training tools (e.g. video learning series), in collaboration with Better Work and ILO-International Training Centre (ITC)
		1.2.4. Provide technical support to the development of a blended training course for employers on compliance and IR practices in the garment sector
		1.2.5. Co-organize regional policy dialogue or forum between unions and employers on IR issues; provide guidance and assistance for these partners to utilise new knowledge products (generated by the project
Outcome 2: Gender equality in the garment sector in Asia increased through gender mainstreaming and evidence-based policy advocacy	Output 2.1: A body of knowledge on 'what works' for the sector to close key gender gaps (on pay equity, workplace discrimination, harassment and violence, maternity protection, work and family life, and women's voice, representation and leadership) is developed and disseminated	2.1.1. Recruit a gender equality intern and / or consultant to help coordinate and conduct research and mainstreaming activities under Outcome 210
		2.1.2. Conduct stock-take and / or develop inventory of industry-relevant gender research and knowledge products. Develop ToRs for new research products11; issue calls for proposals or submissions where needed (e.g. for new research papers, case studies, policy briefs, and good practices)
		2.1.3. Identify and contract appropriate research partners; establish a peer-review committee and provide ongoing support to peer review process (for all Outcome 2 research products, e.g. research papers, case studies, policy briefs, and good practices)
		2.1.4. Develop, review and publish good gender practices in the garment sector (based on country case studies)
		2.1.5. Secure inclusion and recognition of good gender practices (and resulting lessons learned) in high-level policy for a (e.g. ILO Asia-Pacific Regional Meeting)
		2.1.6. Develop accompanying policy recommendations and conduct targeted policy advocacy as part of a defined advocacy strategy / approach13
		2.1.7. Systematically disseminate all relevant research and knowledge products (from across Outcome 2), e.g. on knowledge platform
	Output 2.2: A tripartite regional	2.2.1. Develop member selection criteria; identify and select members
		2.2.2. Finalise programme design (and align content with wider project objectives)

leadership programme and network for female industry leaders is established, with capacity to engage in tripartite policy dialogue to support gender equality across the garment sector		2.2.3. Identify and contract delivery partner(s) for the programme
		2.2.4. Launch leadership programme and support delivery of related training activities (e.g. with ITC-Turin)
		2.2.5. Provide follow-up development / coaching support to members, including ongoing practicum opportunities to practice and develop skills (e.g. through regional meetings, forums, workshops, etc.)
		2.2.6. Facilitate longer term (online) exchange and knowledge sharing among the members (potentially via an online alumni network)
		2.2.7. Document and systematically disseminate key outcomes and lessons learned from the programme (e.g. on knowledge platform, when available)
	Output 2.3: A Regional Gender Taskforce established, comprising industry partners and experts and aimed at promoting gender equality across the sector	2.3.1. Develop TOR for the proposed Taskforce; devise member selection criteria, and identify members15
		2.3.2. Launch Taskforce; provide ongoing organizational support to Taskforce meetings Support Taskforce to (i) develop and implement a Regional Gender Action Plan, and (ii) conduct policy advocacy around the Action Plan
		2.3.3. Explore collaborative opportunities and entry points to support relevant gender campaign(s) in the garment sector (working through the Taskforce, with Better Work and other industry actors) Provide technical and organizational support to the design and rollout of (potential) gender campaign(s)
		2.3.4. Systematically disseminate knowledge and lessons learned by the Taskforce (e.g. on knowledge platform)
Outcome 3: EBMOs, workers' organizations and other industry actors have better knowledge and capacity to enhance factory productivity, competitiveness and working conditions, in a gender and environmentally responsive manner	Output 3.1: Training tools piloted in 3 countries through EBMOs, workers' organizations and other industry partners, and focusing on lower tier suppliers	3.1.1. Decide work plan and training toolset set curricula
		3.1.2. Develop communications materials to secure buy-in factories and potential delivery partners
		3.1.3. Select and provide guidance to partners, including targeted support to build EBMO capacity to manage and facilitate training delivery
		3.1.4. Develop and translate relevant ILO training tools, including a productivity-wage training in conjunction with ILO Bureau for Workers' Activities (ACTRAV)
		3.1.5. Deliver training pilots and document results
		3.1.6. Establish a platform for M&E to ensure quality training delivery and impact
		3.1.7. Roll-out training with project partners in three countries
		3.1.8. Organize a regional workshop with Better Work Academy partners
		3.1.9. Document and share good practices and lessons learned from training
		3.1.10. Pilot a recognition scheme in selected countries through EBMOs, workers' organizations and other relevant partners
	Output 3.2: A body of industry-specific knowledge and good practices on productivity, competitiveness and working conditions is developed and shared systematically (e.g. through a regional knowledge platform)	3.2.1. Produce thematic briefs and case studies on productivity, competitiveness and Decent Work
		3.2.2. Produce a research paper on scaling-up training and capacity-building activities to enhance the productivity and competitiveness of global supply chains in the garment sector, and its contributions to Decent Work
		3.2.3. Produce evaluation report on the potential for large-scale distribution of activity-based learning programmes (for productivity and working conditions) in the garment sector
		3.2.4. Produce knowledge product(s) explaining the linkages between productivity and competitiveness, Decent Work, and techno logical change / innovation in the garment industry
Outcome 4: Industry stakeholders can more effectively apply	Output 4.1: Gaps / weaknesses in national environmental regulation identified and	4.1.1 Develop stock-take of relevant resources and research and convention review Supervise implementation partner in developing methodology and conducting reviews Support the development of policy briefs from regulatory reviews Make regulatory review findings available systematically (e.g. in knowledge platform)
		4.1.2. Develop and pilot capacity building / learning resources, with accompanying rollout guidance

knowledge and tools to promote environmental sustainability across the sector	country level good practices developed (selected countries)	4.1.3. Conduct facilitated policy experiments (policy hacks); analyse, document and share results
	Output 4.2: A regional body of knowledge on eco-innovation and greener production in the garment industry developed	4.2.1. Develop stock-take of resources and research on eco-innovation in the sector
		4.2.2. Identify research partner(s) to participate in Delphi study on eco-innovation16
		4.2.3. Supervise partner(s) to conduct Delphi study and deliver study report
		4.2.4. Design industry-facing best practices on eco-innovation (based on Delphi study and other research), with accompanying communications products / materials
		4.2.5. Based on best practices, develop scalable eco-innovation models for the sector; customize for industry and policy audiences
		4.2.6. Organise advocacy and knowledge sharing workshops on eco-innovation (in collaboration with other outcome areas)
		4.2.7. Make research findings & knowledge products available systematically (e.g. on knowledge platform)
	Output 4.3: Industry-relevant guidance and support provided to help manufacturers understand and apply Environment and Decent Work principles in the workplace, and help inform future advisory and compliance tools	4.3.1. Mapping and gap analysis of existing tools and guidance
		4.3.2. Stakeholder focus groups to assess advisory needs (vis-à-vis Environment and Decent Work)
		4.3.3. Develop thematic guidance and capacity building activities
	Output 4.4: Just Transition guidance for the garment sector developed, including analysis and options for future priorities and activities	4.4.1. Recruit Just Transition consultant
		4.4.2.Develop TOR for Textile Eco-innovation Research Network (TERN) with collaborators / partners Identify and select initial TERN members Chair and coordinate TERN meetings
		4.4.3. Develop Just Transition policy brief for the garment sector (with related communications materials)
		4.4.4. Produce an edited publication on Just Transition findings (with TERN and partners)
		4.4.5. Recruit and supervise two PhD Scholars in their research on environmental sustainability in the sector
		4.4.6. Develop concept note identifying future needs and interventions to advance and sustain the Just Transition agenda in the sector

Outcome 5: Project integration and effectiveness underpinned by (i) systematic regional knowledge sharing, and (ii) clear standards, guidelines and action to	Output 5.1: Regional Knowledge Sharing Platform (KSP) supporting all Project outcomes is operational and promoted, with content available in local languages	5.1.1. Conduct scoping study into the feasibility and design possibilities for a regional knowledge platform
		5.1.2. Based on consultations and scoping results, define a long-term governance and sustainability structure for the platform
		5.1.3. Develop user guidelines for the platform (including user permissions and uploading protocols) and standard templates for content categories
		5.1.4. Test launch a knowledge platform prototype
		5.1.5. Conduct technical upgrades / modifications (based on testing and feedback); launch final platform
		5.1.6. Devise and roll out communications & outreach plan, to engage, grow and retain platform user base.
		5.1.7. Convene regional knowledge sharing workshops (x2) to discuss selected thematic topics (linked to thematic outcomes and the KSP)

mainstream gender and environmental sustainability	Output 5.2: Sustainable project management and governance structure established to ensure transparent and effective delivery and oversight	5.2.1. Establish and provide secretariat support to the Project Advisory Committee (PAC)
		5.2.2. Recruit core project management team; provide related direction, guidance and support
		5.2.3. Establish and provide ongoing support to project advisory and coordination mechanisms (e.g. working groups, networks, committees, etc.), as specified under Outcomes 1 to 4
	Output 5.3: Forums for regional dialogue, exchange and advocacy are created to support industry partners to understand and give effect to project goals	5.3.1. Regional stakeholder meetings (x2) organized on topics linked to project objectives and thematic outcomes
	Output 5.4: Standards and guidelines for measurable and sustainable mainstreaming of gender and environmental sustainability are applied across the project	5.4.1. Devise operational procedures and quality and monitoring provisions for project-wide gender and environmental mainstreaming
		5.4.2. Promote these (aforementioned) procedures and provisions among project / industry partners; provide advice, guidance and / or training on gender and environmental mainstreaming where needed

10.2 Annex II List of Documents Consulted

The following documents were shared by the Project team with the evaluator:

1. Pre Project document Matters Arising of 105th Session conference
2. SIDA-Garment Approved Prodoc. Nov 2018 clean
3. Final SIDA-ILO agreement 2018
4. Minutes SIDA Inception Phase Meeting_10 Jun 2019
5. DWGSC Progress Report Financial Statement Jan-Dec 2019
6. FinStat 20201231 502282 (RAS1805SWE)
7. Minutes SIDA Review Meeting_9 Dec 2020_final ILO
8. Minutes SIDA Review Meeting_16 Dec 2019
9. SIDA Review Meeting Presentation 09 Dec 2020
10. FINAL Inception Report_revised_31 Jul 2019_v2
11. Final Inception Report Annex 5 Theory of Change
12. Final Inception Report Annex 5a Outcome Level Theory of Change
13. Final Inception Report Annex 6. Revised Log Frame
14. DWGSC Progress Report Mar 2020 final
15. DWGSC Progress Report Mar 2021 final
16. UPDATED Publications Summary June 2021
17. Project M&E Framework and Evaluation Templates
18. Series of COVID Resilience Guides
19. Work Plan 2019 to 2022
20. Updated Realistic Work Plan Feb 2021
21. Technical Scoping Study For A Regional Knowledge Platform On Decent Work & Sustainability In The Asian Garment Sector
22. COVID-19 Project Review: Responses, Reorientation, and the New Normal
23. Minutes of Virtual Meeting of the Project Advisory Committee (PAC) 01 April 2020
24. Virtual Meeting of the Project Advisory Committee (PAC) 07 April 2021 and PPT Presentation
25. Project Implementation Plan - Outcome 4 (PIP-O4) June 2021
26. Project Budget by Outcome
27. Stakeholder List 31st May 2021
28. ToR for PAC
29. Factory Improvement Toolset (FIT) progress report
30. Work Plan Outcome 2 Updates
31. FIT Work Plan June 2021

10.3   Annex III List of Persons Interviewed

Name	Date of Interview	Position with DWGSC Project
1 Charlie Bodwell	17/06/21	ILO Technical Lead Outcome 3
2 Alexandra Behns	18/06/21	GIZ Partner China
3 David Williams	21/06/21	ILO DWGSC Project Manager
4 Laurel Hoffner	21/06/21	Outcome 2 and Outcome 4 Freelance Consultant
5 Arron Goldman	22/06/21	Outcome 5 Technical Consultant (Knowledge & Comms)
6 Simona Lepri	22/06/21	Outcome 3 Technical Consultant (productivity)
7 Murali Kanapathy, Kesava	23/06/21	Outcome 3 Technical Specialist Better Work Programme
8 Pong-Sul Ahn	23/06/21	ILO Regional Specialist in Workers Education
9 Rajesh Beda	25/06/21	Implementation Consultant for FIT Tools Bangladesh
10 Johan Arvling	28/06/21	Outcome 5 Consultant (Lead Architect, Asia Garment Hub)
11 Anne-Laure	28/06/21	ILO Better Work Bangladesh
12 Ann Kullman	28/06/21	Sida
13 Cristina Martinez	29/06/22	ILO Technical Lead Outcome 4
14 Åsa Heijne	29/06/21	Sida
15 Panudda Boonpala	30/06/21	ILO Deputy Regional Director
16 Sara Park	01/07/21	Better Work Cambodia
17 Sara Andersson	01/07/21	Project Technical Officer ILO (Originally involved in Outcome 3)
18 Arianna Rossi	01/07/21	Better Work
19 Samantha Sharpe	02/07/21	Institute for Sustainable Futures, Australia
20 Joni Simpson	02/07/21	ILO Technical Lead Outcome 2
21 John Ritchotte	06/07/21	ILO Technical Lead Outcome 1
22 Farooq Ahmed	08/07/21	Bangladesh Employers Federation
23 Athit Kong	20/07/21	CCADWU (Trade Union), Cambodia

24 Andrew Tey	13/07/21	Cambodia Training Institute
25 Elly Rosita Silaban	15/07/21	Indonesia Trade Union
26 Julia Bakutis	15/07/21	H&M Brand
27 Andrea Marinucci	16/07/21	OECD
28 Fazlee Shamim EHSAN.	27/07/21	BKMEA Bangladesh
29 Farzana Sharmi	27/07/21	BKMEA Bangladesh
30 Josephine Lam	29/07/21	Dick's Sporting Goods Brand

10.4   Annex IV Evaluation Matrix

Evaluation Question	Data Gathered / Findings	Methods used to address the question
1.0 Relevance		
1.1 To what extent has the Project addressed the needs of tripartite constituents and other relevant stakeholders (as identified in the Project Document)	These are well addressed in the Project Document and the Project was developed in cooperation with tripartite constituents being involved. It is unlikely the Project would have proceeded without Sida funding as there are several similar projects being carried out in the region. The added value for this Project seems to be in the dialogue that will be created and it brings together several issues such as gender and environment.	Document review. Stakeholder interviews. Online Questionnaire. Project team interviews. Sida interviews.
1.2 To what extent have constituents / relevant stakeholders been involved in the (design and) implementation of the Project	Multi stakeholders were consulted at the Project design stage. However, some constituents complained of the lack of communication and the long gap between consultation and the Project starting. Some were disappointed that their countries were not included. A PAC representing tripartite constituents has been convened to provide inputs.	Document review. Stakeholder interviews. Online Questionnaire. Project team interviews. Sida interviews.
1.3 To what extent does the Project take into account the institutional arrangements, roles, capacity, and commitment of its stakeholders?	The Project Document mandated that partners / stakeholders were to be identified and finalised in the Inception Phase. This was delayed, consequently putting most components behind in the early stages of the Project. No stakeholder analysis carried out. It would have been more efficient to have identified and agreed Project Partners at the design stage. Some formal agreements have been developed (e.g. GIZ and the Institute for Sustainable Studies) but there is little evidence of other such MoUs or cooperation agreements.	Document review. Stakeholder interviews. Project team interviews. Sida interviews.
1.4 To what extent has the Project retained relevance to the needs of relevant stakeholders amid the changing industry context (COVID-19)?	COVID has created a major obstacle for the Project. Whilst the relevance of the Project has not changed, the stakeholder focus has changed to supporting local enterprises in difficulties. The Project developed some additional outputs to assist stakeholders during the pandemic.	Document review. Stakeholder interviews. Online Questionnaire. Project team interviews. Sida interviews.
1.5 To what extent has gender equality and environmental sustainability been addressed in the design and in the implementation of the DWGSC Project?	Gender equality and environmental sustainability are critical elements of the project with their own deliverables. The project budget allocated to these outcomes approx. 50%.	Document review. Stakeholder interviews. Online Questionnaire. Project team interviews. Sida interviews.
1.6 What interventions have been applied to address gender and environmental concerns? (Main issues)	These are addressed intrinsically within Component 2 and Component 4	Document review. Online Questionnaire.

2.0 Coherence		
2.1 To what extent has the Project advanced and implemented a coherent vision and / or Theory of Change?	The Project has a good vison for implementing the project activities within a Theory of Change framework. The Theory of Change underpinning the overall Project strategy is based on the notion that progressive development in practice is delivered at several levels: regional level, country level, local level and factory level. The Project Implementation Plan is coherent with the	Document review. Project team interviews.

	Theory of Change and is evidenced by those activities that are planned or are currently being implemented at each of these levels. However, some elements designed to be delivered at the factory level in the original Log Frame have been changed in the Inception Report version of the Log Frame	
2.2 To what extent has the Project modelled integration of thematic issues (particularly its four priority themes) in its strategies and operations?	The Project is undertaking a number of activities that will contribute to the integration of work and which will build synergies between the four inter-related thematic priorities. The means of action include: knowledge sharing and coordination of efforts through partnerships, knowledge generation, advocacy and networking, and capacity development. The Project has coherence between all of its major planned components, including Outcome 5 - the KSP. Component 1 has the potential to improve all the other three components though the progressive development of and improvement in workers' rights, including their working environment, wage structures and gender equality, whereas Outcomes 2, 3, 4 and 5 are integrated through addressing specific issues through social dialogue, complementary improvements to the environment, gender equality, capacity building and the sharing of knowledge.	Document review. Project Team interviews. Stakeholder interviews. Online Questionnaire.
2.3 To what extent does the Project work effectively with other ILO projects and units to maximize impact and minimize duplication?	There is a high level of cooperation with other relevant ILO projects, particularly the ILO Better Work programme and the ILO SCORE programme. Both these programmes offer capacity building in complementary areas to the DWGSC Project, and the DWGSC activities are not being duplicated and provide new tools and knowledge. Some resources are shared with GIZ to develop the KSP.	Document review. Project Team interviews. Stakeholder interviews.
2.4 To what extent does the Project work effectively with other key stakeholders promoting decent work and sustainability in the sector, to maximize impact and minimize duplication?	Interviews with the component management indicate that they are aware of much the substantial body of work already developed within the four priority themes, and are conscious that their work needs to be value adding. Specifically, the DWGSC Project is working with GIZ as part of the FABRIC project to jointly develop the KSP. Among the stakeholders, only a few had an overall understanding of the scope of the Project, mainly those who were involved in the planning or in some cases limited delivery.	Project Team interviews. Stakeholder interviews. Online Questionnaire.
2.5 To what extent do implementation approaches / modalities (and resulting progress) reflect human rights based principles and core ILO normative values (i.e. international labour standards, social dialogue and tripartism)?	The project team are very aware of the required approach to ensure the correct and effective modalities relating to human rights. ILO team are informed on such key ILO principles and external experts and consultants also undergo awareness and sensitisation to the normative values of the ILO that include international labour standards social dialogue and tripartism. The project has access to a body of work produced by the ILO, including lessons learned. Currently there is little feedback on the results of the work being undertaken with the stakeholders and beneficiaries.	Document review. Project Team interviews. Stakeholder interviews. Online Questionnaire. Sida interviews.

3.0 Effectiveness		
3.1 To what extent has the DWGSC Project made progress towards its intended outcomes?	Outcome comes are significantly impacted by the COVID pandemic and, whilst a large portion of the research and knowledge products have been developed, they have not been fully implemented and pilot projects whilst previously have been on hold are planning to start again. Good adaptability has been shown by the PM team and where possible on line delivery has been implemented. Gender equality and environmental sustainability are intrinsic as outcomes within	Document review. Project Team interviews. Stakeholder interviews. Online Questionnaire.

a. To what extent has the Project advanced the achievement of its thematic outcomes? b. To what extent has the Project mainstreamed gender and environmental sustainability as crosscutting priorities?	the Project. The Project has a number of iterations of the Work Plan due to COVID. However, the plan tends to be activity based and does not give detailed inputs and outputs of resources, nor is there a detailed time phase for activities. There is some traceability back to the revised Log Frame.	Sida interviews.
3.2 How effectively have Project strategies contributed to the achievement and sustainability of Project outcomes?	Low implementation. Poor engagement with EMBOs due to the pandemic and low ownership of Project outputs. Sustainability is considered low. Poor M&E system which needs to report on progress towards achieving outcomes.	Document review. Project Team interviews. Stakeholder interviews. Online Questionnaire. Sida interviews.
3.3 To what extent has the Project delivered quality outputs? Also to what extent are constituents and key stakeholders satisfied with Project services / outputs?	Many outputs are still in development at the time of evaluation and have not been implemented. Difficult to assess satisfaction as no activity evaluation reports available with the exception of attendance records some disaggregated by gender. There is an M&E reporting system but it is not being used and each Technical Lead reports according to their own designed metrics.	Document review. Project Team interviews. Stakeholder interviews. Online Questionnaire. Sida interviews.
3.4 To what extent has the Project identified and engaged with the right stakeholders to achieve its objectives?	It is believed that the correct stakeholders have been identified. However, it would have been more efficient to have had these committed at the start of the Project. Because of COVID, there are few meetings between stakeholders and the Project Management and a general low engagement. Interviews with some indicated low knowledge and participation in the Project	Document review. Project Team interviews. Stakeholder interviews. Online Questionnaire. Sida interviews.
3.5 What key challenges have detracted from the effectiveness of DWGSC Project activities?	Overwhelmingly respondents have reported COVID as the major challenge. In addition the coup d'état in Myanmar.	Project Team interviews. Stakeholder interviews. Online Questionnaire. Sida interviews.

4.0 Efficiency		
4.1 Has the allocation of financial, human, institutional and technical resources been optimal for achieving Project outcomes?	It seems that the budget is considerably under-spent. Many of the travel and accommodation expenses have been unused due to COVID travel restrictions. The planning for inputs seems to be purely based on budget, with no allocation of man days which would lead to a time phased action plan. Most Technical Leads state that they will finish all their work by the end of the Project and therefore consume most of the budget, except Outcome 1 which has serious difficulties.	Project Team interviews. Stakeholder interviews. Online Questionnaire. Sida interviews.
4.2 Are Project staffing structures and resourcing of activities contributing to quality of performance and impact?	Staffing structure negatively impacts on the efficiency, with Technical Leads having little accountability to the Project Manager, Little involvement of ILO country staff. Technical Leads spend a very small proportion of their time on the DWGSC Project.	Document review. Project Team interviews. Stakeholder interviews. Online Questionnaire. Sida interviews.

4.3 Have Project activities been completed on time / according to logical phasing and sequencing anticipated by the Project Document? If not, what factors have hindered timely delivery and what counter-measures have been taken to address them?	The Project is not on schedule. Re-sequencing and reformulating activities has been necessary due to COVID. This led to a set of COVID response documents. COVID continues to be disruptive to the Project. Few counter measures are available to fight COVID.	Document review. Project Team interviews. Stakeholder interviews. Online Questionnaire. Sida interviews.
4.4 How effectively has the DWGSC Project leveraged financial and technical resources through the use of partnerships (i.e. brands, development agencies, civil society, etc.)?	Poor engagement with Brands and other Non-Governmental Organizations (NGOs). Some strong partnerships (i.e. GIZ, Better Work, etc.). Some key partnerships have been developed, notably GIZ, the Institute for Sustainable Futures, and Better Work. Little with Brands and poor buy in from tripartite constituents	Document review. Project Team interviews. Stakeholder interviews. Sida interviews.

5.0 Impact and Sustainability		
5.1 What impact has the Project achieved to date, and in which areas has impact been stronger than others?	Impact is difficult to measure due to low levels of implementation and poor M&E on progress towards outcomes. As there is no impact measurement, no corrective action can be taken.	Document review. Project Team interviews. Stakeholder interviews. Online Questionnaire. Sida interviews.
5.2 How successful has the Project been in advocating and implementing regional knowledge sharing in the industry (including the transfer relevant models / good practices between countries)?	This has largely been carried out via the Better Work programme that in most cases provided a direct linkage to industry partners, including factories. Knowledge transfer is weak at the time of this evaluation although some webinars have been carried out. It should improve once the KSP is launched. FIT tools are likely to be the most transferable as they link directly to garment production. Gender and Environment have good opportunities for transfer but in some cases local legislation and culture might be a barrier.	Document review. Project Team interviews. Stakeholder interviews. Online Questionnaire. Sida interviews.
5.3 Who uses Project knowledge and outputs? Are they likely to be catalysts for change?	The knowledge will be available to all within the Asian region via the KSP. Being a catalyst for change is dependent on how it is used and how much the local EMBOs take up the knowledge and tools for improvements. There is good potential, but impact and sustainability cannot be measured at the time of this evaluation.	Document review. Project Team interviews. Stakeholder interviews. Online Questionnaire. Sida interviews.
5.4 To what extent are the outcomes and interventions of the Project likely to be achieved and sustainable beyond its life-cycle?	This is dependent on ownership by the Project Partners, and their engagement in the Project to date is low. COVID has taken up much of their time, so their engagement is low. The activities are not likely to continue after the Project without further funding. No partner or stakeholder analysis is available to the evaluator, so it is not possible to determine if partners are capable of future management. The Project currently does not have an exit strategy.	Document review. Project Team interviews. Stakeholder interviews. Online Questionnaire. Sida interviews.
5.5 What Project approaches have potential for further scaling up and / or replication, either in a possible next phase or through future work by ILO and its partners?	FIT and Gender tools and Environmental toolkits need to be implemented at point where they make an impact, mainly at factory level. However, work needs to be carried out if national governments in the region are to become involved in order to influence positive policy changes.	Document review. Project Team interviews. Stakeholder interviews.

5.6 What opportunities does the Project provide to support the post-COVID Build Back Better agenda in the garment sector?	Some guidelines have been prepared for dealing with COVID-19 along with a webinar for industry leaders. The COVID Resilience Tools will contribute to the Build Back Better agenda. Implementing the outputs from the Project will make the sector more resilient particularly for tier 2 and 3 manufacturers. Clearly buy in from all Tripartite constituents is critical.	Document review. Project Team interviews. Stakeholder interviews.

6.0 Cross-Cutting Issues		
6.1 To what extent has a human rights based approach (HRBA) been applied in the design and in the implementation of the DWGSC Project? What interventions have been applied to address rights-based issues? (Mainstreamed issue)	Such an approach is considered intrinsic within the ILO protocols and is inherent in the Project's design. However some indications are that this is not so visible in practice.	Document review. Project Team interviews. Stakeholder interviews. Online Questionnaire.
6.2 How effectively have the Project's efforts captured gender equality and non-discrimination concerns?	As above.	Document review. Project Team interviews. Stakeholder interviews. Online Questionnaire.
6.3 To what extent has the DWGSC Project contributed towards gender equality and non-discrimination? And to inclusion of people with disabilities?	As above.	Document review. Project Team interviews. Stakeholder interviews. Online Questionnaire.

10.5 Annex V Online Questionnaire Results

Decent Work in Garment Supply Chains Asia (DWGSC) Project Evaluation

18 responses

Publish analytics

General information about the respondent

Gender

18 responses

- Male
- Female
- Prefer not to say

66.7%

33.3%
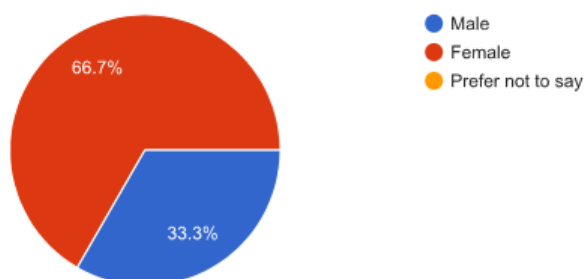
In what capacity do you engage with the project?

18 responses

- As part of Government
- As part of a Workers' Organisation
- As part of an Employers' Organisation
- As part of the ILO
- As part of an Implementing P…
- As an Independent expert
- As a clothing brand or retailer
- ex coll

16.7%
27.8%
11.1%
22.2%
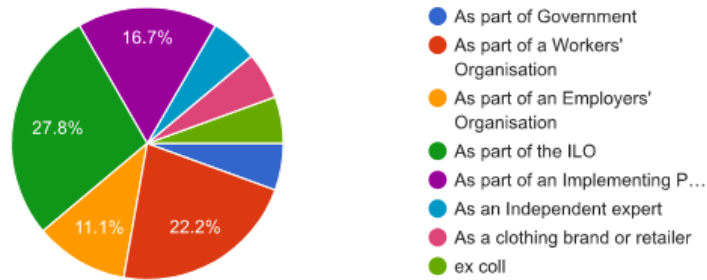
Country of operation

18 responses

Country	Count
Bangladesh	4 (22.2%)
Cambodia	4 (22.2%)
Indonesia	3 (16.7%)
Vietnam	3 (16.7%)
Asia	4 (22.2%)
Pakistan	1 (5.6%)
global	1 (5.6%)
Europe	1 (5.6%)
Overall support from ILO…	1 (5.6%)
China	1 (5.6%)
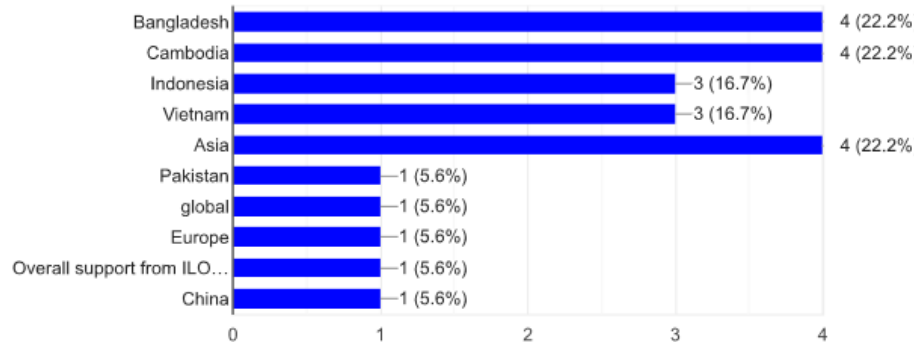
1. Relevance

1.1 Do you understand the aims of the DWGSC project? (1 = Not at all, 5 = Extremely well)

18 responses
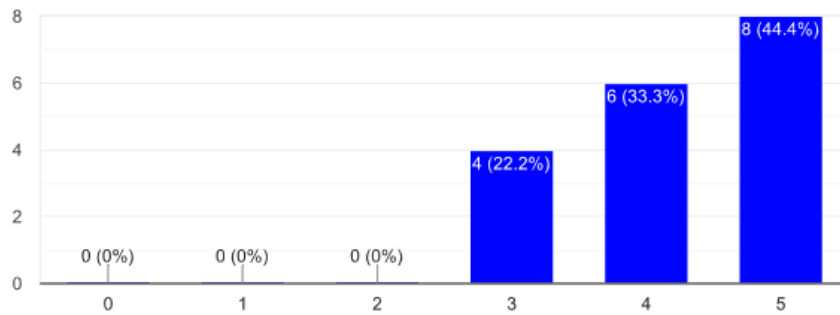
1.2 How would you rate the importance of the following elements of the DWGSC project for your work and/ or that of your organisation? (1 = Very low, 5 = Very high)

61
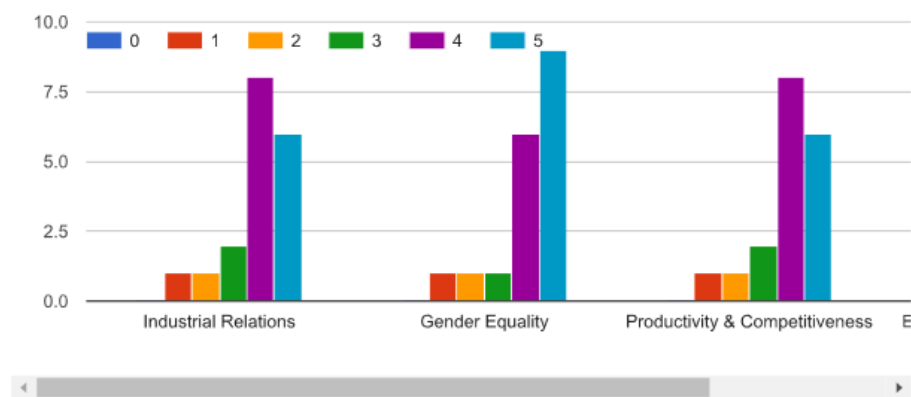
1.3 In your view, would the activities in the project have gone ahead without funding from this ILO project? (1 = No, 5 = Definitely)

18 responses
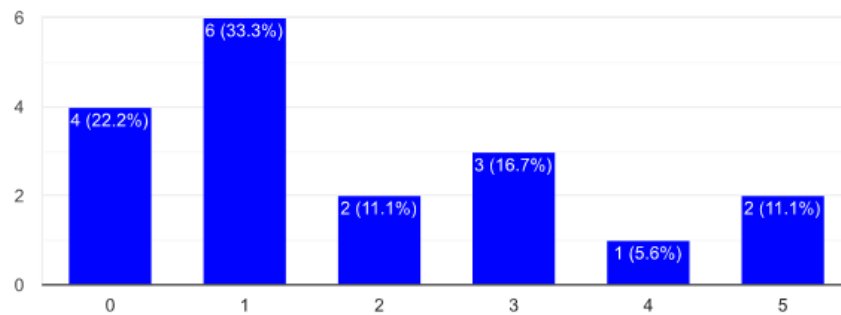
1.4 Has the project adequately included representatives from government, workers' and employers' organisations? (1 = Not enough, 5 = More than adequate)

18 responses

62
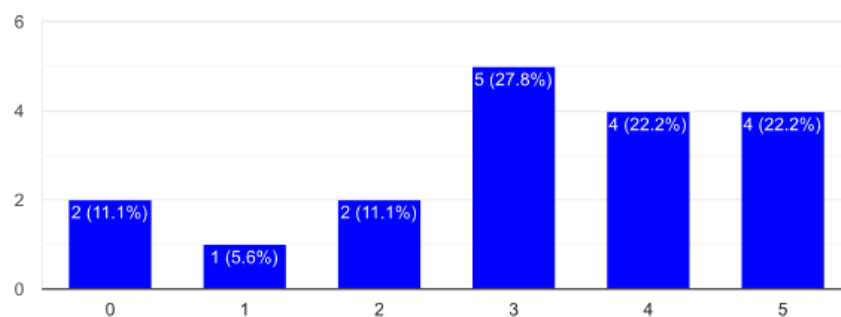
1.5 How do you rate your organisation's involvement in the design of the project? (1 = None, 5 = Fully involved)

18 responses
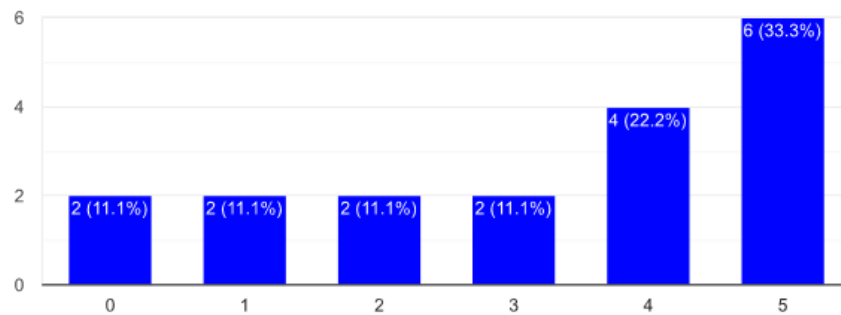
1.6 How do you rate your participation in the project so far?

18 responses

- 1. I have not been involved at all.
- 2. I have heard about the project but have not been inv…
- 3. I have seen project research and/or been involved in one o…
- 4. I have been involved in various project activities (oper…
- 5. I am frequently/ heavily involved in the project.
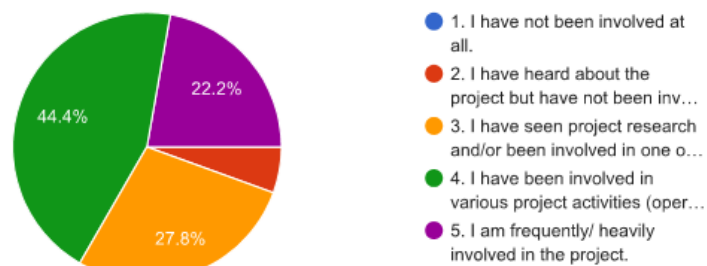
1.7 How good is the communications between your organisation or you and the DWGSC project? (1 = None, 5 = Excellent communication)

18 responses
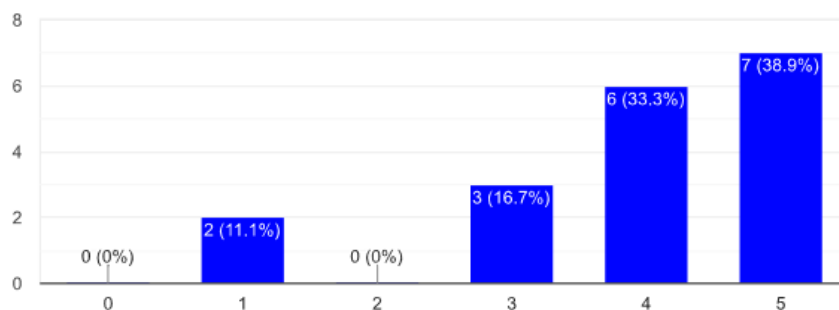
1.8 Did your organisation inform the DWGSC project about changes in policy or circumstances relating to dealing with significant developments i.e. COVID-19, military coups or other major issues? (1 = None, 5 = Well informed)
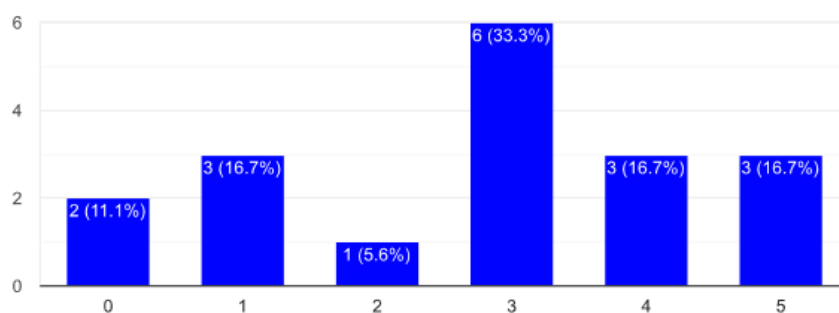
18 responses

1.9 Did the DWGSC project inform your organisation about changes to planned activities due to a changing context such as COVID-19, military coups or other? (1 = None, 5 = Well informed)
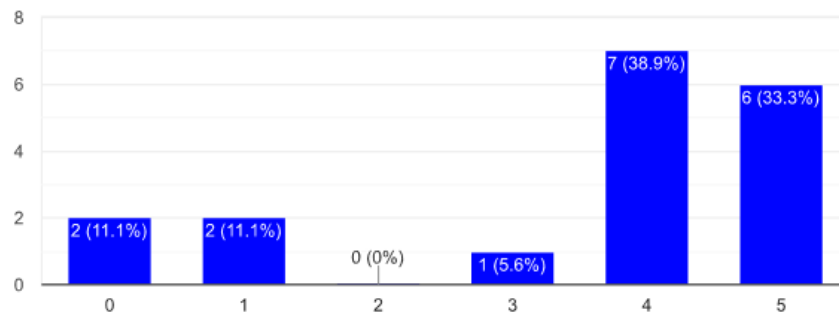
18 responses

1.10 In your view, do you think issues of gender equality in the garment sector are adequately covered in the work of the DWGSC project? (1 = Not at all, 5 = Extremely well)

18 responses

65
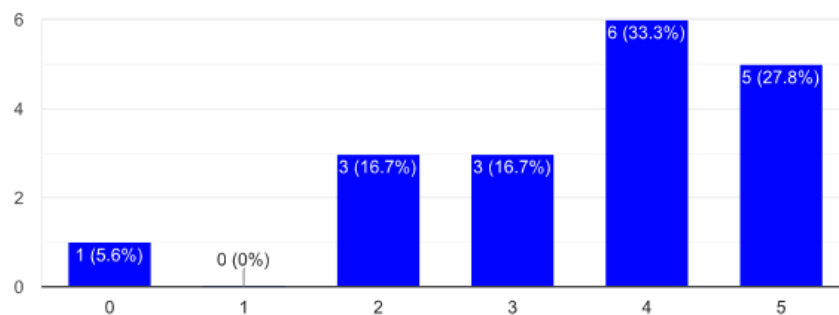
1.11 In your view, do you think issues of environmental sustainability in the garment sector are adequately covered in the work of the DWGSC project? (1 = Not at all, 5 = Extremely well)
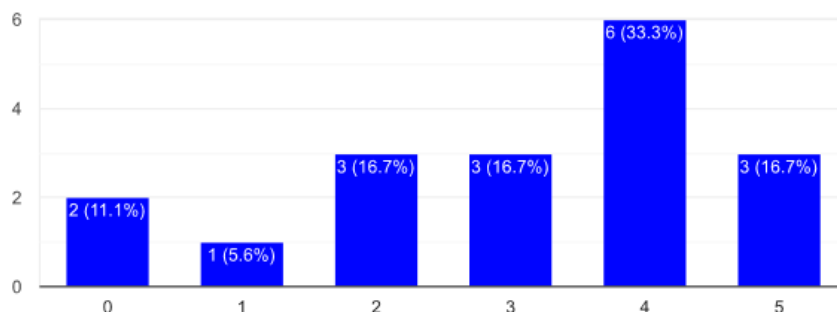
18 responses

Please feel free to add any comment regarding the "RELEVANCE" of the DWGSC project

4 responses

What else cane be done during this pandemic other than DWGSC?

The topics covered are highly, highly relevant to our organization.

DWGSC project helps in spreading the good practices related to gender balance, environment, worker welfare and productivity - competitiveness among the larger number of SME organisation, thus contributing to substatial evidence about the value of these practices. This would encourage in wider adoption ion these practices and improvement of overall standards in the garment industry.

Regional approaches have become even more important under COVID-19. The DWGSC project makes a successfull attempt to link different interventions by ILO and others to create synergies and a more coherent approach to development cooperation. It is thus both timely and highly relevant.

2. Coherence

2.1 Do you or your organisation think the DWGSC project have a clear vision on how it will bring about change? (1 = No, 5 = Very clear)

18 responses
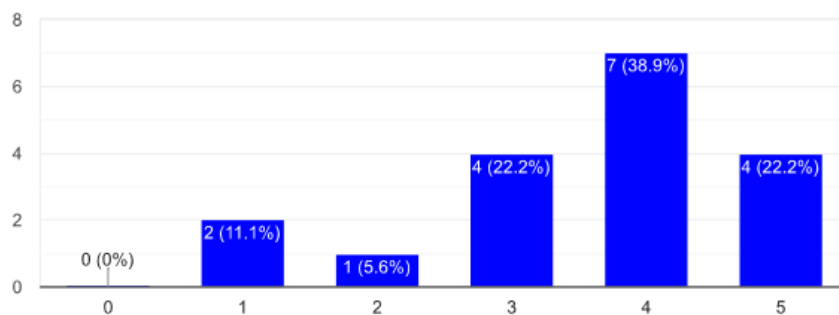
2.2 Are you familiar with all the key components of the DWGSC project? (1 = No, 5 = Yes, very familiar)

18 responses

67
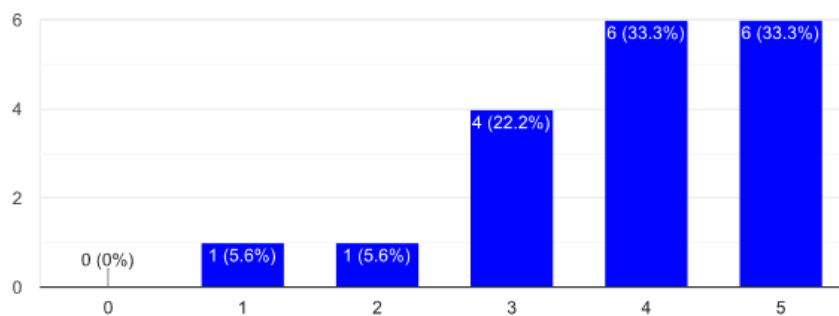
2.3 Do you know how these components are going to be implemented? (1 = No, 5 = I have very good knowledge)

18 responses
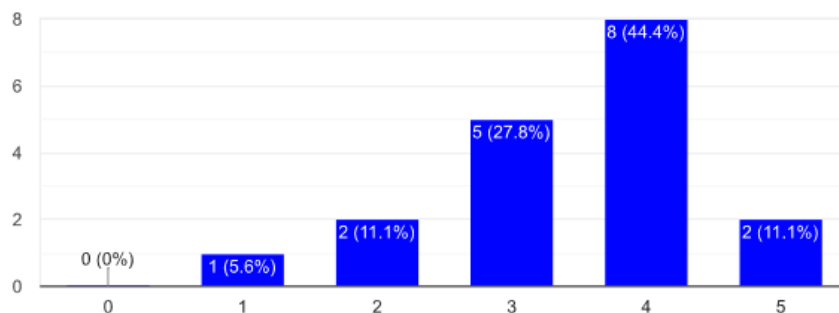
2.4 Do you know of other ILO projects that are not directly involved with the DWGSC project but could be complementary with the DWGSC project? (1 = None, 5 = Very familiar with complementary projects)

18 responses

68
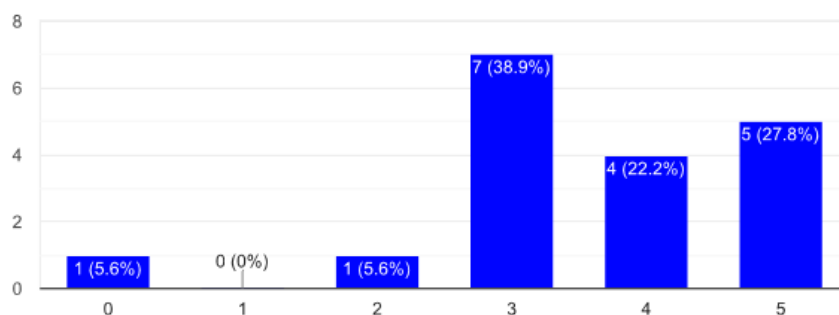
2.5 Do you know if the DWGSC project coordinates with these projects? (1 = No, they do not coordinate, 5 = Yes, they coordinate very well)

18 responses
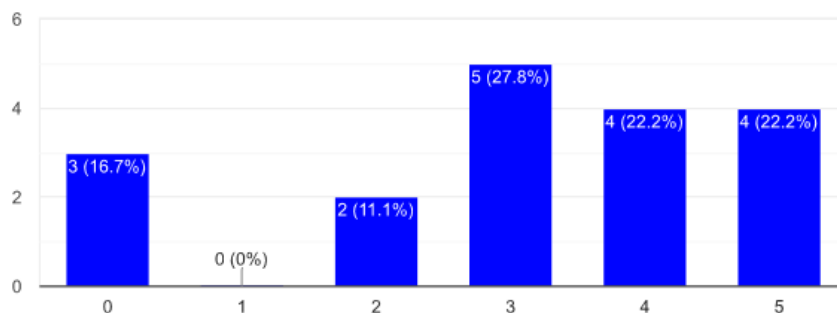
2.6 How involved are you with working on any other projects that provide the same or similar services and support to the DWGSC project? (1 = None, 5 = Very actively involved in similar projects)

18 responses
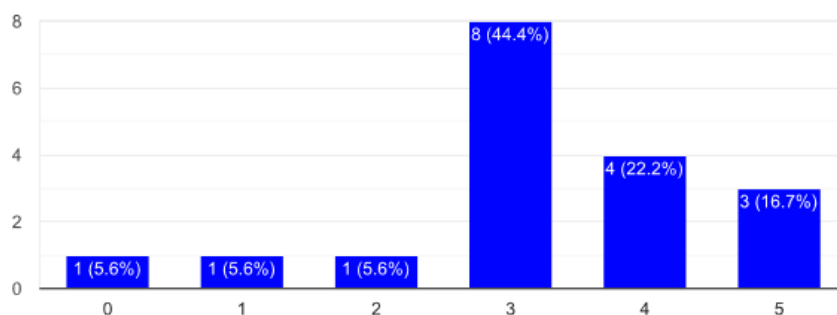
2.7 How successful do you or your organisation think the activities implemented by the DWGSC project have been? (1 = Not at all, 5 = Very successful)

18 responses
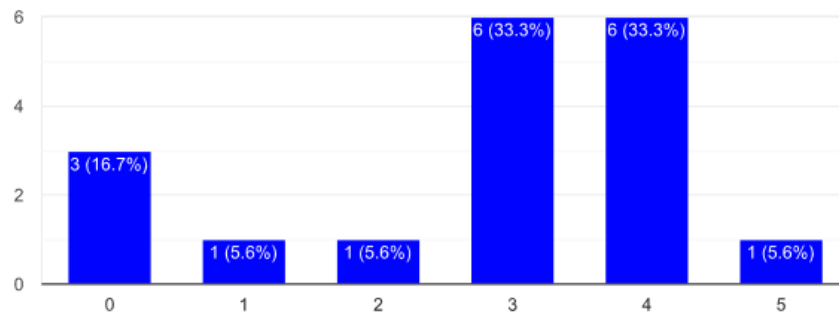
2.8 Do you think the DWGSC project adequately applies core international human rights principles to its work? (1 = No, 5 = Yes, they are excellent)

18 responses

70
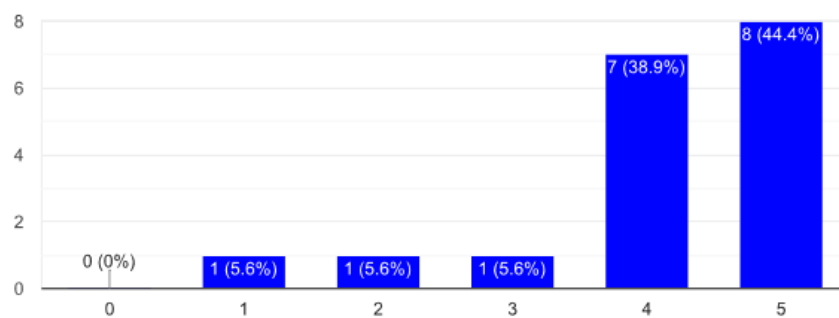
2.9 Do you or your organisation think that all tripartite partners (Government, Workers' and Employers' Organisations) are involved in DWGSC project? (1 = No, 5 = Yes, they are actively involved)

18 responses
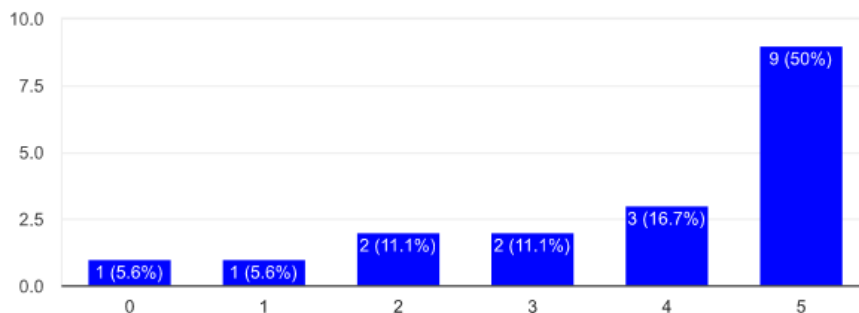
Please feel free to add any comment regarding the "COHERENCE" of the DWGSC project

2 responses

No Comments

They make a considerable effort to include mainstreaming topics such as gender or the tripartite representation of stakeholders, which certainly is not always easy and requires continued effort, even in the future as COVID is changing the framework condtions and needs quite drastically

3. Effectiveness

3.1 Are you aware of any action planning for the DWGSC project that affects you? (1 = No, 5 = Yes, fully aware)

18 responses
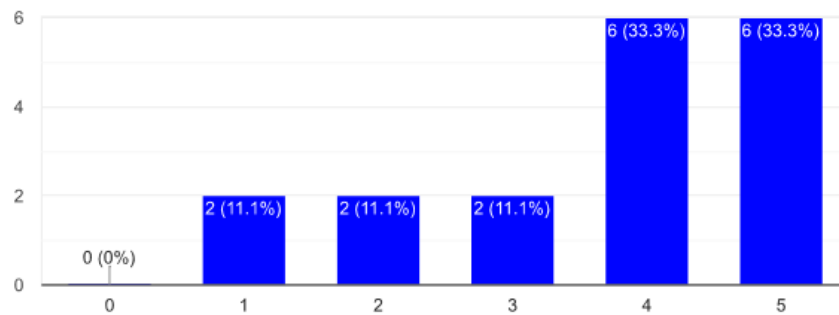
3.2 Do you know any details of this plan? (1 = No, 5 = Yes, I know all the relevant details for my organisation)

18 responses

72
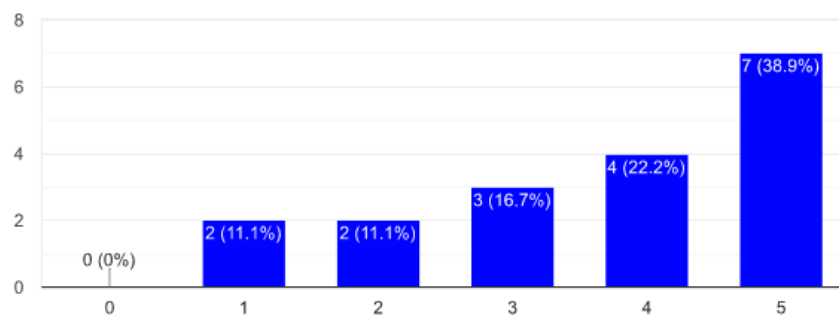
3.3 Do you think the DWGSC project is on time with its deliverables? (1 = No, not at all, 5 = Yes, always on time)
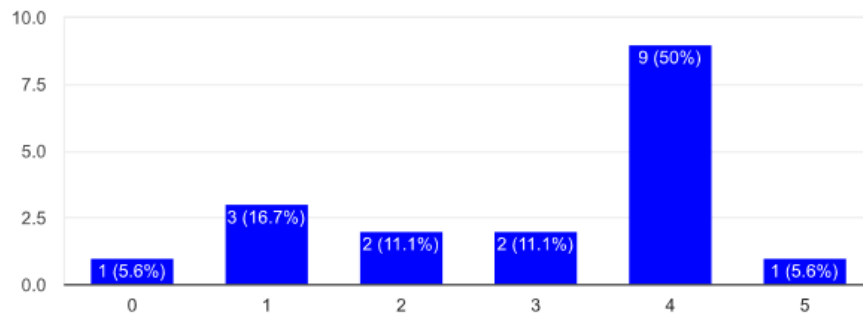
18 responses

3.4 Do you think that the DWGSC team are effective at delivering their planned activities? (1 = No, 5 = Yes, very effective)

18 responses

73
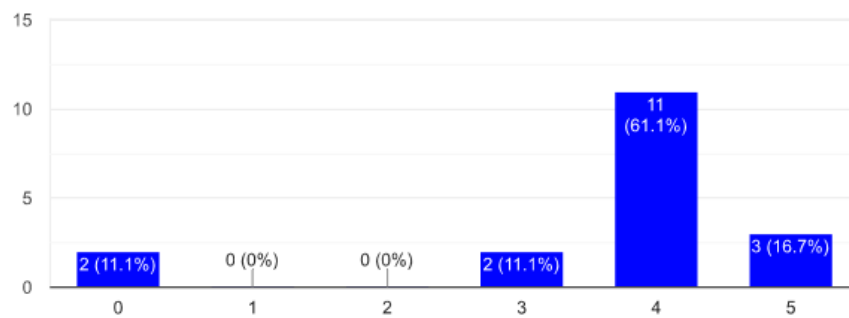
3.5 Are you happy with what they are doing? (1 = No, not at all, 5 = Very happy)

18 responses
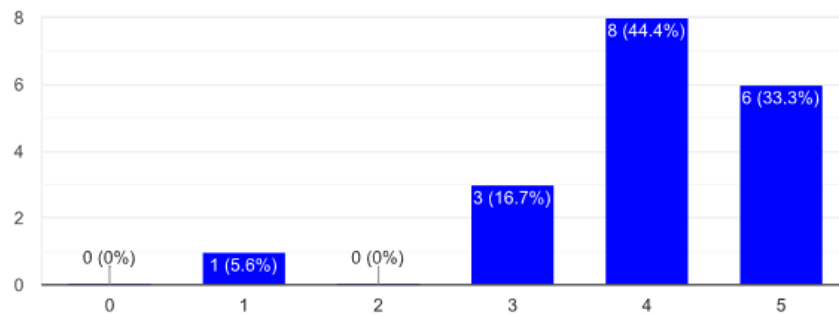
3.6 Do you think they will continue to be useful in the future? (1 = No, 5 = Yes, very useful)

18 responses

74
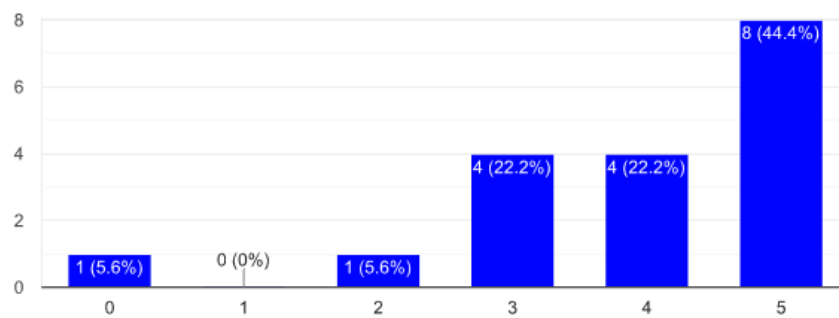
3.7 Do you think the DWGSC services and support could be improved? (1 = Yes, they could be much improved, 5 = No, I think they are excellent)
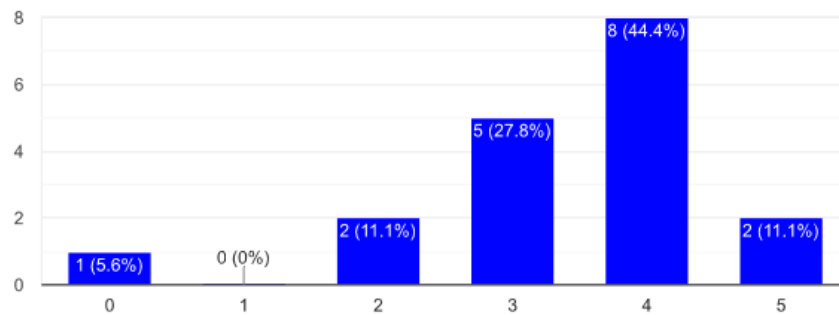
18 responses

3.8 Is there a way for you to give any feedback on the quality of these services and support to the DWGSC team? (1 = No, 5 = Yes, there is a good system)

18 responses

75
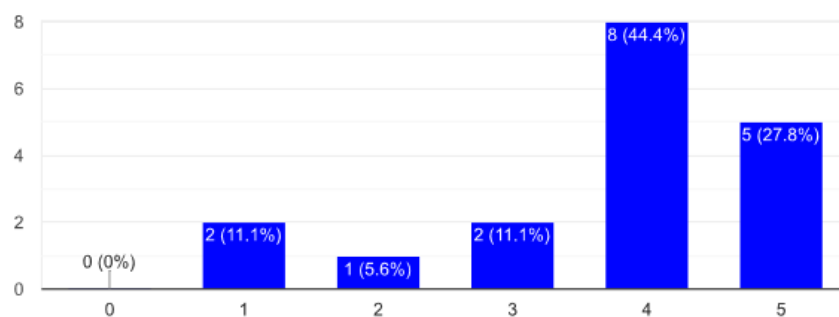
3.9 Were you or your organisation consulted about the type of services and support you would like to receive under the DWGSC project? (1 = None, 5 = Yes, were consulted extensively)

18 responses
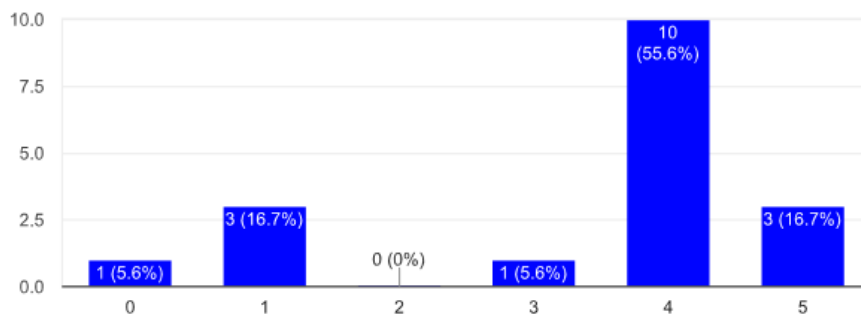
3.10 Do you think that the services and support provided by the DWGSC project are appropriate for you or your organisation? (1 = No, not at all, 5 = Yes, extremely appropriate)

18 responses
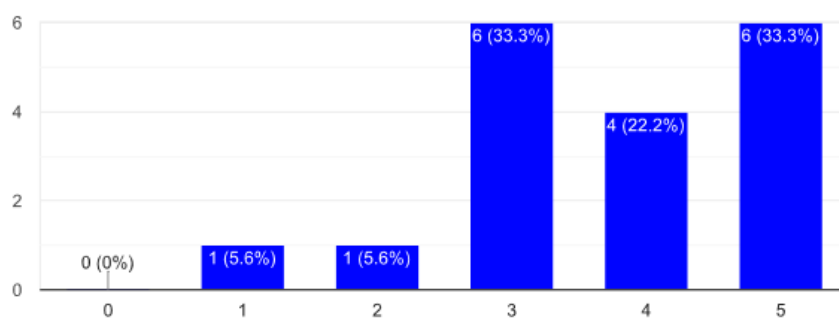
3.11 Do you think they were promoted and communicated enough so that industry stakeholders knew about them? (1 = No, 5 = Yes, very well advertised)

18 responses
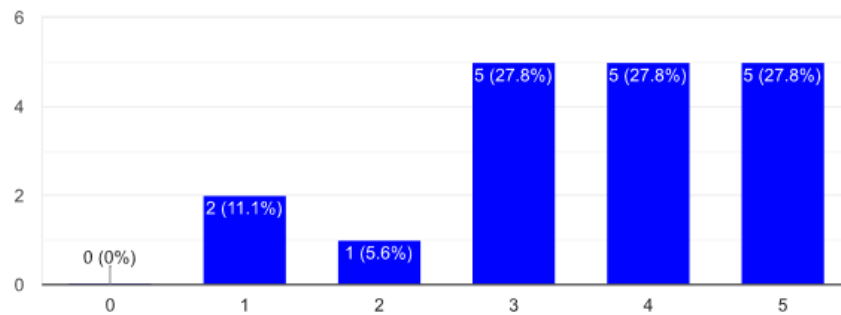
3.12 Are you aware of any problems with implementing the DWGSC activities? (If so, please make a comment in the box below?) (1 = Yes, lots of problems, 5 = No problems)

18 responses

77
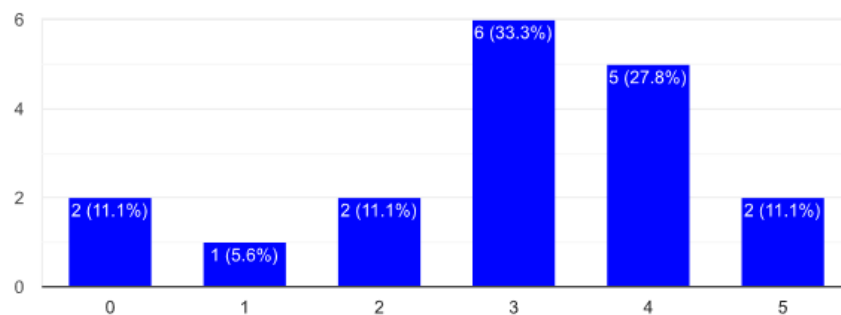
Please feel free to add any comment regarding the "EFFECTIVENESS" of the DWGSC project

7 responses

Commitments are needed to implement the project on the ground, monitoring and also development of the project, including supervision

I understand that COVID impacted DWGSC's ability to deliver planned activities on time. I don't know how many industry stakeholders know about the initiative, as internally we did not know and many of our peer brands and retailers were not aware either.

the management arrangements are not ideal and coordination among the different technical experts is sometimes confusing. the program manager is doing the best he can but there are many different prongs to the project backstopped by different people, making coordination and effectiveness perhaps challenging

Covid-19 situation has heavily impacted the sector and its ability to engage and participate in the activities of the DWGSC project.

No

4. Efficiency

4.1 Do you think the DWGSC project has sufficient resources to implement its overall (3-year) plan? (1 = No, 5 = Yes, enough)
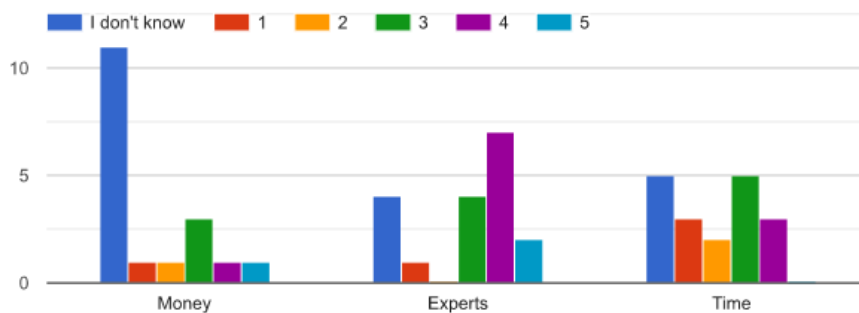
4.2 Do you think the DWGSC team members are good at their jobs? 1 = No, 5 = Excellent

18 responses
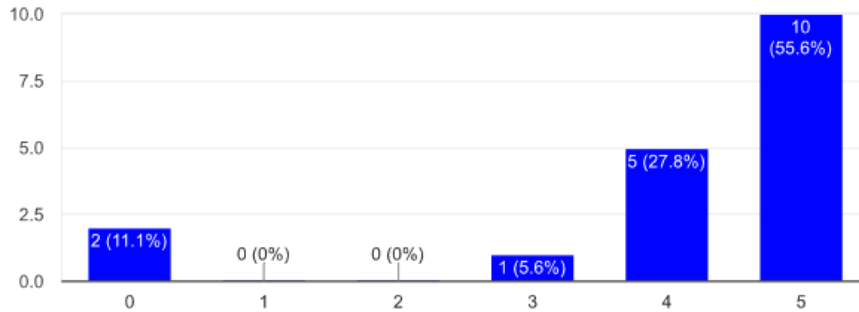
4.3 In your view, how successful is each component of the project? (1 = Very poor, 5 = Excellent)

79
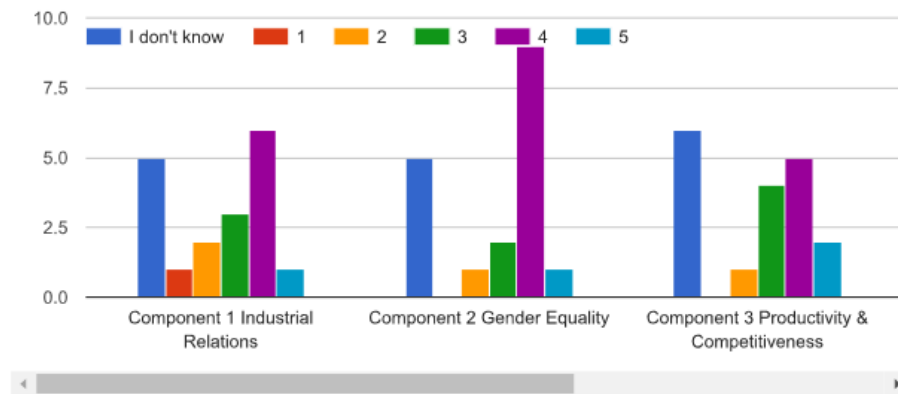
4.4 Out of all the activities that you have been involved with, have they been delivered on time? (1 = No, 5 = Yes, always on time)
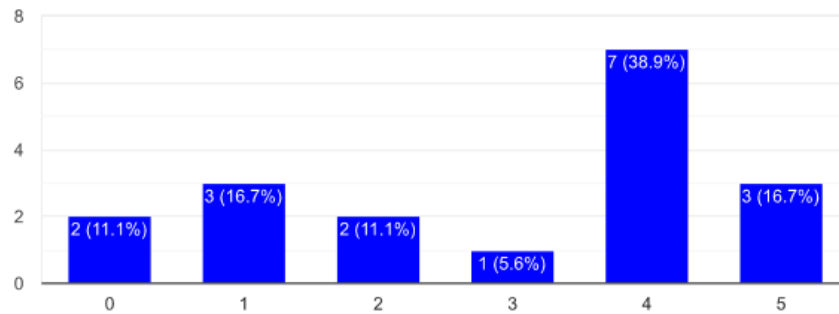
18 responses

4.5 Do you think COVID-19 caused problems for the DWGSC project to deliver its outputs? (1 = Yes, major problems, 5 = No Problems)

18 responses

80
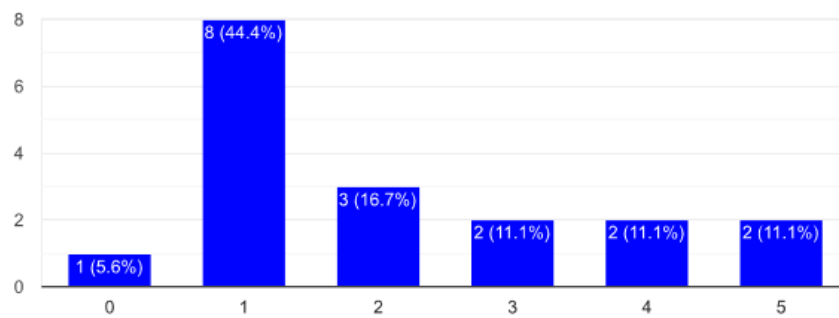
4.6 Have there been other factors that have hindered the project implementation? Please note what they are in the comments box at the end of the page. (1 = Yes, major problems, 5 = No problems)
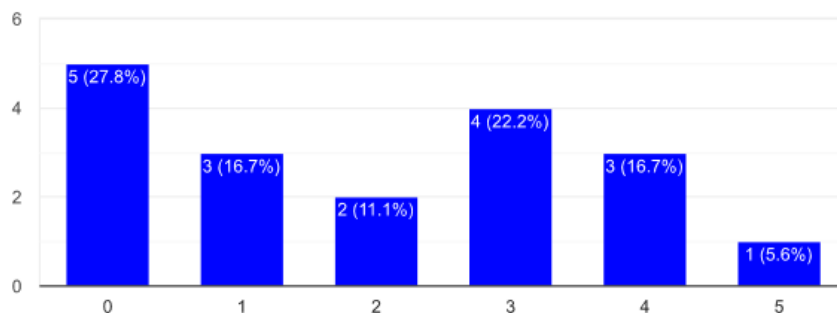
18 responses

4.7 Did your organisation make any financial contribution towards implementing the DWGSC project? (1 = None, 5 = Yes, a significant amount)
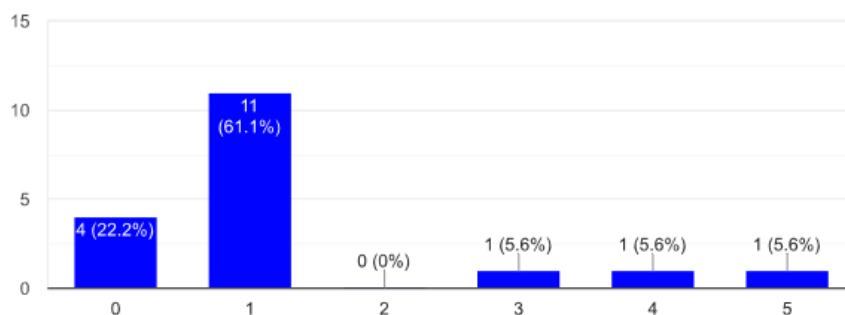
18 responses

4.8 Did your organisation make any contribution "in kind" towards implementing the DWGSC project (1 = None, 5 = Yes, a significant amount)
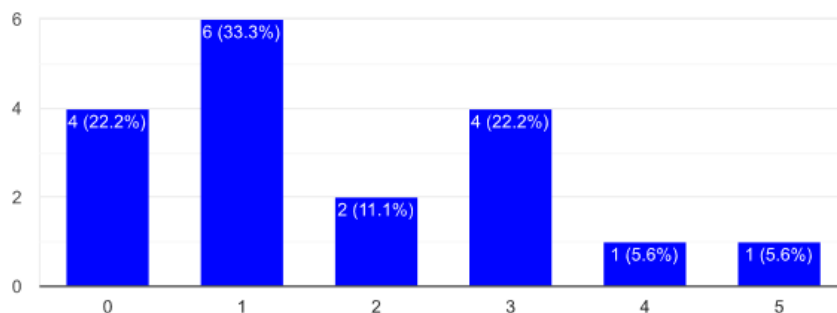
18 responses

Please feel free to add any comment regarding the "EFFICIENCY " of the DWGSC project

4 responses

I put "non" due to until now the project are not implemented in my country. But I always involved in every discussion and delivering it to the workers

No

Not enough staff

Not just COVID but also the political volatility in the region (Coup in Myanmar, trade disputes with China leading to pressure on other countries, leading to delays for responses from project partners etc. also impact programming

5. Impact and Sustainability

5.1 How much impact each component of the project has for your organisation? (1 = No impact, 5 = Significant impact)
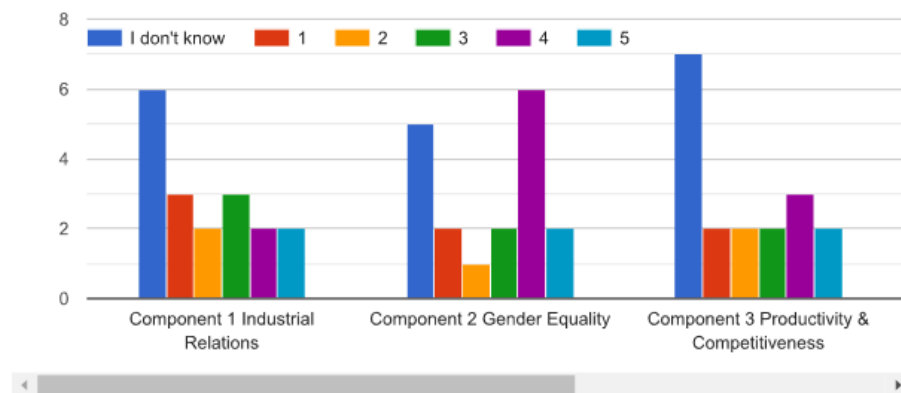
5.2 Could any of the project deliverables (i.e. training tools, knowledge products, guidance documents, etc.) be useful to your organisation? (1 = None, 5 = Very useful)
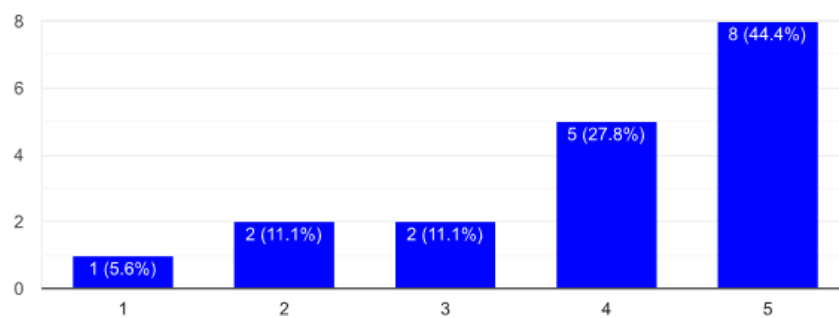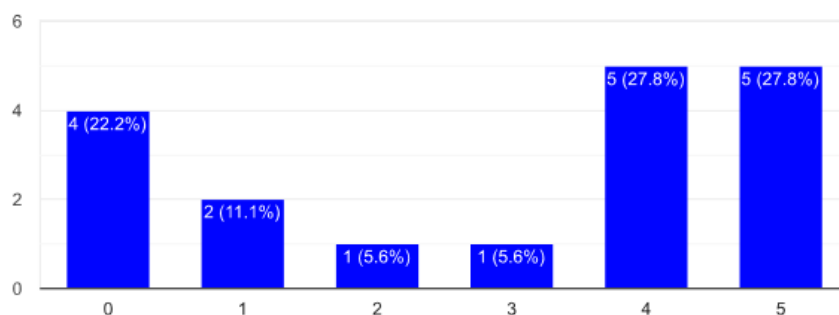
18 responses

5.3 Could any of the project deliverables (i.e. training tools, knowledge products, guidance documents, etc.) be useful to other organisations in the garment sector? (1 = None, 5 = Very useful)
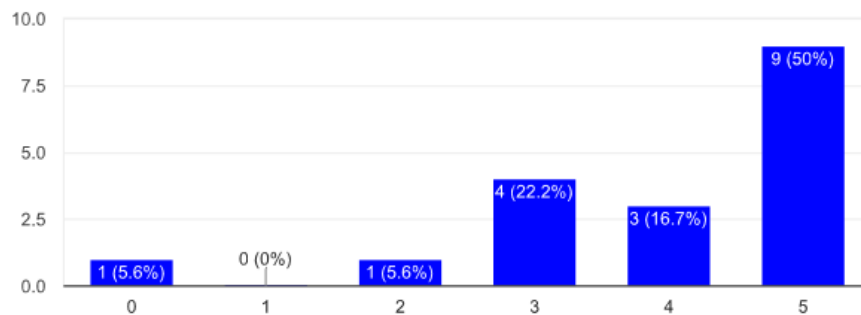
18 responses

5.4 Were these deliverables (i.e. training tools, knowledge products, guidance documents, etc.) clear and relevant for your organisation? (1 = No, 5 = Yes, very relevant)

18 responses

84
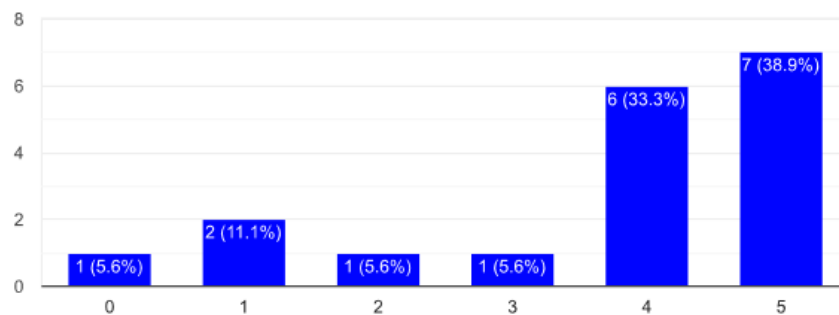
5.5 Has it been easy for you to know about the DWGSC project? (1 = No, 5 = Very easy, well communicated)

18 responses
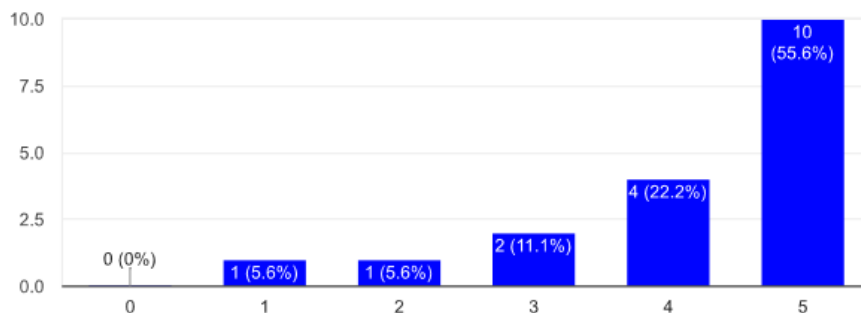
5.6 If you or your organisation were a recipient of services and/or support from the DWGSC project, were you asked to give a feedback or an opinion? (1 = No, 5 = Given feedback forms)

18 responses

5.7 Would you be happy to endorse and/or promote the materials and outputs from the DWGSC project? (1 = No, 5 = Yes, very happy to endorse and/or promote)

18 responses
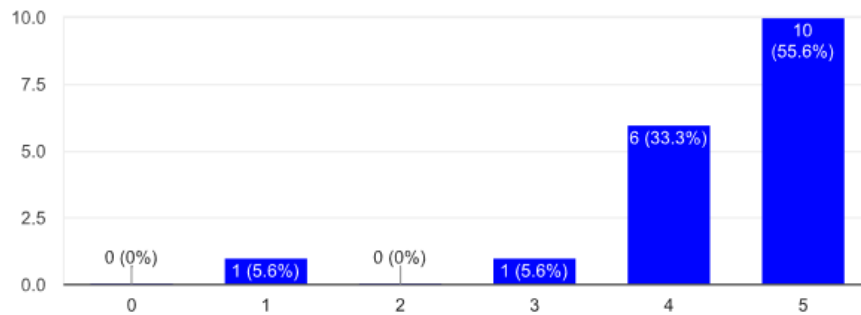
5.8 Will your organisation continue to use the materials, tools or knowledge provided after the end of the project? (1 = No, 5 = Yes, certainly)
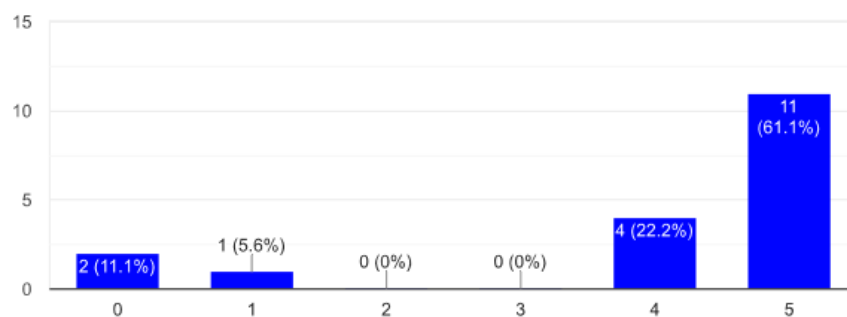
18 responses

5.9 Will you be able to fund the use and implementation of these materials in the future? (1 = No, 5 = Yes, certainly)
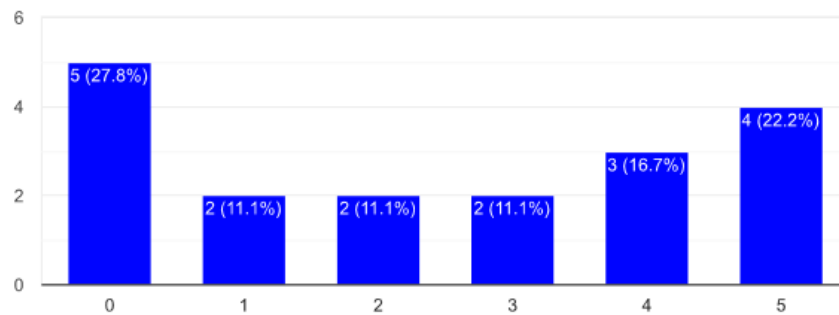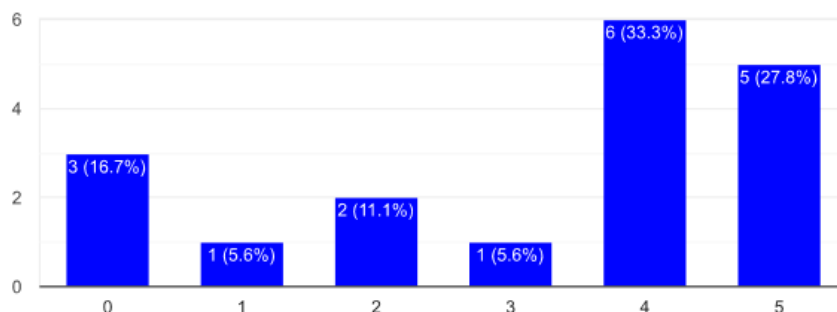
18 responses

5.10 Will any of the materials need significant changes or modifications to enable you to continue to use them in the future? (1 = Yes, significant changes, 5 = No changes, perfect for our organisation)

18 responses

87
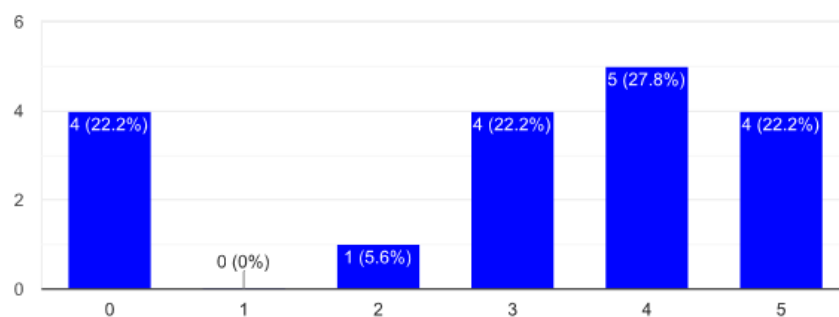
5.11 In your view, has the DWGSC project been responsive in adapting its services and support to help with the COVID-19 response? (1 = No, 5 = Extremely responsive)

18 responses

Please feel free to add any comment regarding the "IMPACT and SUSTAINABILITY" of the DWGSC project

4 responses

I put some "0" for answer of Ahow much impact each component of the project has for your organisation, because the project we didn't receive yet, but the tools, material are useful because I already read them

It is hard to evidence impact when the project is still ongoing - impact through behaviour change and knowledge diffusion will take several years to be able to adequately evidence - however the project has set up good structures to allow this to happen.
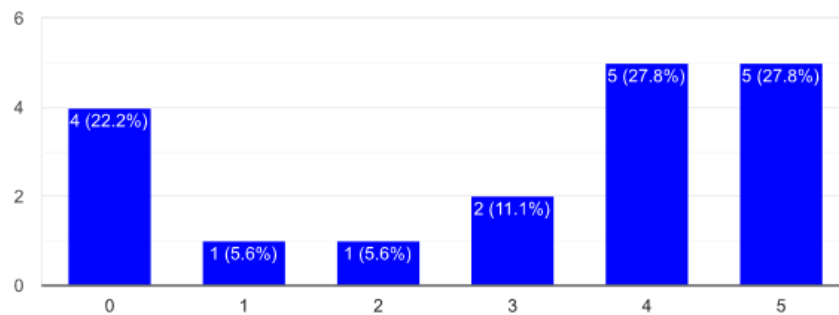
No

Sustainability planning is a topic DWGSC brings up frequently
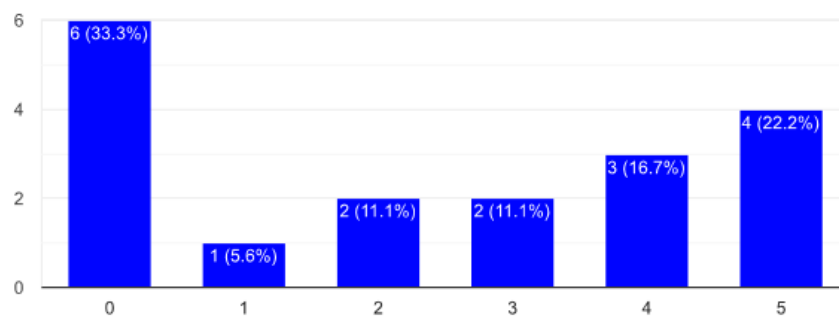
6. Crosscutting issues

6.1 Are you or your organisation happy with the approach taken by the DWGSC project with regard to gender equality? (1 = No, 5 = Very happy)
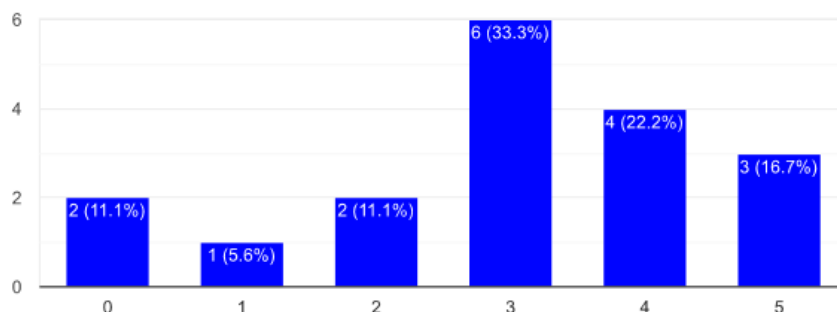
18 responses

6.2 Are you or your organisation happy with the approach taken by the DWGSC project to the concerns of non-discrimination, including those with disability? (1 = No, 5 = Very happy)

18 responses

6.3 In general, do you feel the project provides sufficient support and services at the levels you expected? (1 = None, 5 = Excellent interventions)

18 responses

Please feel free to add any comment regarding "CROSSCUTTING ISSUE " of the DWGSC project

3 responses

I can put higer number if the survey comes after or during implemented, for now on I can understand only by myself till the project running in Indonesia

No

Tripartite representation is in strong focus, involvement of experts from HQ where needed works well

Google Forms